



Sturgeon County *Approved*

OPERATING & CAPITAL BUDGET

2020

2021–2025 Financial Forecast



Alberta, Canada

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Sturgeon County
Alberta**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

Executive Director



Vision: Sturgeon County: a diverse, active community that pioneers opportunities and promotes initiative while embracing rural lifestyles.

Mission: Providing quality, cost-effective services and infrastructure to meet the diverse needs of the Sturgeon County community, while improving competitiveness and sustainability.



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Reader's Guide to the Budget Document

Document Overview

The Operating and Capital Budget document is a comprehensive guide for the financial decision-making and operational management of Sturgeon County throughout the fiscal year and a performance plan to assist in accomplishing the strategic goals set forth by County Council.

The intent of this document is to provide Council and Residents with information on the factors that influence the fiscal and service capacity of Sturgeon County as the Operating and Capital Budgets are developed. By highlighting the goals and constraints faced by Sturgeon County, this document also serves to provide the information necessary to support the decision-making process that facilitates the development of the annual Operating and Capital Budget and the multi-year Operating and Capital Financial Forecasts.

Further, this document provides a comprehensive overview of the financial structure of Sturgeon County, internal policies and procedures that support and guide budget development, details on the programs and services provided by Sturgeon County, and the financial and non-financial resources required to support service provision.



Budget and Financial Guidelines

The Budget and Financial Guidelines section provides information on the process of budget development; including, the timing and key drivers behind budget development and the underlying policies, procedures, and practices that support the development and management of a sustainable financial framework.

Budget Overview

The Budget Overview section serves to provide a high-level summary of the Operating and Capital Budget and provides a detailed explanation of proposed service level adjustments brought forward during the budget process as Service Enhancements. An allocation of the workforce among operational divisions and departments is also provided in the budget overview section.

Budget Highlights

The Budget Highlights section summarizes the Operating and Capital Budget by Department. Departmental programs and services, proposed service enhancements and capital projects, and changes to base operating budget are explained departmentally within this section.

Base budget highlights are a comparison of the previous year's approved budget, less one-time revenues and expenses brought forward during that budget cycle, to the current year's base budget, rounded to the nearest \$100.00.

Financial Overview

The Financial Overview section provides additional information on the Operating and Capital budget segmented by major revenue and expense categories, the impact of debt obligations, and anticipated reserves.

Capital Budget

The Financial Overview section provides additional information on the Operating and Capital budget segmented by major revenue and expense categories, the impact of proposed new debt obligations on debt servicing levels and debt limits, and the anticipated impact on reserves as a result of budget funding decisions.

Message from the Mayor

Dear Neighbours,

It is hard to believe I am half-way through my term as your Mayor. I have had the pleasure of meeting with many of you in your neighborhoods, on your farms, at your businesses and at community events. My fellow Council members and I have spent much of our time encouraging sustainable growth, supporting initiatives for improved maintenance of roads and working to build safer, more connected communities. Along with my Council colleagues, we commit a significant amount of time actively engaging with our provincial and federal elected officials as well as our neighboring municipal peers to further strengthen our regional relationships.

Council met in August to revisit our Strategic Plan and contemplate emerging issues in the county, the region and the province. Council reviewed and analyzed the operating and capital submissions from Administration in early October and the budget was deliberated by Council over 1.5 days in late November. Planning and deliberations were more complicated this year due to the late provincial budget announcement and uncertainty around rural policing contributions.

There was considerable uncertainty going in to the 2020 budget for municipalities across Canada. Council and Administration are mindful of the economic pressures on our residents and the business community. Through the budget planning process, we considered the regional economic situation, our current operating requirements and new priorities such as roads, bridges and infrastructure investments that support economic growth.

Council initially planned to move forward with a zero per cent increase, but the recent policing costs announcement has left us with a large expense of \$586,000 and less than five months to prepare for, resulting in a 1.18 per cent increase. Sturgeon County residents have been clear on their level of frustration where rural crime is concerned. If there was going to be an increase in property tax, residents would see value in improved RCMP services. I hope the province and the RCMP can deliver on this at a rate that matches the need to get boots on the ground in our area.

I'm pleased with Council and Administrations accomplishments over this last year actively promoting Sturgeon County, including the Alberta Industrial Heartland, Villeneuve, ProNorth and Sturgeon Industrial Park. We established the Heartland Area Resident Task Force as well as a Transportation Committee to allow the community more opportunities to provide input into issues that matter to them.



*Mayor,
Alanna Hnatiw*

The 2020 budget reflects how Sturgeon staff focus on delivering improved services to residents, as well as Council's commitment to investing in economic growth and finding efficiencies where possible. Growth requires proactive management of our existing and future infrastructure including water, wastewater and roads. You'll see a full detailed listing of approved service enhancements, operational and capital costs further in this document.

As we endeavor to strengthen Sturgeon County's competitiveness and reputation, part of that important work includes taking a responsible approach to managing the County's finances while balancing the needs of today with the plans for tomorrow.

We are taking steps to elevate Sturgeon County's profile, by creating a competitive advantage here while collaborating within our region to ensure local economic vitality and a strong global presence.

For the second year in a row, we offered the Let's Talk Budget Portal where residents were invited to ask budget related questions. Once again, I was pleased with the level of engagement we received and thank you to residents who participated. We encourage you to stay informed and to learn more about the priorities and plans. We are always looking at new ways to communicate with residents. In 2020, we plan to launch a mobile app to provide another channel to keep you informed and engaged, after all Sturgeon County's greatest resource are its people.

I am grateful for the opportunity to serve in my community as Mayor. I will continue to work diligently for this vibrant community we all call home.

A handwritten signature in black ink, appearing to read 'Alanna Hnatiw', written over a light-colored, slightly textured background.

Message from the CAO

2019 has been a busy, productive year, Council and Administration have worked hard to bring forward a prudent 2020 Budget which serves as a transparent guide and balances Councils goal of aligning our organization for growth while providing quality, cost-effective services to our residents. With an approved operating budget of \$59,054,646 and a capital budget of \$24,238,300, we are committed to using taxpayer dollars responsibly and effectively.

Council had initially intended for a zero per cent budget increase for 2020, however, the recently announced cost-sharing partnership, where small and rural communities will begin to pay a portion of frontline policing costs, has posed a considerable challenge for our municipality. Therefore, Council approved the 2020 Operating and Capital Budget with a slight increase of 1.18 per cent in response to the \$586,000 contribution, payable to the province, April 2020.

The approved budget focuses on spending on core services and planning for future growth, while maintaining the level of service that Sturgeon County residents expect and deserve.

Similar to how a family sets out a budget from time to time, the financial oversight of the organization is one of Councils largest responsibilities. Council considers the regional, Provincial and National economy and new projects; the current operating requirements and new capital priorities like roads and bridges.

"Roads continue to be a top priority for Council as well as continuous improvement of customer focused operations and a focus on increasing development in the business sectors."



CAO, Reegan McCullough

Like many municipalities in the province, we face the challenge of having sufficient funding to maintain and replace aging infrastructure. Taxes, levies, capital grants are just some of the sources that help fund capital improvements. Reduced Provincial Municipal Sustainability Initiative (MSI) funding may cause some disruption as we maintain a wide range of services for our residents, such as roads, bridges, and water and wastewater systems continue to be a top priority for Council as well as continuous improvement of customer focused operations and a focus on increasing development in the business sectors.

Nevertheless, it's not all doom and gloom! The implementation of new legislation, Bills 7 and 29, will allow us to offer new property tax incentives to attract business, boost economic development and make Sturgeon County an even more attractive destination for investment.

We've identified improvements through an operational efficiency review, a business needs assessment and performance review. These reviews provided a number of alternatives to ensure the organization provides quality, cost-effective services and maintains competitive tax rates.

Message From the CAO

I'm pleased with the efficiencies we were able to achieve in 2019 and incorporate in this budget. Council and Administration will continue to work together to find efficiency savings and create strategies to build reserves with future tax growth.

We face some uncertainty with changes at the Provincial and Federal Government; however, while these challenges exist, Sturgeon County will not sit around and wait for someone else to determine our destiny. Instead, Sturgeon County is embarking on an exciting initiative to enhance the competitiveness of the County.

- Reducing our operating expenditures within the County to ensure we remain financially sustainable.
- Working with the provincial and federal government to encourage more investment in our region, and;
- Prioritizing our infrastructure needs so we build the right projects that support safe and timely movement of people and goods.

As we endeavor to strengthen Sturgeon County's competitiveness and reputation, part of that important work includes taking a responsive, yet responsible approach to managing the County's finances.

I am pleased with our accomplishments in 2019 and as we continue to make strides towards planning for future growth, I encourage

Administration to continue to find efficiencies through innovative business practices and process improvements throughout this budget cycle and the next.

I would like to acknowledge Council for supporting the recommendations of Administration and providing us with a clear roadmap to align the 2020 Operating and Capital Budgets in a financially sustainable manner.

My sincere thanks to the finance and communications teams who assembled the enclosed information to create an easy to read document to keep residents informed.

I've thoroughly enjoyed my first year here, working with a committed Mayor and Council, as well as a dedicated group of staff who deliver quality services to you, the residents.

I'm confident we are positioning Sturgeon County to thrive, and I look forward to 2020 as we turn challenges into opportunities on behalf of Sturgeon County residents.

Best regards,



Reegan McCullough, CAO



Sturgeon County Profile



Where Rural Meets Urban

WHO ARE WE

Sturgeon County is named after the Sturgeon River, a major tributary of the North Saskatchewan River, and serves 20,506 residents. We are a large, diverse municipality covering 2,100 square kilometers, serviced by 14 highways, six industrial areas, 35 townships, 185 kilometres of secondary roads and 1,776 kilometres of local roads.

Located north of the City of St. Albert, Sturgeon County is a vibrant municipality made up of farmland, world-class industrial development, and residential acreage developments.

Sturgeon County provides residents with a high standard of living, a wide range of services, including recreational programming, community events, protective and transportation services and utilities.

WE ARE INDUSTRY

Home of the Alberta Industrial Heartland which is one of the world's most attractive locations for major industry of chemical, petrochemical, oil, and gas investment. Alberta is the largest producer of Bitumen, conventional Crude Oil, Synthetic Crude Oil, Natural Gas and Natural Gas Liquids (NGLs) in Canada. Owing to its proximity and connectivity to some of the lowest cost hydrocarbon feedstock in the world, Sturgeon County is an ideal place to construct a petrochemical, oil refining or partial upgrading facility.

WE ARE AGRICULTURE

Agriculture is the top land use in Sturgeon County. Sturgeon County has a long and proud history of farming and agriculture that dates back well over a century, resulting in a significant number of 100 Year Farm Families. Since 1992, Sturgeon County has presented 100-Year Farm Family awards to local farming families that have been actively producing in our County for a century or more. Exceptional soil, flat terrain, and access to quality water create exemplary growing conditions in the County, while an abundance of productive land and agricultural infrastructure offer unique opportunities in this expanding industry.

MORE THAN **50%** of Sturgeon County households make over **\$110,000** according to the **2019 Census**

Sturgeon County Profile

OUR COMMUNITY • QUICK FACTS

- Sturgeon County's population of **20,506** is well spread out across **six divisions**.
- More than **50 per cent** of Sturgeon County households earn over \$110,000.
- Division 2 has the highest population, which consists of 21 per cent of Sturgeon County's total population.
- **2,700** residents living in Sturgeon County are happily retired.
- Sturgeon County is served by two school divisions, which provide educational opportunities to about **6,000** students through 18 schools and two storefront learning centres.
- There are **five towns** within Sturgeon County, each with their own schools, municipal services, amenities and councils.

OUR WORKFORCE • QUICK FACTS

- Of the people living and working in Sturgeon County, **trades and primary industry** are the most common sectors.
- **Permanent, full-time work** is the most common employment status in Sturgeon County.
- Although Edmonton is the most popular location of employment, Sturgeon County is the **second highest** location of employment for residents.

OUR HISTORY • QUICK FACTS

- Alberta's **first school** was established in what is now Sturgeon County, near the Hamlet of Lamoureux.
- The **first wheat grown** for resale purposes was also produced in Sturgeon County and is home to the first grist or flour mill, which was brought over from France by the Roman Catholic Mission.
- Sturgeon County was **first incorporated** under its current name in 1997. Before then, it was known as the Municipal District of Sturgeon No. 90, which was formed by the amalgamation of two former 'Labour Districts' which came into existence in the late 1800's.
- Johnny's Store is one of the **oldest standing stores** in Alberta at 116 years old. It has recently been converted to a local vendor market.
- Sturgeon County celebrated its **100 Year** Centennial in 2018.

NEW BUSINESS DEVELOPMENTS IN STURGEON COUNTY

Canada Kuwait Petrochemical Corporation continues their development of a 4.5 Billion Dollar propane to plastics plant in Sturgeon County's portion of Alberta's Industrial Heartland. Construction is ramping up and will peak with over 3,000 workers on site, over 200 staff on site in operations.

G3 continues their development of a 500,000 Metric ton grain terminal just west of Westmore grain terminal – Sturgeon in 2020 will be able to ship approximately 1 Million Tones of grain, peas and other ag products from those two terminals alone.

Cando Rail Services has started construction of the Cando Sturgeon Terminal in Sturgeon County, Alberta. Phase 1 of the terminal will provide additional rail capacity to Alberta's Industrial Heartland and utilize a loop-track system to enable storage of up to 1900 railcars.



Organizational Profile

Council & Administration

GOVERNANCE

Sturgeon County has a Council-Commissioner form of government with six Council members and a Mayor that are elected every four years; the next election will be held in October 2021.

The Mayor is elected at large and is the chief elected official and formal representative of Sturgeon County. The Commissioner, who is selected by Council, is Sturgeon County's Chief Administrative Official and is responsible for all county business.

In addition to attending regular Council Meetings during normal business hours, Council Members also attend community functions, public hearings, and serve on a variety of internal and external committees and boards.

Council selects representatives for these committees during Council's annual Organizational Meeting. The Mayor is ex-officio for all Council committees, boards, and agencies.

ADMINISTRATION

The head of the administrative structure is the Chief Administrative Officer (CAO). The organization is broken down by division with Directors reporting to the CAO. These divisions are: Community Services, Corporate Services, Development Services, Infrastructure Services, Financial & Strategic Services.

Sturgeon County Officials

Mayor Alanna Hnatiw

Councillor Dan Derouin - Division 1

Councillor Kristin Toms - Division 2

Councillor Wayne Bokenfohr - Division 3

Councillor Neal Comeau - Division 4

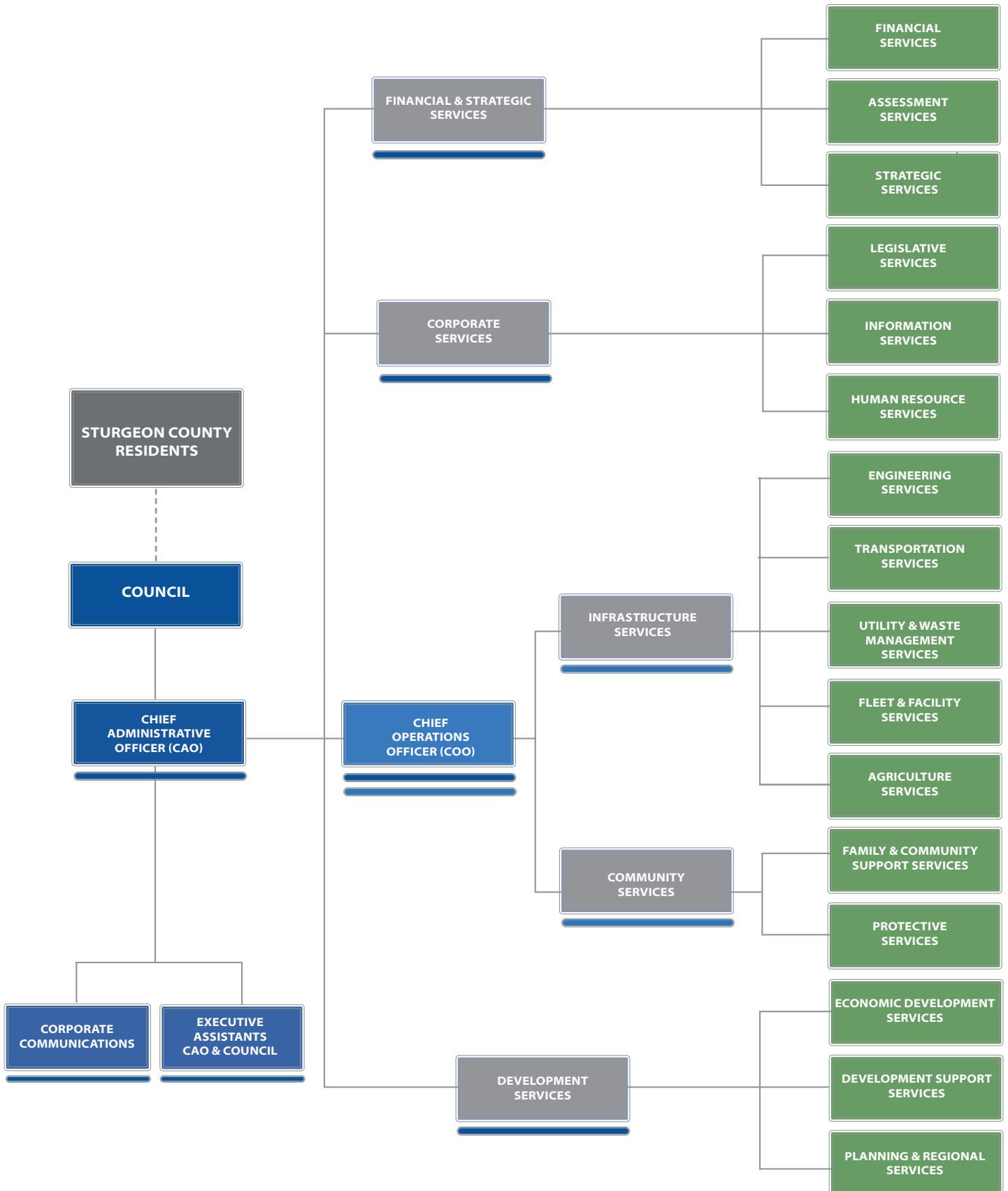
Councillor Patrick D. Tighe - Division 5

Councillor Karen Shaw - Division 6



Organizational Profile

Organizational Structure Chart



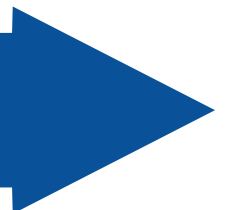


Budget & Financial Guidelines

- Fiscal Policy
- Significant Tax Revenue Growth Policy
- Funds
- Basis of Budgeting
- Basis of Forecasting
- Budget Process
- Budget & Planning Process



- PLAN
- BUDGET
- FORECAST



Budget & Financial Guidelines

Fiscal Policy

PRINCIPLES, PRACTICES, AND POLICIES

This section outlines the principles, practices and policies that govern the preparation and implementation of the budget and that manage short and long-term financial strategies and investments.

UNDERLYING PRINCIPLES

Sturgeon County has an extensive array of principles which provide the underlying framework for financial administration. The general financial principles can be summarized as follows:

- Financial Viability – to maintain a financially viable municipality that can provide high quality services for ratepayers.
- Financial Management – to enhance the fiscal position of Sturgeon County through sound financial management, both short-term and long-term.
- Financial Flexibility – to maintain financial flexibility to anticipate and meet changing economic conditions.
- Long Range Perspective – all financial forecasts are prepared with a long-term perspective to ensure affordability and equity to the ratepayers.
- Balanced Budget – Sturgeon County is required under the Municipal Government Act not to plan for a deficit; all budgeted revenues must be equal to budgeted expenditures.

LEGISLATION

- Sturgeon County adheres to all legislation set forth by Provincial and Federal governing bodies.
- Sturgeon County follows the legislative requirements of the Municipal Government Act (MGA), and the Public Sector Accounting Board (PSAB).

POLICIES

- Summary of Fiscal Principles, Practices, and Policies
 - Collection of policies and practices that are considered vital to providing exceptional programs and services and prudent fiscal management.
 - Provides a summary of the governing policies in twelve key areas; including the development of operating and capital budgets, administration of property tax process, accounting, auditing and financial reporting, and the utility financial policy.
- 2018-2027 Sturgeon County Strategic Plan
 - Charts a course for the future of Sturgeon County – one that is buoyed by optimism and limitless potential.
- 2019-2021 Corporate Business Plan
 - Outlines Council approved initiatives necessary to implement the Strategic Plan and provides the metrics to measure progress and better align activities with Council vision.



Budget & Financial Guidelines

Fiscal Policy

POLICIES CONTINUED

- Community Association Grant Policy
 - Demonstrates commitment to working with volunteer organizations by providing financial assistance for capital and operating costs to community groups that provide a variety of social, recreational, and cultural services to Sturgeon County residents.
- Corporate Procurement Procedure
 - Establishes expenditure controls by identifying procedures for spending and delegating the control limits to appropriate positions.
- Debt Management Policy
 - Establishes Sturgeon County's internal debt limit and establishes the parameters for the debt financing of capital projects.
- Investment Policy
 - Promotes fiduciary responsibility and stewardship of public funds by establishing parameters for responsible investment activities that preserve capital, maintain and enhance liquidity, mitigate financial risk, maximize returns, and maintain compliance with the MGA.
- Offsite Levy Policy
 - Provides guidance on the assessment of off-site levies, the determination of when levies are payable, establishes when and how front-ended infrastructure construction is assigned and credited to developers, and when and how front-ended construction costs are reimbursed to developers.
- Reserve Policy
 - Provides for the management of reserves established by County Council for emergent or future financial needs, to stabilize tax rates, reduce the need for debt financing, and to set aside funds for the replacement of existing equipment, facilities, and future projects.
- Risk Management Policy
 - Recognizes the importance of assuming a reasonable level of risk for the organization to fulfill its vision, mission and strategic priorities.
- Schedule of Fees and Charges Bylaw
 - Establishes the rates, fees, and charges for services provided by Sturgeon County.
 - Reviewed annually as part of the budget process.
- Significant Tax Revenue Growth Policy
 - Enhances accountability, transparency, and fiscal responsibility through the strategic investment of significant growth tax revenue from industrial development in Council establishes priority areas with the aim of improving quality of life for residents.
- Tangible Capital Asset Policy
 - Works to enhance the life cycle of tangible capital assets through proper recording, tracking, and risk management.

UTILITY COST OF SERVICE STUDY

In 2016 Sturgeon County engaged a consulting firm to provide a Cost of Service study for utilities with the overarching goal of financing utility operating and capital requirements in a sustainable manner. The Cost of Service study resulted in a rate model, based on a 10-year forecast, which considers future operating costs, future capital investments, and capital financing strategies in the rate setting process. Each year, utility service rates are reviewed as part of the budget process with the utility rate model serving as the framework for determining service rate change recommendations.

ACCOUNTING PROCESS

Sturgeon County manages the accounting function through a centralized Finance Department. The Finance Department is responsible for recording, reporting, and forecasting Sturgeon County's financial activities utilizing centralized financial software. The department provides Council and Management with regular financial reports for use in decision-making. The preparation of the annual financial reports for audit is also a responsibility of the Finance Department. The accounts of Sturgeon County are organized on the operating, capital, and reserve fund basis but reported through the net debt reporting model.

Budget & Financial Guidelines

Fiscal Policy

AUDIT PROCESS

Sturgeon County's 2018 Financial Statements have been audited by Metrix Group LLP, Chartered Professional Accountants. Appointed by Council, the goal of the independent auditor is to provide reasonable assurance as to whether the financial statements of Sturgeon County, for the fiscal year ended December 31, 2018, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements assessing the accounting principles used and significant estimates made by management and evaluating the overall financial statement presentation.

The independent auditor concluded that the financial statements of Sturgeon County, comprised of the statement of financial position as at December 31, 2018 and the statements of operations and accumulated surplus, changes in net financial assets (debt), and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information, present fairly, in all material respects, the financial position of the Sturgeon County as at December 31, 2018 and the results of its operations, changes in net financial assets (debt), and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Budget & Financial Guidelines

Significant Tax Revenue Growth Policy

The Significant Tax Revenue Growth Policy guides decision-making regarding significant industrial tax growth in a manner that enhances accountability and transparency and guides strategic investments that improve the quality of life for residents. This policy establishes eight priority areas, and target ratios for each, where significant revenue growth will be invested over the next five years.

PRIORITY 1: RESERVE CONTRIBUTION AND DEBT MITIGATION

An allocation to reserves, over a four-year period, to achieve the reserve targets established in the Reserve Policy and to pay off higher-interest debt. Reserves put Sturgeon County in a better position to deal with unanticipated or emergent items and reducing debt ensures that operating dollars can be applied directly to municipal services.

PRIORITY 2&3: INFRASTRUCTURE REHABILITATION AND INVESTMENT

Dedicated to improving road networks and rehabilitating existing infrastructure including bridges and drainage systems; more than half of the significant tax growth revenue is dedicated to these priority areas.

PRIORITY 4: COMMUNITY BUILDING

Recognizing the importance of building strong communities for residents, this priority provides capital grants to municipalities and community associations within Sturgeon County for community enhancement projects and funding for Intermunicipal Collaboration Agreements that Sturgeon County may have with its neighbouring municipalities

PRIORITY 5: SERVICE LEVEL INCREASE

Dedicated to funding one-time services to residents, this priority provides an opportunity to expand a defined service level without increasing the operating budget year over year.

PRIORITY 6: HEARTLAND MITIGATION STRATEGY

Commits funding to projects and initiatives that help improve the quality of life for residents directly impacted by industrial development in the Heartland Area.

PRIORITY 7: TAX STABILIZATION

Establishes funds to stabilize taxes annually, seeks to maintain favourable residential tax rates and helps to ensure competitive non-residential tax rates.

PRIORITY 8: OFF-SITE INFRASTRUCTURE

Establishes funding for Sturgeon County's share of offsite infrastructure projects including road network, storm, water and wastewater projects and provides funding to front-end offsite infrastructure.

Sturgeon County budgets separately for significant tax growth revenue to minimize reliance on using these revenues for day-to-day operations. Sturgeon County also adopts a conservative approach when budgeting for significant tax growth revenues considering the uncertainty associated with these revenues.



Budget & Financial Guidelines

Funds

FUND STRUCTURE

Sturgeon County organizes revenue and expense reporting into three Fund categories; Operating, Capital, and Reserve, and two operational sub-categories: Municipal and Utility. Each fund has specific restrictions on the use of balances and funds raised for one source cannot be used for any other purpose. The annual external audit includes testing to ensure proper compliance with the use of funds.

Funds are budgeted for using the modified accrual approach, a hybrid approach to accounting which combines full accrual accounting with cash accounting. Under the modified accrual approach, most revenues are recognized as they become available and measurable and most expenses are recognized when the liability or obligation is incurred. For financial reporting purposes, funds are reported using the full accrual method of accounting.

Operating Fund

- General Municipal
- Utility

Capital Fund

- General Municipal
- Utility

Reserve Fund

- Operating
- Capital

OPERATING FUND

The Operating Fund is the largest of the funds and accounts for a wide variety of County programs, services, and operational activities. Most costs in the Operating Fund are recovered through municipal property taxes but cost recovery is supported by user fees, grants, and various other revenue sources.

The Operating Fund also includes provisions for contributions to reserves and for capital projects and funding from reserves to support operational activities. Expenditures and revenues

related to the provision of utility services (water, wastewater) are accounted for as part of the Operating Fund but are subcategorized under Utility.

CAPITAL FUND

The Capital Fund includes all financing sources and expenditures required to acquire tangible capital assets or construct capital infrastructure; such as roads, buildings, bridges, drainage, water and wastewater infrastructure, and recreation trail improvements. The Capital Fund is also subcategorized into two components: General Municipal and Utility.

RESERVE FUND

The Reserve Fund represents an appropriation from net revenue, at the discretion of Council, set aside to finance future expenditures, emergent items, or provide stability to tax rates. There are two types of reserves; obligatory reserves and discretionary reserves. Obligatory reserves are created whenever statute requires them to be. Discretionary reserves are established by Council to finance expenditures for which it has authority to spend. Sturgeon County further categorizes reserves as either operating or capital, based on the use of the reserve.

GENERAL MUNICIPAL

The General Municipal category is the largest of the operational subcategories and, as all taxation supported departments are reported under this subcategory, this fund summarizes most of the operational activities of Sturgeon County. This fund is balanced to zero in the budget year, and any variance between revenue and expense is made up by adjusting the municipal tax rate.

UTILITY

The Utility subcategory includes only operating and capital activities directly related to Utility Services (water and wastewater). Utilities are considered self-sustaining, are funded through utility rates, and have no impact on the municipal tax rate. The Utility Rate Model is structured to maintain cost recovery for operations and capital projects and is balanced to zero in a budget year through a reserve transfer to (surplus) or from (deficit) the Utility Reserve.

Budget & Financial Guidelines

Basis of Budgeting

Departmental budgets are prepared based on two components, Base Budget and Proposed Service Enhancements. The base budget includes inflationary increases where necessary, adjustments to costs incurred by Sturgeon County above or below normal inflation, and expenditures for which Sturgeon County has a legal obligation or made a budgetary commitment. The inclusion of these costs in the base budget ensures Sturgeon County can maintain the same levels of service as those provided in the current year with similar operating funds. These costs include projects and infrastructure expenditures reflected in the annual Capital Improvement Plan, which includes road costs, vehicles, equipment, various specific capital projects and debt service payments for capital commitments.

Also driving the service levels and budget process are the strategic priorities and fiscal policies adopted by Council, these drivers include the following:

- Aligning with Council's Strategic Plan;
- Keeping tax rates competitive;
- Mitigating negative future budget changes;
- Maintaining existing service level standards; and
- Establishing a proactive infrastructure funding plan.

Proposals to add new services or change service levels, that have a financial impact, are defined as Service Enhancements. Service Enhancements are budgeted separately from the base budget so that the long-term impact of making a service level change can be evaluated and deliberated on during the budget process. Service Enhancements are based on Council, Corporate, or Departmental goals and objectives and are approved by Council as part of the budget process.

Significant Tax Revenue Growth and Significant Tax Revenue Growth funded priorities are separate from the base budget and service enhancements. This is to ensure there is minimal reliance on this type of revenue to support day-to-day operations and to manage the uncertainty associated with these revenues.

For more information on Significant Tax Revenue, please refer to the Significant Tax Revenue Growth Policy section.



Budget & Financial Guidelines

Basis of Forecasting

In addition to adopting annual Operating and Capital Budgets, the Municipal Government Act requires municipalities to develop multi-year Operating and Capital Financial plans. The development of multi-year financial plans provides for improved linkage between financial and strategic goals and helps to identify future financial challenges and opportunities.

The multi-year financial plans have been designed to support and supplement the information provided in the annual Operating and Capital Budgets and are Approved in Principle by Council as Sturgeon County's 3-year Operating and 5-year Capital Financial Forecasts.

CAPITAL FINANCIAL FORECAST



Sturgeon County currently prepares one, three, and ten-year capital forecasts as part of the capital planning process. For further information on the capital planning process, please refer to the Capital Budget section.

OPERATING FINANCIAL FORECAST



In developing a multi-year Operating Financial Forecast, departments review their current year operating budget requirements and make predictions based on:

- Historical trend analysis
- Municipal Price Index factors
- County specific inflationary factors
- Anticipated and planned growth
- Feasibility and Cost of Service studies
- Contractual obligations
- Proposed or anticipated changes in service levels
- Strategic and Corporate initiatives
- Multi-year Capital Financial Forecasts

Budget & Financial Guidelines

Budget Process

DEPARTMENTAL BUDGETING

For accounting and budgeting purposes, Sturgeon County's financial information is sectioned by department and/or area of responsibility. Sectioning the financial information helps identify funding sources and commitments attributable to each department, it allows for funding transfers between departments, and enhances reporting to provincial or federal agencies and service partners.

BUDGET PROCESS

The Strategic and Corporate Business Plans are starting points for developing operating and capital budgets. The Strategic Plan establishes priorities for Sturgeon County and the Corporate Business Plan guides administration's efforts toward achieving the goals and priorities established in the Strategic Plan. The operating budget is prepared on an annual basis and the capital budget is prepared on a three, five, and ten-year basis, although only one year is adopted at a time.

Based on discussions with Council, the Strategic Plan, and the Corporate Business Plan, Department Managers begin developing their annual operating and capital budgets. Department Managers submit their budget recommendations to their division Director for review and approval. This review helps to ensure financial trends and the implications of implementing Council's strategic plan have been fully considered in the budget proposal. At this stage, departmental budget proposals are collected and combined into the Submitted Operating and Capital Budget.

Proposed changes to core service levels are brought forward through the Business Case/Service Enhancement process. Department Managers that recommend changing department service levels must put forth a Business Case to their Director. Business cases explain the rationale behind and provide an overview of the financial implications of the proposed change. If approved by the Director, the Business Case is developed into a Service Enhancement and a more thorough financial impact analysis is performed.

In September, each Department Manager presents to the Leadership Team (LT) their department's Submitted Operating and Capital Budget and any proposed Service Enhancements. The Leadership Team is comprised of the CAO and Directors from each division. The Leadership Team assesses the Submitted Operating and Capital Budget and all Service Enhancements to ensure they are aligned to the Strategic, Corporate, or Department Business plans. Any leadership team directed changes to the submitted budgets and all recommended Service Enhancements are compiled into the Proposed Operating and Capital Budget for distribution to Council.

At the end of October, the Proposed Operating and Capital Budget and LT recommended Service Enhancements are presented to Council. Council is provided with a comprehensive budget package and each Department Manager and division Director presents to Council. These Council Budget presentations are public meetings and they provide Council with an opportunity to obtain additional information either during the presentations or prior to Council Budget Deliberations through a formal Budget Information Request.

In late November public Council budget deliberations begin. During deliberations, all members of Council review and deliberate on the Proposed Operating and Capital Budgets, proposed Service Enhancements, and consider any new items that may have come forward during the budget information request process. Once deliberations have concluded, Council directed changes are incorporated into the Proposed Operating and Capital budget.

Final approval to the Operating and Capital Budget typically occurs at the first Council meeting in December so that the budget is approved before the start of the new fiscal year (January 1).

Once the budget is approved, any amendments to the Approved Operating and Capital budget must have formal approval from Council. This process ensures budget amendments are voted on by Council and the final decision is recorded in the Council minutes.

Budget & Financial Guidelines

Budget Process

OPERATING BUDGET CONTROL PROCESS

Sturgeon County policies allow departments enough latitude to effectively manage programs and service delivery for which they are accountable. In general, Sturgeon County's policies establish financial accountability and spending authorities for budget allocations but provide some financial flexibility under established conditions. These conditional flexibilities can be generalized in the following terms:

- Reallocations between expenditure classifications that do not affect the net operating budget of a specific program within a department, may be made by a division Director.
- Approved budget amounts can be transferred between departments at the recommendation of the division Director and with the agreement of the CAO and approval of Council.
- Revenues in excess of budgeted levels cannot be spent, or committed, without Council approval.
- At year-end, any excess revenue (unbalanced to expenses) becomes part of Sturgeon County's surplus unless specific approval is sought to move funds into reserves.
- Departmental services must be carried out within the department's net expenditure, as approved by Council in the annual Operating Budget. Deviations from the approved amount are reported to and reviewed by the CAO or Council.
- Department Managers, through division Directors, are accountable to the CAO and Council for their spending, revenue generation, and service delivery performance against the approved budget.
- Throughout the year, actual financial activity is continuously monitored and compared to budget to ensure operating revenues and expenditures are balanced at year-end.
- All events after the adoption of the budget are reported as a variance against the unamended budget. Financial Services is responsible for ensuring these variances are detailed in a Report to Council and the Leadership Team.
- The CAO manages Full-time Equivalencies (FTE) and salaries, wages and benefits expenses within the approved budget, additional FTE request must be approved by Council.

CAPITAL BUDGET CONTROL PROCESS

The following points highlight the capital budget control process:

- In adopting the Capital Budget, Council has determined the resources available and allocated to each capital project.
- The Capital Budget certifies that funding for the capital projects is within Sturgeon County's debt limit, as established through provincial legislation and Sturgeon County's Debt Management policy.
- All Capital Budgets and departmental reports to Council seeking authority for the release of funds and commencement of the capital project, or amendments to the capital program, must first be reviewed by the division Director to ensure accuracy, financing sources and financial impact, and then reviewed by the CAO before being submitted to Council for approval.
- The division Director, as part of the Annual Capital Budget submission, reviews all prior years' capital budget approvals. This review forms part of the annual Capital Budget process.



Budget & Financial Guidelines

Budget & Planning Process



THE STRATEGIC PLAN

The Strategic Plan establishes priorities for Sturgeon County and guides Council and Administration through a logical and predictable decision-making process. By setting a long-term vision and defining the path to get there, the Strategic Plan focuses efforts and positions Sturgeon County to meet the needs of current and future residents. The strategic plan is aligned with the budget to ensure that the plan clearly outlines where the County is focusing efforts that will lead to clear, measurable outcomes.

The elements of Sturgeon County's Strategic Plan are Vision, Mission, and the five focus areas for change which are built on a foundation of service commitment through operational excellence.

Vision Statement

Sturgeon County: a diverse, active community that pioneers opportunities and promotes initiative while embracing rural lifestyles.

Mission Statement

Providing quality, cost-effective services and infrastructure to meet the diverse needs of the Sturgeon County community, while improving competitiveness and sustainability.

Budget & Financial Guidelines

Budget & Planning Process



THE MUNICIPAL DEVELOPMENT PLAN

The Municipal Development Plan functions as a long-range planning document for Sturgeon County by providing a 30-year vision for the community. It highlights the community's needs and directs subsequent growth and provides general guidance on social, cultural, environmental, economic and infrastructure considerations.

Specifically, the Municipal Development Plan:

- Describes Sturgeon County's preferred direction with respect to land use, Residential and Non-Residential types, infrastructure investments, service provision and future development zones.
- Guides policy creation and planning tools regarding land use, transportation and infrastructure investment decisions across the County.
- Provides an overarching document to assist in the coordination of municipal bylaws, policies, programs and investments.

THE CORPORATE BUSINESS PLAN

The Corporate Business Plan outlines the first three years of initiatives necessary to implement the 2018 – 2027 Strategic Plan. It also provides metrics by which Sturgeon County will measure its progress to better align activities with Council's vision.

The plan outlines projects and activities to help residents receive value for their tax dollars. While the Strategic Plan establishes priorities for the organization, the Corporate Business Plan provides clarity and further detail on the outcomes Sturgeon County aims to achieve overall.

THE BUDGET

The Budget represents the priorities for the coming year and takes a conservative approach to spending, while maintaining the core services that residents expect. The budget also takes a long-range view, considering Sturgeon County's Strategic Plan, while ensuring a strong, sustainable future.

Budget & Financial Guidelines

Budget & Planning Process

The schedule below details the timeline for the annual planning and budgeting process, both preceding and proceeding final Operating and Capital Budget approval by Sturgeon County Council.

2019	April	Strategic Planning and Council Capital Direction
	July/August	Review Business Plan Initiatives Confirm 2020 Operating Budget priorities Capital Budget Direction
	September	Council approval of 3-Year Capital Infrastructure Program
	Late October	Recommended Budgets to Council
	Late November	Council Deliberations: <ul style="list-style-type: none"> Detailed Operating Budget Detailed Capital Budget Response to Budget Information Requests
	December	Budget Approval & Corporate Business Plan Endorsement
2020	February	Assessments finalized
	April	Tax rates set
	May	Tax notices sent

Budget Calendar

2019

April 3 & 4: Council Workshop
 September 26: Council Workshop
 October 31, November 1 & November 4: Budget Presentations to Council
 November 27-29: Council Budget Deliberations
 December 10: Request for Budget Approval

2020

April 15: Council Workshop
 TBD: Fall Council Workshop
 October 28,29 & 30: Budget Presentations to Council
 November 25,26 & 27: Council Budget Deliberations
 December 8: Request for Budget Approval



BUDGET OVERVIEW

- Where The Tax Dollars Go
- 2019 & 2020 Total Consolidated Budget
- 2020 Operating Budget & 2021-2023 Operating Financial Forecast
- Fund Balancing
- Workforce Distribution
- Changes in the Workforce Distribution
- Opportunities & Challenges



- PLAN
- BUDGET
- FORECAST

Budget Overview

Where The Tax Dollars Go



1. County Governance Services	\$ 0.046
2. Corporate Support Services	\$ 0.092
3. Protective Services	\$ 0.077
4. Infrastructure Services	\$ 0.522
5. Financial & Strategic Services	\$ 0.084
6. Agriculture & Waste Management	\$ 0.056
7. Development Services	\$ 0.072
8. Family & Community Support Services	\$ 0.050
	\$ 1.00

Budget Overview

2019 Total Consolidated Budget

	2019 Significant Tax Growth Revenue Operating Addendum	2019 Significant Tax Growth Revenue Capital Addendum	2019 Operating Budget	Expense Recategorization	2019 Operating Budget	2019 Capital Budget	2019 Consolidated Budget
Revenues							
Taxes	13,660,100	16,700,863	40,514,564		40,514,564	9,546,800	80,422,327
Sales & User Charges			12,242,337		12,242,337	201,000	12,443,337
Government Grants			1,550,335		1,550,335	6,000,000	7,550,335
Other Revenues			1,882,491		1,882,491		1,882,491
Contributions & Off-Site Levies						680,000	680,000
Debentures						1,000,000	1,000,000
Total Revenues	13,660,100	16,700,863	56,189,727		56,189,727	17,427,800	103,978,490
Operating Expenditures							
Salaries, Wages & Benefits	82,225		26,028,648	(254,519)	25,774,129		25,856,354
Contracted & General Services	1,748,017		12,663,714	(780,854)	11,882,860		13,630,877
Materials, Goods & Utilities			10,747,227	986,873	11,734,100		11,734,100
Grants	67,724		1,919,520		1,919,520		1,987,244
Provisions for Allowances				48,500	48,500		48,500
Interest on Long-Term Debt			784,808		784,808		784,808
Total Operating Expenses	1,897,966		52,143,917	0	52,143,917		54,041,883
Capital Expenditures							
Road Infrastructure		16,700,863				9,594,000	26,294,863
Vehicles & Equipment						2,052,300	2,052,300
Land Improvements						250,000	250,000
Engineered Structures						4,010,000	4,010,000
Bridges						1,080,000	1,080,000
Drainage						140,000	140,000
Total Capital Expenses		16,700,863				17,126,300	33,827,163
Net Operating Cost	11,762,134		4,045,810		4,045,810	301,500	16,109,444
Net Debt Principal			(3,124,059)		(3,124,059)		(3,124,059)
Transfers from Reserve	67,724		2,044,566		2,044,566	3,478,500	5,590,790
Transfers (to) Reserve	(11,829,858)		(2,966,317)		(2,966,317)	(3,780,000)	(18,576,175)
Net for Funding Purposes							
Amortization Expense			(8,805,175)		(8,805,175)		(8,805,175)
Net for Budgeting Purposes			(8,805,175)		(8,805,175)		(8,805,175)

To improve comparability, the 2019 Significant Tax Revenue Growth budget addendums have been removed from the 2019 Operating and Capital Budgets.

For more information on Significant Tax Revenue Growth refer to the Significant Tax Revenue Growth Policy section.

To improve comparability with Sturgeon County's Annual Financial Report some major expenses were recategorized.

For comparison purposes, this document uses the restated 2019 Approved Operating Budget figures.

Budget Overview

2020 Total Consolidated Budget

	2019 Consolidated Budget	2020 Proposed Operating Budget	2020 Proposed Capital Budget	2020 Consolidated Proposed Budget	2020/2019 Budget Change (%)	2021 Consolidated Forecast	2022 Consolidated Forecast	2023 Consolidated Forecast
Revenues								
Taxes	50,061,364	44,417,397	5,781,800	50,199,197	0.3%	52,770,373	54,292,916	55,883,677
Sales & User Charges	12,443,337	11,058,051	2,171,500	13,229,551	6.3%	13,294,547	13,897,521	14,622,700
Government Grants	7,550,335	1,456,950	6,385,000	7,841,950	3.9%	6,651,950	2,236,950	2,236,950
Other Revenues	1,882,491	2,122,248		2,122,248	12.7%	2,122,247	2,122,247	2,128,648
Contributions & Off-Site Levies	680,000		3,800,000	3,800,000	458.8%	3,015,965	2,455,273	3,597,483
Debentures	1,000,000		6,100,000	6,100,000	510.0%		1,600,000	750,000
Total Revenues	73,617,527	59,054,646	24,238,300	83,292,946	13.1%	77,855,082	76,604,907	79,219,458
Operating Expenditures								
Salaries, Wages & Benefits	25,774,129	26,686,825		26,686,825	3.5%	27,427,390	28,202,555	28,855,291
Contracted & General Services	11,882,860	12,481,584		12,481,584	5.0%	11,891,731	12,218,031	13,115,642
Materials, Goods & Utilities	11,734,100	13,114,299		13,114,299	11.8%	13,368,575	13,749,746	14,134,862
Grants	1,919,520	1,827,423		1,827,423	(4.8%)	1,891,589	1,946,423	1,983,853
Provisions for Allowances	48,500	225,500		225,500	364.9%	225,500	225,500	225,500
Interest on Long-Term Debt	784,808	836,882		836,882	6.6%	744,234	699,267	627,020
Total Operating Expenses	52,143,917	55,172,513		55,172,513	5.8%	55,549,019	57,041,522	58,942,168
Capital Expenditures								
Road Infrastructure	9,594,000		8,661,000	8,661,000	(9.7%)	4,385,000	3,815,000	3,230,000
Vehicles & Equipment	2,052,300		3,976,000	3,976,000	93.7%	3,752,000	4,389,500	4,809,000
Land Improvements	250,000		325,000	325,000	30.0%	1,665,000	100,000	100,000
Engineered Structures	4,010,000		10,577,600	10,577,600	163.8%	4,025,092	6,054,023	5,577,483
Bridges	1,080,000		1,105,000	1,105,000	2.3%	2,665,000	1,280,000	1,330,000
Drainage	140,000		1,410,000	1,410,000	907.1%	1,500,000		
Total Capital Expenses	17,126,300		26,054,600	26,054,600	52.1%	17,992,092	15,638,523	15,046,483
Net Operating Cost	4,347,310	3,882,133	(1,816,300)	2,065,833	(52.5%)	4,313,971	3,924,862	5,230,807
Net Debt Principal	(3,124,059)	(3,032,810)		(3,032,810)	(2.9%)	(2,966,042)	(3,143,078)	(2,999,786)
Transfers from Reserve	5,523,066	1,198,921	3,389,600	4,588,521	(16.9%)	2,465,777	4,165,900	2,801,850
Transfers (to) Reserve	(6,746,317)	(1,523,323)	(1,573,300)	(3,096,623)	(54.1%)	(3,198,987)	(4,310,195)	(4,244,157)
Transfers (to) from Accumulated Surplus		(524,921)		(524,921)		(614,719)	(637,489)	(788,714)
Net for Funding Purposes								
Amortization Expense	(8,805,175)	(9,919,320)		(9,919,320)	12.7%	(10,415,287)	(10,936,052)	(11,482,855)
Net for Budgeting Purposes	(8,805,175)	(9,919,320)		(9,919,320)	12.7%	(10,415,287)	(10,936,052)	(11,482,855)

Budget Overview

2020 Operating Budget & 2021—2023 Operating Financial Forecast

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Taxes	49,655,025	50,061,364	50,199,197		50,199,197	0.3%	52,770,373	54,292,916	55,883,677
Sales & User Charges	13,707,565	12,242,337	12,503,051		12,503,051	2.1%	12,645,547	13,017,221	13,403,900
Government Grants	1,906,634	1,550,335	1,456,950		1,456,950	(6.0%)	1,286,950	1,286,950	1,286,950
Other Revenues	3,354,315	1,882,491	2,122,248		2,122,248	12.7%	2,122,247	2,122,247	2,128,648
Total Revenues	68,623,539	65,736,527	66,281,446		66,281,446	0.8%	68,825,117	70,719,334	72,703,175
Expenditures									
Salaries, Wages & Benefits	23,178,438	25,774,129	26,144,285	542,540	26,686,825	3.5%	27,427,390	28,202,555	28,855,291
Contracted & General Services	10,439,868	11,882,860	11,260,430	1,221,154	12,481,584	5.0%	11,891,731	12,218,031	13,115,642
Materials, Goods & Utilities	11,208,932	11,734,100	13,016,513	97,786	13,114,299	11.8%	13,368,575	13,749,746	14,134,862
Grants	2,448,893	1,919,520	1,827,423		1,827,423	(4.8%)	1,891,589	1,946,423	1,983,853
Provisions for Allowances	277,934	48,500	225,500		225,500	364.9%	225,500	225,500	225,500
Internal Cost Allocations	3								
Interest on Long-Term Debt	866,374	784,808	836,882		836,882	6.6%	744,234	699,267	627,020
Total Expenses	48,420,442	52,143,917	53,311,033	1,861,480	55,172,513	5.8%	55,549,019	57,041,522	58,942,168
Net Operating Cost	20,203,097	13,592,610	12,970,413	(1,861,480)	11,108,933	(18.3%)	13,276,098	13,677,812	13,761,007
Net Debt Principal	(2,800,783)	(3,124,059)	(3,032,810)		(3,032,810)	(2.9%)	(2,966,042)	(3,143,078)	(2,999,786)
Transfers (to) from Reserve	(6,105,498)	(921,751)	(817,541)	493,139	(324,402)	(64.8%)	(898,537)	(1,100,445)	(1,175,707)
Transfers (to) from Accumulated Surplus			(524,921)		(524,921)		(614,719)	(637,489)	(788,714)
Contributed to Capital	(9,253,132)	(9,546,800)	(7,396,800)	170,000	(7,226,800)	(24.3%)	(8,796,800)	(8,796,800)	(8,796,800)
Net for Funding Purposes	2,043,684		1,198,341	(1,198,341)					
Amortization Expense	(9,447,979)	(8,805,175)	(9,919,320)		(9,919,320)	12.7%	(10,415,287)	(10,936,052)	(11,482,855)
Net for Budgeting Purposes	(7,404,295)	(8,805,175)	(8,720,979)	(1,198,341)	(9,919,320)	12.7%	(10,415,287)	(10,936,052)	(11,482,855)

Budget Overview

Fund Balancing

2020

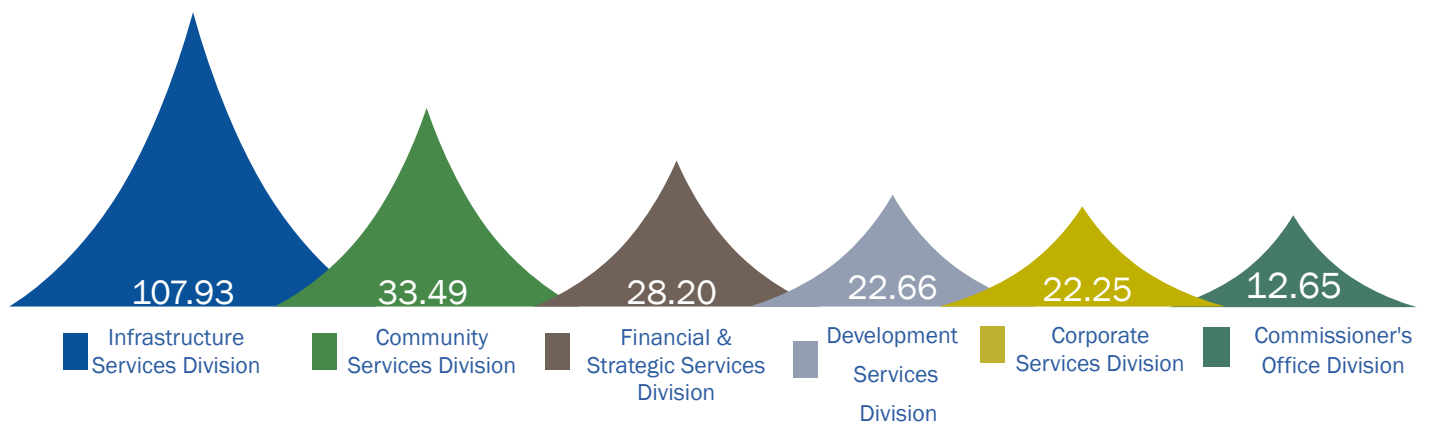
	Operating Fund			Capital Fund			Reserve Fund		
	General Municipal	Utility		General Municipal	Utility		Operating	Capital	
Revenues									
Taxes	50,199,197		50,199,197	5,781,800		5,781,800			
Sales & User Charges	3,584,155	8,918,896	12,503,051		1,445,000	1,445,000			
Government Grants	1,456,950		1,456,950	4,785,000	1,600,000	6,385,000			
Other Revenues	2,019,703	102,545	2,122,248	726,500		726,500			
Total Revenues	57,260,005	9,021,441	66,281,446	11,293,300	3,045,000	14,338,300			
Expenditures									
Salaries, Wages, & Benefits	25,446,682	1,240,143	26,686,825						
Contracted & General Services	12,127,906	353,678	12,481,584						
Materials, Goods & Utilities	8,456,621	4,657,678	13,114,299						
Grants	1,827,423		1,827,423						
Internal Allocations	(101,937)	101,937							
Provisions for Allowances	225,000	500	225,500						
Transfers (to) from Accumulated Surplus (non-cash adjustment)	524,921		524,921						
Total Debt- Servicing Costs	3,168,380	701,312	3,869,692						
Capital Expenditures				15,477,000	10,577,600	26,054,600			
Total Expenses	51,674,996	7,055,248	58,730,244	15,477,000	10,577,600	26,054,600			
Other Funding Sources/(Uses)									
Transfers In	1,198,921		1,198,921	2,712,000	677,600	3,389,600	1,523,323	1,573,300	3,096,623
Transfers Out	(1,002,130)	(521,193)	(1,523,323)	(128,300)	(1,445,000)	(1,573,300)	(1,198,921)	(3,389,600)	(4,588,521)
Contribution to Capital	(5,781,800)	(1,445,000)	(7,226,800)						
Other Capital Funding				1,600,000	8,300,000	9,900,000			
Total Other Funding Sources/(Uses)	(5,585,009)	(1,966,193)	(7,551,202)	4,183,700	7,532,600	11,716,300	324,402	(1,816,300)	(1,491,898)
Net Change in Fund Balance							324,402	(1,816,300)	(1,491,898)

Budget Overview

Workforce Distribution

Changes to the total approved Full Time Equivalent (FTE) must be approved by Council, during the budget process proposed changes to the FTE total are brought forward as Service Enhancements. Additions to the current FTE summary have been provided in the Service Enhancement section of this document. The Chief Administrative Officer has discretion to work within the allocated approved FTE count and budget.

The following chart summarizes all approved positions with an aggregate Full Time Equivalent (FTE) total for each Division. As elected officials of Sturgeon County, the Mayor, and Council positions have not been included.

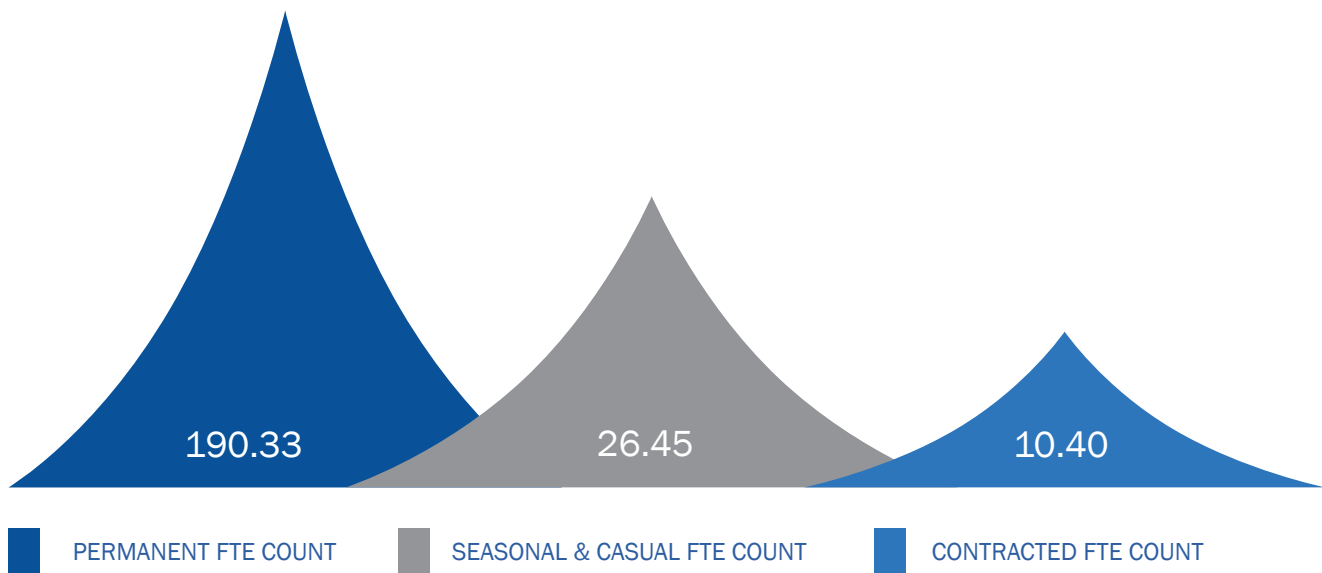


	2019 Amended FTE Count	2020 Approved Service Enhancements	2020 Approved FTE Count
Commissioner's Office Division	11.65	1.00	12.65
Community Services Division	32.49	1.00	33.49
Corporate Services Division	21.25	1.00	22.25
Development Services Division	22.66		22.66
Infrastructure Services Division	104.83	3.10	107.93
Financial & Strategic Services Division	27.20	1.00	28.20
Sturgeon County Total	220.08	7.10	227.18

Budget Overview

Workforce Distribution

The following chart summarizes the breakdown of permanent, seasonal/casual, and contracted positions with an aggregate Full-time Equivalent (FTE) total for each Division. Contracted FTE includes all employee positions filled by a contract with a defined term of employment. As elected officials of Sturgeon County, the Mayor, and Council positions have not been included.



	2019 Amended Count	Approved Service Enhancements	2020 Permanent FTE Count	2019 Amended Count	Approved Service Enhancements	2020 Seasonal & Casual FTE Count	2019 Amended Count	Approved Service Enhancements	2020 Contract FTE Count	2020 Approved FTE Count
Commissioner's Office Division	10.65	1.00	11.65				1.00		1.00	12.65
Community Services Division	27.00		27.00	5.49		5.49		1.00	1.00	33.49
Corporate Services Division	20.90	1.00	21.90	0.35		0.35				22.25
Development Services Division	22.34		22.34	0.32		0.32				22.66
Infrastructure Services Division	80.36	3.90	84.26	20.47	-0.80	19.67	4.00		4.00	107.93
Financial & Strategic Services Division	23.18		23.18	0.62		0.62	3.40	1.00	4.40	28.20
Sturgeon County Total	184.43	5.90	190.33	27.25	-0.80	26.45	8.40	2.00	10.40	227.18

Budget Overview

Changes in Workforce Distribution

The following table provides an overview of year to year changes in Full Time Equivalent (FTE) total for each Department and Division. As elected officials of Sturgeon County, the Mayor and Council positions have not been included. The Amended FTE Count represents the prior years' approved budget FTE count after adjusting for in-year FTE department/division reallocations and removal of FTEs related to one-year Service Enhancements approved in the prior year.

	2018 Amended FTE Count	Approved Jan. 1, 2019	In-Year Changes	Amended FTE Count	2020 Service Enhancements	2020 Approved FTE Count
Commissioner's Office						
CAO's Office	8.80	8.80	-0.60 ¹⁰	8.2000		8.20
Corporate Communications	3.50 ¹	4.50	-1.05 ¹¹	3.4500	1.00 ²⁴	4.45
Division Total	12.30	13.30	-1.65	11.6500	1.00	12.65
Community Services						
Family & Community Support	12.49 ²	12.89	-0.40 ¹²	12.4900	1.00 ²⁵	13.49
Protective Services	18.00 ³	20.00		20.0000		20.00
Division Total	30.49	32.89	-0.40	32.4900	1.00	33.49
Corporate Services						
Human Resource Services	5.50	5.50	-0.40 ¹³	5.1000		5.10
Information Services	12.95 ⁴	13.95	-0.80 ¹⁴	13.1500	1.00 ²⁶	14.15
Legislative Services	3.00 ⁵	3.50	-0.50 ¹⁵	3.0000		3.00
Division Total	21.45	22.95	-1.70	21.2500	1.00	22.25
Development Services						
Development Support Services	12.82	12.82	-0.3875 ¹⁶	12.4325		12.43
Economic Development Services	4.00	4.00	0.1125 ¹⁷	4.1125		4.11
Planning & Regional Services	7.00	7.00	-0.8875 ¹⁸	6.1125		6.11
Division Total	23.82	23.82	-1.16	22.6575	0.00	22.66
Infrastructure Services						
Agriculture Services	14.26 ⁶	14.56		14.5605	1.10 ^{27,28}	15.66
Engineering Services	13.35	13.35	-2.89 ¹⁹	10.4625		10.46
Fleet & Facility Services	12.00	12.00		12.0000		12.00
Transportation Services	54.20	54.20	2.95 ²⁰	57.1501	0.30 ²⁹	57.45
Utility & Waste Management Services	9.66	9.66		9.6600	1.70 ^{30,31}	11.36
Roseridge Contract Position			1.00 ²¹	1.0000		1.00
Division Total	103.47	103.77	1.06	104.8331	3.10	107.93
Financial & Strategic Services						
Financial Services	15.92 ⁷	16.92	-0.05 ²²	16.8700	1.00 ³²	17.87
Assessment Services	8.33	8.33		8.3300		8.33
Strategic Services			2.00 ²³	2.0000		2.00
Division Total	24.25	25.25	1.95	27.2000	1.00	28.20
Sturgeon County Total	215.78	221.98	-1.90	220.0806	7.10	227.18

Changes in Workforce Distribution

Organizational Restructures and Full-time Equivalency Service Enhancements

2019 Approved Operating Budget Full-time Equivalency Service Enhancements

- 1 Add: 1.0 FTE Service Enhancement OP-6: Communications Contract position extension (1 year term)
- 2 Add: 0.4 FTE Service Enhancement OP-4: Community Services Backfill Position (temporary, contract)
- 3 Add: 2.0 FTE Service Enhancement OP-13: Peace Officer
- 4 Add: 1.0 FTE Information Services Contract Business Analyst Support (temporary)
- 5 Add: 0.5 FTE Service Enhancement OP-11: 2019 Census Coordinator (temporary)
- 6 Add: 0.3 FTE Service Enhancement OP-1: Agriculture Services Seasonal Position
- 7 Add: 1.0 FTE Service Enhancement OP-8: Financial Analyst - Capital Planning & Procurement

2019 Organizational Restructuring and Full-time Equivalency Service Enhancement Changes

- 10 Transfer: 1.00 FTE from CAO's Office to Information Services for Business Analyst Position
Transfer: 2.00 FTE from CAO's Office Business Integration Program to Strategic Services Department
Transfer: 0.20 FTE to CAO's Office from Corporate Communications, Development Support Services, Transportation Services, and Financial Services
Transfer: 0.20 FTE to CAO's Office from Human Resource Services
Add: 1.00 FTE for organization restructuring from a General Manager Structure to Director Structure
- 11 Remove: 1.00 FTE Communications Contract Position Extension 2019 SE OP-6
Transfer: 0.05 FTE from Corporate Communications to CAO's Office
- 12 Remove: 0.4 FTE Grants Coordinator Position 2019 SE OP-4
- 13 Transfer: 0.20 FTE from Human Resources to the CAO's Office for the Executive Assistant position
Transfer: 0.20 FTE Information Management Technician position from Human Resources to Information Services
- 14 Transfer: 1.00 FTE Business Analyst position to Information Services from CAO's Office
Transfer: 1.00 FTE Privacy Coordinator position from Information Services to Legislative Services
Transfer: 0.20 FTE Information Management Technician position to Information Management from Human Resources
Remove: 1.00 FTE Business Analyst Contract position 2019 SE OP-10
- 15 Transfer: 1.00 FTE Business Analyst position to Legislative Services from Information Services
Remove: 0.50 FTE Census Coordinator Contract 2019 SE OP-11 Census with temp Coordinator position
- 16 Transfer: 0.05 FTE from Development Support Services to CAO's Office
Transfer: 0.1125 FTE from Development Support Services to Economic Development
Transfer: 0.1125 FTE from Development Support Services to Planning & Regional Services
Transfer: 0.1125 FTE from Development Support Services to Engineering Services
- 17 Transfer: 0.1125 FTE to Economic Development from Development Support Services
- 18 Transfer: 0.1125 FTE to Planning & Regional Services from Development Support Services
- 19 Transfer: 0.1125 FTE to Engineering Services from Development Support Services
Transfer: 3.00 FTE from Engineering Services To Transportation Services
- 20 Transfer: 3.00 FTE to Transportation Services from Engineering Services
Transfer: 0.05 FTE from Transportation Services to CAO's Office
- 21 Add: 1.00 FTE fully funded Roseridge Contract Position (Council Motion 239/19 & 240/19)
- 22 Add: 1.00 FTE Finance Intern Position to Financial Services (Council Motion 279/19)
Transfer: 0.05 FTE from Financial Services to the CAO's Office
- 23 Transfer: 2.00 FTE, for the Manager of Strategic Services and the Corporate Business planner position, to Strategic Services from the CAO's Office

Budget Overview

Changes in Workforce Distribution

2020 Approved Operating Budget Full-time Equivalency Service Enhancements

24	Add: 1.0 FTE Service Enhancement OP-4 Senior Communications Officer
25	Add: 1.0 FTE Service Enhancement OP-7 Grants Coordinator
26	Add: 1.0 FTE Service Enhancement OP-9 Systems Analyst
27	Add: 0.5 FTE Service Enhancement OP-2 Year-Round Park & Trail Operations
28	Add: 0.6 FTE Service Enhancement OP-16 Alternative Land Use Services Program
29	Add: 0.3 FTE Service Enhancement OP-11 Sturgeon Drainage Review
30	Add: 0.3 FTE Service Enhancement OP-12 Utility Administrative Assistant
31	Add: 2.0 FTE Service Enhancement OP-13 Utility Labourer II Remove: 0.6 FTE Summer Labourer Positions replaced by SE OP-13 position
32	Add: 1.0 FTE Service Enhancement OP-8 Procurement & Contract Management

Opportunities & Challenges

Organized by theme, the following opportunities and challenges were identified as having a significant impact on the strategic planning of the organization as well as the development of the operating and capital budget and financial forecasts.

INTERMUNICIPAL COLLABORATION

- Exploring opportunities for shared investment and shared benefit within the region.
- Ensuring the expectations of Sturgeon Regional Emergency Management Partnerships are being represented and collectively met.
- Increasing competitive advantage in terms of attracting business from a regional perspective.
- Leveraging opportunities by working together with the Province.
- Leveraging the strengths of the region to building relationships with key industrial and other stakeholders.
- Participating on the Edmonton Metropolitan Regional Board (EMRB) to advocate for the needs of rural municipalities as well as developing regional transportation and agriculture master plans.

TECHNOLOGY & INNOVATION

- Coordinating customer service efforts through customer-facing integrated applications.
- Exploring energy efficiencies and alternative energy solutions.
- Improving cyber security and awareness in an environment of increasing complexity and risk.
- Increasing interdepartmental software and system support demands.
- Leveraging cloud-based services to improve agility and reduce risk.
- Utilizing technology to improve efficiency, effectiveness, and citizen quality of life.

CONTINUOUS IMPROVEMENT

- Implementing processes and service improvements to maintain high service standards.
- Modifying business planning processes for efficiency while ensuring due diligence and oversight.
- Restructuring the organization to improve alignment, resourcing, and accountability.
- Reviewing policy and governance framework to improve

operational efficiency through red tape reduction.

- Undergoing a Certificate of Recognition (COR) audit to ensure continuous improvement in the health & safety management program.
- Utilizing employee engagement survey results to inform Leaderships priorities.

COMMUNITY ENGAGEMENT & SUPPORT

- Addressing community needs by providing for real-time responses, enhanced communication and engagement, and professional service.
- Addressing public expectations for increased information and public reporting.
- Developing and implementing a brand refresh strategy.
- Responding to increasing support needs in the areas of community granting, social programming, seniors support, libraries, community development, park and open space development and maintenance, and crime prevention.

SUSTAINABILITY & GROWTH

- Balancing organization growth while providing quality, cost-effective services to our residents.
- Ensuring management and stewardship of public funds.
- Exploring growth opportunities in emerging and core industries.
- Focusing on cost containment and best practice implementation.
- Identifying funding for emergent capital projects.
- Recognizing the economic pressures on residents and industry.

OTHER LEVELS OF GOVERNMENT

- Exploring alternative funding opportunities given the uncertainty of provincial grant programs and increased funding requirements, e.g. policing costs.
- Advocating on legislative and regulatory changes to increase the municipality's viability and competitiveness.
- Creating an environment that encourages local and foreign investment.



SERVICE ENHANCEMENTS

- Service Enhancements Summary
- **Operating Impact Summary**
- Focused Strategic Investments
- **Service Enhancement Descriptions**
- **Service Enhancement for Future Considerations**



- PLAN
- BUDGET
- FORECAST

Service Enhancements

Service Enhancement Summary

During budget deliberations, proposed Service Enhancements and additional enhancements brought forward by Council are evaluated for financial viability and alignment with Sturgeon County's Strategic and Corporate Business Plan. This year prior to final approval, Council made the following changes to the recommended Service Enhancements:

i. Removed during Council Deliberations:

- OP-3 Business Needs Assessment

ii. Added during Council Deliberations:

- OP-16 Alternative Land Services Program
- OP-17 Capital Plan Replacement Deferral
- OP-18 Event Booth (BIR-2020-023)
- OP-19 Enhanced Business Retention/Attraction (BIR-2020-028)
- OP-21 Provincial Police Funding

Service Enhancement	Department	Multi-Year	FTE Impact	Initial Cost	Tax Funding	Other Funding	Funding Source
Capital							
CAP-1	Event Equipment Trailer	Agriculture Services	No	20,000		20,000	Equipment Reserve
CAP-2	Brine Evaporation Pond Updates	Fleet & Facility Services	No	70,500		70,500	Corporate Support Capital Reserve
CAP-3	Sturgeon Valley Satellite Shop	Fleet & Facility Services	No	61,500	1,500	60,000	Equipment Reserve
CAP-4	Advanced Metering Infrastructure (Phase 1)	Utility & Waste Management Services	Yes	87,600		87,600	Utility Rate & Utility Reserve
Impact of Capital Service Enhancements				239,600	1,500	238,100	
Operating							
OP-1	Trail Maintenance	Agriculture Services & Transportation Services	Yes	82,331	82,331		
OP-2	Year-Round Park & Trail Operations	Agriculture Services	Yes	0.5	61,989	61,989	
OP-4	Senior Communications Officer	Corporate Communications	Yes	1.0	149,950	149,950	
OP-5	Foreign Direct Investment and Commercial Development Analysis Implementation	Economic Development Services	Yes	25,000		25,000	Economic Development Reserve
OP-6	Community Clean Up	Family & Community Support	Yes	51,500	51,500		
OP-7	Grants Coordinator	Family & Community Support	No	1.0	113,139	113,139	Community Enhancement Reserve
OP-8	Procurement & Contract Management	Financial Services	Yes	1.0	150,000	150,000	Corporate Support Reserve
OP-9	Systems Analyst	Information Services	Yes	1.0	124,512	124,512	
OP-10	Service Catalogue and Service Level Inventory	Strategic Services	No	65,000		65,000	Corporate Support Reserve
OP-11	Sturgeon Drainage Review	Transportation Services	Yes	0.3	70,000	70,000	Drainage Reserve
OP-12	Utility Administrative Assistant	Utility & Waste Management Services	Yes	0.3	28,777	28,777	Utility Rate
OP-13	Utility Labourer II	Utility & Waste Management Services	Yes	1.4	68,400	68,400	Utility Rate
OP-14	Video Surveillance Program	Utility & Waste Management Services	Yes	44,200		44,200	Utility Rate & Utility Reserve
OP-15	Land Management Services - Efficiency & Policy Review	Development Support Services	No	70,000		70,000	Planning Reserve
OP-16	Alternative Land Use Services Program	Agriculture Services	Yes	0.6	65,403	65,403	
OP-17	Capital Plan Replacement Deferral	Transportation Services	No	(170,000)	(170,000)		
OP-18	Event Booth (BIR-2020-023)	Agriculture Services	No	3,000	3,000		
OP-19	Enhanced Business Retention/Attraction (BIR-2020-028)	Economic Development Services	No	25,000	25,000		
OP-20	Enhanced Road Gravelling/Contracted Services	Transportation Services	No	93,782	93,782		
OP-21	Provincial Police Funding	General Administration/Protective Services	Yes	586,497	586,497		
Impact of Operating Service Enhancements			7.1	1,708,480	1,073,964	634,516	
Total Impact of Service Enhancements			7.1	1,948,080	1,075,464	872,616	

Service Enhancements

Operating Impact Summary

Departments must provide information on how multi-year Service Enhancements will impact operating costs on an ongoing basis.

Anticipated financial operating impacts of service enhancements can include increased insurance, fuel, and repairs and maintenance costs for capital acquisitions or salaries, benefits, training, and professional development costs for proposed FTE enhancements. The anticipated financial operating impacts of the 2020 Proposed Capital and multi-year Service Enhancements have been incorporated in the Operating Financial Forecast and are summarized in the following chart.

Service Enhancement	Department	2020 Initial Cost	Initial Funding	2021 Operating Impact	2022 Operating Impact	2023 Operating Impact	Ongoing Funding Source	
Capital								
CAP-3	Sturgeon Valley Satellite Shop	Fleet & Facility Services	61,500	Equipment Reserve	1,536	1,571	1,608	Taxation
CAP-4	Advanced Metering Infrastructure (Phase 1)	Utility & Waste Management Services	87,600	Utility Rate & Utility Reserve	11,735	11,966	12,202	Utility Rate
Total ongoing impact of Capital Service Enhancements			149,100		13,271	13,537	13,810	
Operating								
OP-1	Trail Maintenance	Agriculture Services & Transportation Services	82,331		82,331	82,331	82,331	Taxation
OP-2	Year-Round Park & Trail Operations	Agriculture Services	61,989		63,594	66,544	69,709	Taxation
OP-4	Senior Communications Officer	Corporate Communications	149,950		147,938	156,507	165,643	Taxation
OP-5	Foreign Direct Investment and Commercial Development Analysis Implementation	Economic Development Services	25,000	Economic Development Reserve	25,000	25,000	25,000	Taxation
OP-6	Community Clean Up	Family & Community Support	51,500		54,581	55,705	56,852	Taxation
OP-9	Systems Analyst	Information Services	124,512		122,227	131,026	138,630	Taxation
OP-11	Sturgeon Drainage Review	Transportation Services	70,000	Drainage Reserve	180,000	-	-	Taxation
OP-12	Utility Administrative Assistant	Utility & Waste Management Services	28,777	Utility Rate	27,718	28,678	29,675	Utility Rate
OP-13	Utility Labourer II	Utility & Waste Management Services	68,400	Utility Rate	70,112	81,572	78,494	Utility Rate
OP-14	Video Surveillance Program	Utility & Waste Management Services	44,200	Utility Rate & Utility Reserve	4,284	4,371	4,459	Utility Rate
OP-16	Alternative Land Use Services Program	Agriculture Services	65,403		61,613	64,894	68,371	Taxation
OP-21	Provincial Police Funding	General Administration/Protective	586,497		880,376	1,172,993	1,760,751	Taxation
Total ongoing impact of Operating Service Enhancements			772,062		1,719,774	1,869,621	2,479,915	
Total ongoing impact of Service Enhancements			921,162		1,733,045	1,883,158	2,493,725	

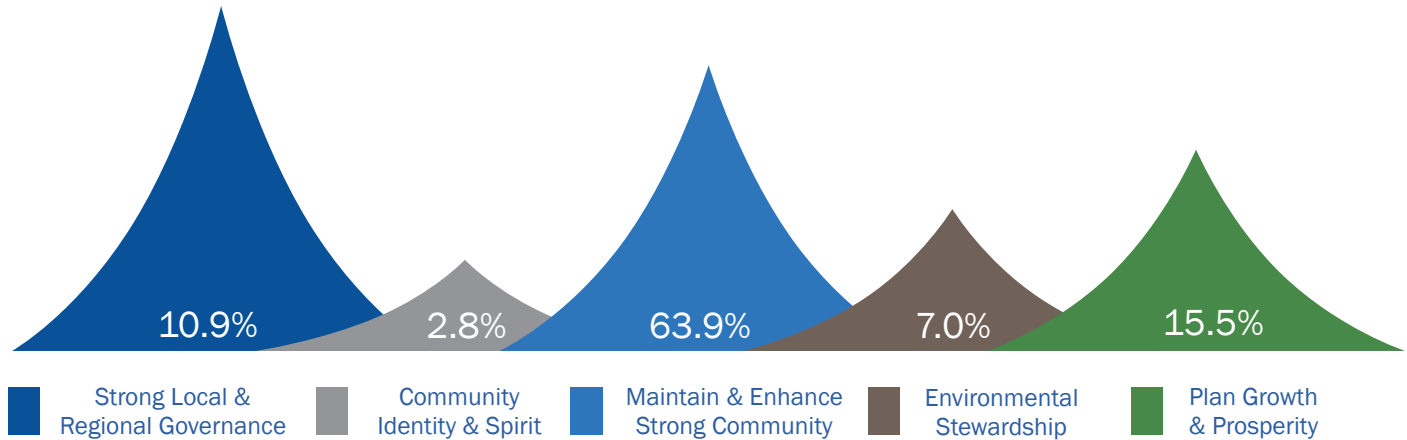
Some of the anticipated qualitative operating impacts of the 2020 Proposed Capital Service Enhancements include:

Service Enhancement	Strategic Goal
CAP-1 Event Equipment Trailer	<ul style="list-style-type: none"> Improved delivery of Community Events while also offsetting the impact providing this service currently has on other programs
CAP-2 Brine Evaporation Pond Updates	<ul style="list-style-type: none"> Help mitigate adverse environmental impacts
CAP-3 Sturgeon Valley Satellite Shop	<ul style="list-style-type: none"> Increase service level capacity of Public Works Reduction of travel time for equipment hauling providing a measurable increase in service time Flexible initiative, shared by multiple departments
CAP-4 Advanced Metering Infrastructure (Phase 1)	<ul style="list-style-type: none"> Enables customers to receive an automatic e-mail notification of suspected water leaks Improves customer service delivery and engagement System enabled troubleshooting can help reduce manhour time

Service Enhancements

Focused Strategic Investment through Service Enhancements

Service Enhancements represent investment in Sturgeon County's Strategic plan in the following Focus Areas.



The proposed Service Enhancements support the achievement of Sturgeon County's Strategic plan by helping achieve established strategic goals.

FOCUS AREA: PLANNED GROWTH AND PROSPERITY



We encourage varied and integrated enterprises that enhance our strong economic base, while balancing the needs of the community and natural environment.

Service Enhancement	Strategic Goal
OP-5 Foreign Direct Investment and Commercial Development Analysis Implementation	Increase revenue growth
OP-7 Grants Coordinator	Increase revenue growth
OP-13 Utility Labourer II	Maximize growth around existing infrastructure
OP-15 Land Management Services - Efficiency & Policy Review	Maximize growth around existing infrastructure
OP-19 BIR-2020-028 Enhanced Business Retention/Attraction	Increase revenue growth

FOCUS AREA: MAINTAIN AND ENHANCE STRONG COMMUNITIES



We are committed to a safe and viable community, where our residents are provided with access to opportunities and quality of life.

Service Enhancement	Strategic Goal
CAP-1 Event Equipment Trailer	Access to programs/services that contribute to well being and quality of life
CAP-4 Advanced Metering Infrastructure (Phase 1)	Supports the safety of people and property
OP-1 Trail Maintenance	Safe and Reliable Infrastructure Assets - Operational Efficiency
OP-2 Year-Round Park & Trail Operations	Access to programs/services that contribute to well being and quality of life

Service Enhancements

Focused Strategic Investment through Service Enhancements

OP-4	Senior Communications Officer	Access to programs/services that contribute to well being and quality of life
OP-9	Systems Analyst	Safe and Reliable Infrastructure Assets - Prevent Breakdown
OP-10	Service Catalogue and Service Level Inventory	Access to programs/services that contribute to well being and quality of life
OP-11	Sturgeon Drainage Review	Safe and Reliable Infrastructure Assets - Operational Efficiency
OP-12	Utility Administrative Assistant	Access to programs/services that contribute to well being and quality of life
OP-14	Video Surveillance Program	Supports the safety of people and property
OP-17	Capital Plan Replacement Deferral	Safe and Reliable Infrastructure Assets - Operational Efficiency
OP-20	Enhanced Road Graveling/Contracted Services	Safe and Reliable Infrastructure Assets - Operational Efficiency
OP-21	Provincial Police Funding	Supports the safety of people and property

FOCUS AREA: STRONG LOCAL AND REGIONAL GOVERNANCE



We promote consistent and accountable leadership through collaborative and transparent processes.

	<i>Service Enhancement</i>	<i>Strategic Goal</i>
CAP-3	Sturgeon Valley Satellite Shop	Reduce expenses, enhance margins
OP-8	Procurement & Contract Management	Reduce expenses, enhance margins

FOCUS AREA: COMMUNITY IDENTITY AND SPIRIT



We will build upon our strengths, where together we will create an inclusive, caring community.

	<i>Service Enhancement</i>	<i>Strategic Goal</i>
OP-6	Community Clean Up	Support and investment in community-building events and programs that promote our heritage and future
OP-18	BIR-2020-023 Event Booth	Support and investment in community-building events and programs that promote our heritage and future

FOCUS AREA: ENVIRONMENTAL STEWARDSHIP



We foster a healthy environment and minimize our impact on ecosystems.

	<i>Service Enhancement</i>	<i>Strategic Goal</i>
CAP-2	Brine Evaporation Pond Updates	Practices in place to reduce Sturgeon County operations environmental impacts
OP-16	Alternative Land Use Services Program	Plans which manage environmentally significant and sensitive areas

Service Enhancements

Service Enhancement Descriptions

ADVANCED METERING INFRASTRUCTURE (PHASE 1) (CAP-4)

Commonly, utility customers find out about utility billing issues only when they receive the invoice, by this time costs have escalated, causing a consumption bill. Advanced Metering Infrastructure (AMI) would provide improved customer service by allowing a self-service option for utility customers. Sturgeon County's utility customers would have the benefit of accessing their individual utility account information and be able to make informed decisions about their water usage.

ALTERNATIVE LAND USE SERVICES PROGRAM (OP-16)

Alternative Land Use Services (ALUS) Canada is a municipally administered program that creates opportunities for producers to improve their environmental footprint. This is accomplished through the funding of improvement projects and/or providing compensation to producers for the conservation of wetlands and other environmentally significant areas. Establishment of this program in Sturgeon County requires a partial FTE investment to administer the program and to provide physical and technical support to participants as well as a \$5,000 annual contribution. The program is governed by a Partnership Advisory Committee (PAC), which consists of local producers and experts. The PAC would be responsible for evaluating and approving projects.

BRINE EVAPORATION POND UPDATES (CAP-2)

Transportation Services utilizes a collection pond situated in Sturgeon County's Maintenance Yard which serves to capture run off from the sand/salt storage area. The pond serves as containment for the salt contaminated water. Sturgeon County must take steps to mitigate the risks associated with the migration of salt from this water. This will be done through repairs to the area which include installing an impervious liner to prevent the salt from leaching into the soil below and migrating offsite.

COMMUNITY CLEAN UP (OP-6)

Community Clean up events provide an important and fun opportunity for residents, schools, businesses and community

groups to come together to get involved in the community and clean up Sturgeon County. Funds are available for advertising and promotion, gloves, garbage bags, food and refreshments for the group of community volunteers.

ENHANCED BUSINESS RETENTION/ATTRACTION (BIR-2020-028) (OP-19)

To support stronger relationships with current business and business attraction, additional funding has been allocated to Economic Development through the 2020 operating budget.

ENHANCED ROAD GRAVELLING/CONTRACTED SERVICES (OP-20)

The addition of funding to support increasing the level of service respective to gravel spot application and/or utilizing additional contracted services within the gravel program.

EVENT BOOTH (BIR-2020-23) (OP-18)

To promote Sturgeon County and businesses within the county borders, funding for an exhibitor booth at FarmTech has been added to the 2020 operating budget.

EVENT EQUIPMENT TRAILER (CAP-1)

Setting up a utility trailer equipped with picnic tables, waste and recycling receptacles to be utilized by Sturgeon County, Community Groups and other entities. This will help support the delivery of community events, while also offsetting the impact that providing this service currently has on other programs.

FOREIGN DIRECT INVESTMENT AND COMMERCIAL DEVELOPMENT ANALYSIS IMPLEMENTATION (OP-5)

In 2020 and into 2021/2022, Economic Development is looking to operationalize and focus on activities noted in the Foreign Direct Investment and Commercial Development action and implementation plans. Activities include increased marketing/advertising, broker engagement, intentional (focused) engagement of companies (web, print, teleconference, hosting, etc.), engagement and familiarization tours, and international engagement.

Service Enhancements

Service Enhancement Descriptions

GRANTS COORDINATOR (OP-7)

A Grant Coordinator will help build grant capacity for Sturgeon County and our community partners. The Coordinator will research new grant opportunities to improve Sturgeon County's ability to fund programs and services. The Coordinator will also maintain and enhance the financial systems and grant documentation to ensure compliance with funders, while reporting and tracking grant activity and evaluations. The Grant Coordinator will aid our community organizations in their grant seeking efforts and support their grant management processes.

LAND MANAGEMENT SERVICES – EFFICIENCY & POLICY REVIEW (OP-15)

A review of the current land management processes and policies is required to help identify efficiencies from the consolidation multi-department efforts, to review and develop recommendations to address several legacy issues, and to develop the foundation of new policy and program foundations.

PROCUREMENT & CONTRACT MANAGEMENT (OP-8)

In 2018 Sturgeon County engaged Meyers North Penny to conduct an operational review. Through the steering committee, interviews, research, and surveys, Procurement and Contract Management was established as a primary focal point for improvement. A temporary, contract position will help identify cost efficiencies and opportunities, design and implement controls, and facilitate improved departmental collaboration.

PROVINCIAL POLICE FUNDING (OP-21)

Starting in 2020, the Government of Alberta is requiring rural municipalities to contribute to provincial policing costs. Under the police funding model, rural municipalities will pay for approximately 10% of provincial policing costs in 2020, 15% in 2021, 20% in 2022, to a maximum of 30% by 2023. With contributions based on equalized assessment and population, Sturgeon County's contribution are anticipated to be \$586,497 in 2020, \$880,376 in 2021, \$1,172,993 in 2022, and \$1,760,751 in 2023

SENIOR COMMUNICATIONS OFFICER (OP-4)

The Senior Communications Officer will be a focused resource for the Integrated Growth Division and will help meet the high demand for communications activities in the Division. This includes public engagement, internal and external communication, advertising, and other communication function needs.

SERVICE CATALOGUE AND SERVICE LEVEL INVENTORY (OP-10)

An inventory will be conducted of Sturgeon County's external and internal services and service levels. This will improve Service and Service Level annual planning with Council. It will provide better information on services and service levels that are provided to residents and businesses and it will help when partnering with other municipalities.

STURGEON DRAINAGE REVIEW (OP-11)

A full-scale review of the current state of backlot swale drainage issues in Sturgeon Valley subdivisions. The intent is to engage residents to accurately profile the current state of backlot swale drainage issues. This initiative will catalogue and prioritize issues, while also creating a program to address these issues.

STURGEON VALLEY SATELLITE SHOP (CAP-3)

A small, fenced yard with a shop will be set up to store equipment and used as a springboard to start daily operations in Sturgeon Valley. This will help better serve residents in the Valley and save on daily travel time that is required to obtain the equipment necessary to service the area.

SYSTEMS ANALYST (OP-9)

The Systems Analyst position is responsible for maintaining existing systems, integrating systems, and producing reports for decision making. The Systems Analyst will add a much-needed resource that will play a critical role in defining and executing the asset maintenance plan while also decreasing the elevated risk of system outages.

Service Enhancements

Service Enhancement Descriptions

TRAIL MAINTENANCE (OP-1)

The trail network maintenance will be geared at providing year-round accessibility to Sturgeon County's trail network. This will include a condition assessment of the trail network and the associated maintenance and repairs to ensure user safety and an extended useful life expectancy of Sturgeon County's trail assets.

UTILITY ADMINISTRATIVE ASSISTANT (OP-12)

The Utility Administrative Assistant will be a 0.4 FTE in the Utility Services department to help with the timely completion of expanding administrative duties as utility billing is moved from bi-monthly to monthly. The position will also be allocated as a 0.2 FTE in Financial Services to assist with the enhanced reporting requirements of monthly invoicing.

UTILITY LABOURER(S) II (OP-13)

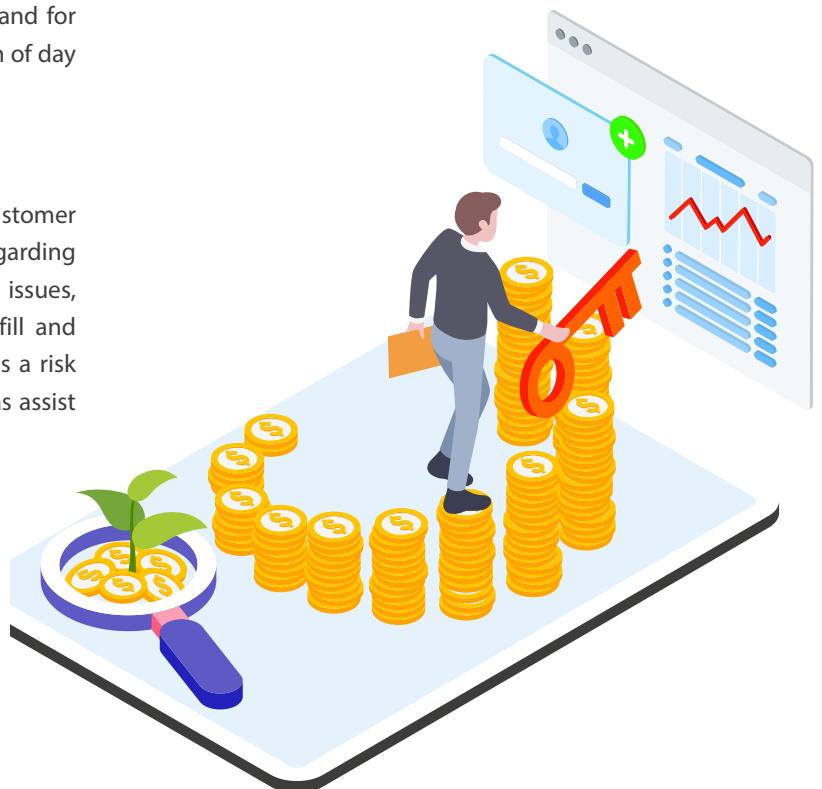
The addition of two full-time Labourer positions will help enhance customer service levels, improve Utility Service's preventative maintenance program, and decrease costs that are created by unplanned work. This will help Utility Services respond to a growing demand for reactive repair work that is occupying a significant portion of day to day maintenance activities.

VIDEO SURVEILLANCE PROGRAM (OP-14)

A Video Surveillance System will help improve customer service levels by enhancing the clarity of complaints regarding vehicle traffic volumes, hose repair requirements, gate issues, snow removal concerns from Sturgeon County's truck fill and wastewater transfer stations. Video footage also becomes a risk management tool to deter theft and vandalism, as well as assist with any potential insurance claims.

YEAR-ROUND PARK & TRAIL OPERATIONS (OP-2)

Park and trail maintenance is being expanded from operating between May 1 and September 30 to full-year coverage. A contract service provider will be hired to perform snow and ice control following snowfalls, which will increase resident year-round accessibility to parks and trails. This increased service level will be supported by a 0.5 FTE to allow a Park Maintenance Operator to perform all operational work year-round, including washroom maintenance, garbage collection, trail and playground inspections, and hazard identification and control.



Service Enhancements

Service Enhancements for Future Consideration

As part of the budget process, Service Enhancements, are evaluated by administration to ensure alignment with Strategic and Corporate Business Plans. Recommended Service Enhancements are brought forward as part of the Operating and Capital Budget for further deliberation by Council.

Service Enhancements not brought forward for inclusion in the 2020 Operating & Capital Budget can be considered for future budget years.

Service Enhancement	Department	Multi-Year	FTE Impact	Initial Cost
Capital				
Hamlet Street Lighting Project	Engineering Services	Yes		30,000
Fleet Yard Coverall Building	Fleet & Facility Services	No		83,000
Hybrid/Electric Vehicle and Associated System	Fleet & Facility Services	No		61,300
Aerial/Elevated Master Stream Fire Truck	Protective Services	Yes		400,000
Calahoo FD Underground Fire Water Storage	Protective Services	No		75,000
Foam Trailer	Protective Services	No		96,500
Operating				
Additional Council Admin Support	Chief Administrative Officer's Office	Yes	0.5	47,517
Edmonton Airshow Activation	Economic Development Services	Yes		15,000
Information Services GIS focused position for Integrated Growth Division	Economic Development Services	Yes	1.0	111,050
Shared Summer Student	Economic Development Services	Yes	0.5	28,498
Sturgeon County Bountly	Economic Development Services	Yes		20,000
Communications Officer Integrated Growth Division	Economic Development Services	Yes	1.0	112,030
Long-Term Financial Sustainability Model	Financial Services	Yes		40,000
Heavy Equipment Technician	Fleet & Facility Services	Yes	1.0	101,640
Seasonal Labourer	Fleet & Facility Services	Yes	0.3	19,169
Business Analyst (Temp to Perm)	Information Services	Yes	1.0	121,079
Security Education Program	Information Services	Yes		10,000
EDMS Specialist	Legislative Services	Yes	1.0	88,355
Additional Administrative Assistance	Protective Services	Yes	0.4	30,743
Firefighters	Protective Services	Yes	2.0	219,604
Strategic Planning & Reporting Software	Strategic Services	Yes	0.0	91,000



BUDGET HIGHLIGHTS

Division & Departments



- PLAN
- BUDGET
- FORECAST



Budget Highlights by Division

Council & Commissioner's Office Summary

To inform and advise Council on strategic and policy direction and directs and aligns the overall operations of the County.

COUNCIL, COMMISSIONERS' OFFICE, & CORPORATE COMMUNICATIONS

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	91,007	65,500	65,500		65,500		65,500	65,500	65,500
Government Grants	26,300								
Total Revenues	117,307	65,500	65,500		65,500		65,500	65,500	65,500
Expenditures									
Salaries, Wages & Benefits	1,412,907	1,620,683	1,696,262	137,920	1,834,182	13.2%	1,852,729	1,891,701	1,932,449
Contracted & General Services	685,079	574,509	575,913	5,000	580,913	1.1%	561,078	572,753	584,679
Materials, Goods & Utilities	41,856	24,497	28,497	7,030	35,527	45.0%	29,285	29,867	30,460
Grants	24,638	20,000	20,000		20,000		20,404	20,824	21,253
Total Expenses	2,164,480	2,239,689	2,320,672	149,950	2,470,622	10.3%	2,463,496	2,515,145	2,568,841
Net Operating Cost	(2,047,173)	(2,174,189)	(2,255,172)	(149,950)	(2,405,122)	10.6%	(2,397,996)	(2,449,645)	(2,503,341)
Transfers (to) from Reserve	19,804	16,901	17,500		17,500	3.5%			
Net for Funding Purposes	(2,027,369)	(2,157,288)	(2,237,672)	(149,950)	(2,387,622)	10.7%	(2,397,996)	(2,449,645)	(2,503,341)
Net for Budgeting Purposes	(2,027,369)	(2,157,288)	(2,237,672)	(149,950)	(2,387,622)	10.7%	(2,397,996)	(2,449,645)	(2,503,341)



Budget Highlights by Department

Council

Sturgeon County Council provides and establishes policies around the provision of programs, services, and infrastructure. A prime responsibility of Council is to adopt the annual budget. The budget shows how the projects and activities detailed in the Corporate Business Plan will be resourced for a particular year.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

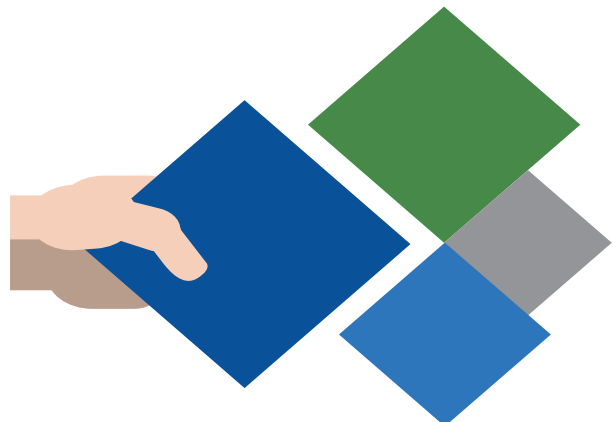
For funding purposes, Council's budget increased by 22%; \$172,423.

COUNCIL

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Expenditures									
Salaries, Wages & Benefits	655,997	644,364	806,586		806,586	25.2%	821,600	836,857	852,411
Contracted & General Services	91,241	146,489	146,489		146,489		149,238	152,095	155,010
Materials, Goods & Utilities	17,674	2,190	2,190		2,190		2,234	2,280	2,327
Total Expenses	764,912	793,043	955,265		955,265	20.5%	973,072	991,232	1,009,748
Net Operating Cost	(764,912)	(793,043)	(955,265)		(955,265)	20.5%	(973,072)	(991,232)	(1,009,748)
Transfers (to) from Reserve	13,948	10,201				(100.0%)			
Net for Funding Purposes	(750,964)	(782,842)	(955,265)		(955,265)	22.0%	(973,072)	(991,232)	(1,009,748)
Net for Budgeting Purposes	(750,964)	(782,842)	(955,265)		(955,265)	22.0%	(973,072)	(991,232)	(1,009,748)

BASE BUDGET HIGHLIGHTS

- Salaries, Wages & Benefits increased by \$162,200, most significantly due to the implementation of the Citizen Task Force recommendations respective to Council Remuneration.
- Transfers from Reserve decreased by \$10,200, as reserve funding for FCM/RMA Board Appointments was removed from on-going years.



Budget Highlights by Department

Chief Administrative Officer's (CAO) Office

The Chief Administrative Officer is appointed by Council and is responsible for the daily operations of Sturgeon County.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Chief Administrative Officer's Office budget decreased by 3.1%; \$17,810.

CHIEF ADMINISTRATIVE OFFICER'S OFFICE

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Expenditures									
Salaries, Wages & Benefits	189,884	397,591	414,781		414,781	4.3%	421,780	428,886	436,135
Contracted & General Services	317,019	174,006	139,006		139,006	(20.1%)	149,212	152,664	156,200
Materials, Goods & Utilities	6,025	3,370	3,370		3,370		3,646	3,721	3,797
Total Expenses	512,928	574,967	557,157		557,157	(3.1%)	574,638	585,271	596,132
Net Operating Cost	(512,928)	(574,967)	(557,157)		(557,157)	(3.1%)	(574,638)	(585,271)	(596,132)
Transfers (to) from Reserve	40,500								
Net for Funding Purposes	(472,428)	(574,967)	(557,157)		(557,157)	(3.1%)	(574,638)	(585,271)	(596,132)
Net for Budgeting Purposes	(472,428)	(574,967)	(557,157)		(557,157)	(3.1%)	(574,638)	(585,271)	(596,132)

BASE BUDGET HIGHLIGHTS

- Salaries, Wages & Benefits increased by \$17,200 based on cost of living, merit, inflation, and organizational restructuring.
- Contracted & General Services decreased by \$35,000 due to the completion of a one-time Service Enhancement, Economic Development Initiatives, in 2019.

Budget Highlights by Department

Corporate Communications

The Corporate Communications Department aims to promote a positive image of Sturgeon County and inform the organization and community with the services and programs provided by the municipality. This is achieved through various media, including publications, social media and events.

PROGRAMS

Internal Communications

As every staff member is an ambassador of the County, it is vital that internal communications effectively keep staff informed to ensure public messages are consistent, and that staff are provided with the communication tools needed to perform their job effectively.

External Communications

Through on-going development and implementation of a comprehensive communication plans, external communications comprises communication with key audiences, including landowners and residents.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Corporate Communications budget increased by 9.5%; \$75,721.

SERVICE ENHANCEMENTS

- Senior Communications Officer (OP-4)



Budget Highlights by Department

CORPORATE COMMUNICATIONS

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	91,007	65,500	65,500		65,500		65,500	65,500	65,500
Government Grants	26,300								
Total Revenues	117,307	65,500	65,500		65,500		65,500	65,500	65,500
Expenditures									
Salaries, Wages & Benefits	567,026	578,728	474,895	137,920	612,815	5.9%	609,349	625,958	643,903
Contracted & General Services	276,819	254,014	290,418	5,000	295,418	16.3%	262,628	267,994	273,469
Materials, Goods & Utilities	18,157	18,937	22,937	7,030	29,967	58.2%	23,405	23,866	24,336
Grants	24,638	20,000	20,000		20,000		20,404	20,824	21,253
Total Expenses	886,640	871,679	808,250	149,950	958,200	9.9%	915,786	938,642	962,961
Net Operating Cost	(769,333)	(806,179)	(742,750)	(149,950)	(892,700)	10.7%	(850,286)	(873,142)	(897,461)
Transfers (to) from Reserve	(34,644)	6,700	17,500		17,500	161.2%			
Net for Funding Purposes	(803,977)	(799,479)	(725,250)	(149,950)	(875,200)	9.5%	(850,286)	(873,142)	(897,461)
Net for Budgeting Purposes	(803,977)	(799,479)	(725,250)	(149,950)	(875,200)	9.5%	(850,286)	(873,142)	(897,461)

BASE BUDGET HIGHLIGHTS

- Salaries, Wages & Benefits decreased by \$103,800.
 - The Communications contract position extension, 2019 Service Enhancement OP-6, is scheduled to end in March 2020.
 - Other adjustments were based on cost of living, merit, inflation, and organizational restructuring.
- Contracted & General Services increased by \$36,400.
 - Web production costs for digital media web app subscriptions and web site hosting costs are anticipated to increase.
 - A Resident Satisfaction Survey is scheduled to take place in 2020, funding for the Residential Satisfaction Survey is supported by reserves.
- Materials, Goods & Utilities increased by \$4,000 most significantly due to increased promotional item costs for Council events and public relations.
- Transfers from Reserve decreased by \$6,700 as partial funding for 2019 Service Enhancement OP-6 was removed and funding for the Residential Satisfaction Survey was added.
- Transfers to Reserve decreased by \$17,500 to remove the annual reserve contribution for the Residential Satisfaction Survey, which is scheduled for 2020.

Budget Highlights by Division

Community Services Division Summary

To provide safe, reliable, and sustainable services thru a variety of programs that contribute to a high quality of life in Sturgeon County.

The Community Services Division is comprised of the following departments:

- Family & Community Support
- Protective Services

COMMUNITY SERVICES DIVISION

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	882,560	709,372	789,984		789,984	11.4%	789,984	789,984	789,984
Government Grants	617,101	610,771	487,591		487,591	(20.2%)	487,591	487,591	487,591
Other Revenues	(5,995)	5,176	1,500		1,500	(71.0%)	1,500	1,500	1,500
Total Revenues	1,493,666	1,325,319	1,279,075		1,279,075	(3.5%)	1,279,075	1,279,075	1,279,075
Expenditures									
Salaries, Wages & Benefits	3,281,899	3,731,320	3,768,867	110,139	3,879,006	4.0%	3,886,248	3,999,670	4,098,061
Contracted & General Services	1,438,376	1,689,641	1,403,570	54,500	1,458,070	(13.7%)	1,485,465	1,519,557	1,554,447
Materials, Goods & Utilities	459,500	534,292	529,060		529,060	(1.0%)	501,598	514,767	528,347
Grants	1,062,762	1,701,639	1,606,486		1,606,486	(5.6%)	1,667,273	1,718,620	1,752,491
Internal Cost Allocations	240,990	222,944	293,591		293,591	31.7%	298,113	303,735	309,229
Total Expenses	6,483,527	7,879,836	7,601,574	164,639	7,766,213	(1.4%)	7,838,697	8,056,349	8,242,575
Net Operating Cost	(4,989,861)	(6,554,517)	(6,322,499)	(164,639)	(6,487,138)	(1.0%)	(6,559,622)	(6,777,274)	(6,963,500)
Transfers (to) from Reserve	(310,203)	108,791	201,631	113,139	314,770	189.3%	324,450	324,450	324,450
Contributed to Capital	(382,948)	(373,800)	(373,800)		(373,800)		(373,800)	(373,800)	(373,800)
Net for Funding Purposes	(5,683,012)	(6,819,526)	(6,494,668)	(51,500)	(6,546,168)	(4.0%)	(6,608,972)	(6,826,624)	(7,012,850)
Amortization Expense	(757,234)	(702,440)	(795,096)		(795,096)	13.2%	(834,851)	(876,594)	(920,424)
Net for Budgeting Purposes	(6,440,246)	(7,521,966)	(7,289,764)	(51,500)	(7,341,264)	(2.4%)	(7,443,823)	(7,703,218)	(7,933,274)



Budget Highlights by Department

Family & Community Support

The Family and Community Support Department ensures that the residents of Sturgeon County have access to excellent recreation and social programs, parks & open spaces, to enhance quality of life.

PROGRAMS

Program Development

FCSS and Recreation programs and events support personal development, learning and skill development, active and healthy lifestyles. By promoting social and physical development of children and their families, we enrich and strengthen the wellbeing of individuals, families and community.

Open Space Management

Our public parks and trails are developed in collaboration with not for profit volunteer organizations to provide structured and unstructured outdoor experiences.

Community Development

We work with volunteers to support and build organizational capacity to help groups in making positive change in their communities.

Information and Referral

We provide supportive counselling and referrals for our residents who require support in meeting their social needs.

BASE BUDGET HIGHLIGHTS

- Sales & User Charges decreased by \$10,700; as program revenue was reduced to bring anticipated revenues more in-line with historical actuals.
- Government Grants decreased by \$123,200. Provincial Granting, for the Adult Learning program, has been removed as the program transitioned to a new legal host in 2019.
- Salaries, Wages & Benefits decreased by \$108,900.
 - Costs for one-time 2019 Service Enhancement OP-4, Community Services Backfill Position, were removed.
 - Other adjustments were based on cost of living, merit, and inflation and organizational restructuring.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purpose, the Family & Community Support budget decreased by 15.2%; \$458,947.

SERVICE ENHANCEMENTS

- Community Clean Up (OP-6)
- Grants Coordinator (OP-7)

CAPITAL \$345,000

- Vehicle Replacement
- County Wide Park (Cardiff Park)
- Temple Trail (design)
- Various Neighbourhood Sites

Budget Highlights by Department

FAMILY & COMMUNITY SUPPORT

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	64,719	68,760	58,060		58,060	(15.6%)	58,060	58,060	58,060
Government Grants	617,101	610,771	487,591		487,591	(20.2%)	487,591	487,591	487,591
Other Revenues	3,597	5,176	1,500		1,500	(71.0%)	1,500	1,500	1,500
Total Revenues	685,417	684,707	547,151		547,151	(20.1%)	547,151	547,151	547,151
Expenditures									
Salaries, Wages & Benefits	1,140,100	1,290,600	1,181,708	110,139	1,291,847	0.1%	1,225,558	1,271,420	1,311,149
Contracted & General Services	726,241	778,129	429,959	54,500	484,459	(37.7%)	495,478	505,972	516,687
Materials, Goods & Utilities	91,363	90,239	84,109		84,109	(6.8%)	80,858	82,645	84,476
Grants	980,467	1,616,183	1,524,186		1,524,186	(5.7%)	1,583,311	1,632,929	1,665,035
Internal Cost Allocations	17,447	22,294	22,770		22,770	2.1%	23,222	23,784	24,333
Total Expenses	2,955,618	3,797,445	3,242,732	164,639	3,407,371	(10.3%)	3,408,427	3,516,750	3,601,680
Net Operating Cost	(2,270,201)	(3,112,738)	(2,695,581)	(164,639)	(2,860,220)	(8.1%)	(2,861,276)	(2,969,599)	(3,054,529)
Transfers (to) from Reserve Contributed to Capital	(334,768) (20,000)	108,791 (20,000)	201,631 (20,000)	113,139	314,770 (20,000)	189.3%	324,450 (20,000)	324,450 (20,000)	324,450 (20,000)
Net for Funding Purposes	(2,624,969)	(3,023,947)	(2,513,950)	(51,500)	(2,565,450)	(15.2%)	(2,556,826)	(2,665,149)	(2,750,079)
Amortization Expense	(272,168)	(221,510)	(285,777)		(285,777)	29.0%	(300,065)	(315,068)	(330,822)
Net for Budgeting Purposes	(2,897,137)	(3,245,457)	(2,799,727)	(51,500)	(2,851,227)	(12.1%)	(2,856,891)	(2,980,217)	(3,080,901)

BASE BUDGET HIGHLIGHTS CONTINUED

- Contracted & General Services decreased by \$348,200.
 - Computer Programming costs increased with the addition of the online services software subscription.
 - Contract Services costs decreased as the City of Edmonton Transit Agreement has ended; the net cost of the contract is now being provided to the Edmonton Garrison as a recreation grant.
 - Costs for the Adult Learning program have been removed, the Adult Learning program has transitioned to a new legal host.
- Materials, Goods & Utilities increased by \$6,100; most significantly due to the removal of programming costs for Adult Learning as the program has transitioned to a new legal host.
- Grants decreased by \$92,000.
 - Municipal Grants increased in accordance with recreation costs sharing agreements.
 - The one-time funding contribution of \$500,000 for the Town of Morinville Recreation Facility, Council Motion 228/18, was removed.
 - The net cost of the concluded Transit Agreement contract has been reallocated and will be provided to the Edmonton Garrison as a recreation grant.
- Transfers (to) from Reserve increased by \$92,800.
 - Transfers from Reserves decreased as the reserve funding for the one-time Town of Morinville Recreation Facility contribution was removed.
 - Transfers to Reserve decreased as the reserve contribution, related to the accounting treatment of the Community Aggregate Payment Levy, has been moved to the Taxes & General Revenue department.

Budget Highlights by Department

Protective Services

Sturgeon County Protective Services is committed to providing Sturgeon County residents, visitors and community partners with an effective emergency and enforcement service through professional response and education. "Committed to Community."

PROGRAMS

Response & Investigation

General fire investigations are completed by the district fire chiefs, if they are certified & designated to do so under the Safety Codes Act. Complex fires are investigated by the County Fire Chief or the County Deputy Fire Chief on a call out basis. Emergency Services administers the response activities of 5 fire departments in Bon Accord, Calahoo, Legal, Namao and Redwater and fire service agreements with the remaining 2 Town fire departments (Gibbons and Morinville) to provide fire services throughout the County.

Training, Prevention & Education

The program includes in-house training sessions and external courses through partnerships with neighboring municipalities. An annual 10% - 15% turnover of volunteers requires the Department to provide continual training to accepted standards to minimize risk to residents and to reduce liability risk to the County. The Fire Prevention program consists of public service announcements, advertisements, school visits, firehall open houses, and promotion of the Fire Smart program.

Bylaw Enforcement

Responsible for enforcing all bylaws of the County and the contracted Towns of Bon Accord, Legal and Gibbons. Duties include but are not limited to pro-active patrols of multi lot subdivisions, responding to county residents' complaints and land use bylaw issues.

Provincial Statutes

The Provincial Statutes Program is responsible for enforcing the provincial acts (i.e. Highway Traffic Act, Traffic Safety Act).

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Protective Services budget increased by 4.9%; \$185,139.

CAPITAL MACHINERY & EQUIPMENT – FIRE \$576,000

- Thermal Imaging Cameras (3)
- Command 4x4
- Command 4x4 Equip Accessories
- Industrial Washers (2)
- Redwater Tender

CAPITAL MACHINERY & EQUIPMENT – ENFORCEMENT \$78,800

- Enforcement Vehicle
- Laser Radar
- VICS Camera/Equipment Accessories
- Reserve



Budget Highlights by Department

PROTECTIVE SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	817,841	640,612	731,924		731,924	14.3%	731,924	731,924	731,924
Other Revenues	(9,592)								
Total Revenues	808,249	640,612	731,924		731,924	14.3%	731,924	731,924	731,924
Expenditures									
Salaries, Wages & Benefits	2,141,799	2,440,720	2,587,159		2,587,159	6.0%	2,660,690	2,728,250	2,786,912
Contracted & General Services	712,135	911,512	973,611		973,611	6.8%	989,987	1,013,585	1,037,760
Materials, Goods & Utilities	368,137	444,053	444,951		444,951	0.2%	420,740	432,122	443,871
Grants	82,295	85,456	82,300		82,300	(3.7%)	83,962	85,691	87,456
Internal Cost Allocations	223,543	200,650	270,821		270,821	35.0%	274,891	279,951	284,896
Total Expenses	3,527,909	4,082,391	4,358,842		4,358,842	6.8%	4,430,270	4,539,599	4,640,895
Net Operating Cost	(2,719,660)	(3,441,779)	(3,626,918)		(3,626,918)	5.4%	(3,698,346)	(3,807,675)	(3,908,971)
Transfers (to) from Reserve Contributed to Capital	24,565 (362,948)	(353,800)	(353,800)		(353,800)		(353,800)	(353,800)	(353,800)
Net for Funding Purposes	(3,058,043)	(3,795,579)	(3,980,718)		(3,980,718)	4.9%	(4,052,146)	(4,161,475)	(4,262,771)
Amortization Expense	(485,066)	(480,930)	(509,319)		(509,319)	5.9%	(534,786)	(561,526)	(589,602)
Net for Budgeting Purposes	(3,543,109)	(4,276,509)	(4,490,037)		(4,490,037)	5.0%	(4,586,932)	(4,723,001)	(4,852,373)

BASE BUDGET HIGHLIGHTS

- Sales & User Charges increased by \$91,300.
 - Increased Provincial Statutes fines and Fire Response/Investigation revenue to be more in line with historical actuals.
 - Increased revenue from Billings to Other Municipalities to account for Fire Service Agreement rate changes.
- Salaries, Wages & Benefits increased by \$146,400 based on cost of living, merit, inflation and organizational restructuring.
- Contracted & General Services increased by \$62,100.
 - Increased costs for honorariums for volunteer firefighters.
 - Increased costs for county wide training programs.
 - Increased ECC dispatch fees to reflect 2020 contracted rate increase.
 - Increased insurance costs to reflect historical actuals.
- Internal Cost Allocations increased by \$70,200.
 - Transfer from Fleet & Facility Services, please refer to that department for an explanation of budget changes.
 - Funding contribution to Utility Services to offset increased hydrant flushing costs related to the Superior Tanker Shuttle Accreditation requirements.
 - Transfer from Utility Services to account for internal water usage charges.

Budget Highlights by Division

Corporate Services Division Summary

To develop, coordinate, and implement internal standards, systems and processes designed to improve the overall performance of the organization

The Corporate Services Division is comprised of the following departments:

- Human Resources Services
- Information Services
- Legislative Services

CORPORATE SERVICES DIVISION

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	51,377	24,202	25,702		25,702	6.2%	25,702	25,702	25,702
Government Grants	980								
Total Revenues	52,357	24,202	25,702		25,702	6.2%	25,702	25,702	25,702
Expenditures									
Salaries, Wages & Benefits	2,507,247	2,802,402	2,792,366	116,537	2,908,903	3.8%	3,021,059	3,115,992	3,204,532
Contracted & General Services	1,029,275	1,346,788	1,388,212	5,975	1,394,187	3.5%	1,509,215	1,442,206	1,522,784
Materials, Goods & Utilities	212,082	399,179	345,379	2,000	347,379	(13.0%)	352,424	359,372	366,456
Internal Cost Allocations	(71,028)	(53,680)	(53,680)		(53,680)		(53,680)	(53,680)	(53,680)
Total Expenses	3,677,576	4,494,689	4,472,277	124,512	4,596,789	2.3%	4,829,018	4,863,890	5,040,092
Net Operating Cost	(3,625,219)	(4,470,487)	(4,446,575)	(124,512)	(4,571,087)	2.3%	(4,803,316)	(4,838,188)	(5,014,390)
Transfers (to) from Reserve	(427,443)	161,264	(85,500)		(85,500)	(153.0%)	1,500	(133,000)	(110,500)
Contributed to Capital	(68,000)	(57,000)	(90,000)		(90,000)	57.9%	(90,000)	(90,000)	(90,000)
Net for Funding Purposes	(4,120,662)	(4,366,223)	(4,622,075)	(124,512)	(4,746,587)	8.7%	(4,891,816)	(5,061,188)	(5,214,890)
Net for Budgeting Purposes	(4,120,662)	(4,366,223)	(4,622,075)	(124,512)	(4,746,587)	8.7%	(4,891,816)	(5,061,188)	(5,214,890)



Budget Highlights by Department

Human Resource Services

Human Resource Services develops quality corporate human resource practices and programs which establish a preferred work environment to attract, retain and motivate employees to assist the organization in meeting its strategic objectives. In addition, the department works with all staff to develop, improve and implement workplace health and safety management systems.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Human Resource Services budget decreased 5.9%; \$56,923.

PROGRAMS

Human Resources General

This program focuses on the delivery of all human resource services in the County including recruitment, employee relations, training and development, compensation and benefits, legal compliance, employee engagement, employee recognition, workforce planning and strategic HR.

Health and Safety

This program focuses on the Health and Safety of Sturgeon County employees and compliance with relevant legislation.



Budget Highlights by Department

HUMAN RESOURCE SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	43,039	15,000	15,000		15,000		15,000	15,000	15,000
Government Grants	980								
Total Revenues	44,019	15,000	15,000		15,000		15,000	15,000	15,000
Expenditures									
Salaries, Wages & Benefits	720,385	762,174	709,951		709,951	(6.9%)	736,010	757,683	780,119
Contracted & General Services	117,392	170,320	172,620		172,620	1.4%	167,308	148,071	173,914
Materials, Goods & Utilities	36,336	46,425	46,925		46,925	1.1%	47,882	48,830	49,797
Total Expenses	874,113	978,919	929,496		929,496	(5.0%)	951,200	954,584	1,003,830
Net Operating Cost	(830,094)	(963,919)	(914,496)		(914,496)	(5.1%)	(936,200)	(939,584)	(988,830)
Transfers (to) from Reserve	(54,539)	5,000	12,500		12,500	150.0%	12,500	(10,000)	12,500
Net for Funding Purposes	(884,633)	(958,919)	(901,996)		(901,996)	(5.9%)	(923,700)	(949,584)	(976,330)
Net for Budgeting Purposes	(884,633)	(958,919)	(901,996)		(901,996)	(5.9%)	(923,700)	(949,584)	(976,330)

BASE BUDGET HIGHLIGHTS

- Salaries, Wages & Benefits decreased by \$52,200 based on cost of living, merit, inflation and organization restructuring.
- Contracted & General Services increased by \$2,300 most significantly due to corporate wellness initiatives and the addition of 3rd party investigation costs.
- Reserve Transfers increased by \$7,500.
 - Transfers from Reserve decreased as funding for the employee survey, conducted in 2019, was removed and funding for the Salary Structure review was added.
 - Transfers to Reserve decreased as a result of the dissolution of bargaining unit and the removal of annual reserve contribution for arbitration was reallocated to Contracted & General Services for 3rd party investigation costs.

Budget Highlights by Department

Information Services

Information Services is responsible for the delivery of service and management of Information Technology, Geographic Information Systems, business systems, and assisting Sturgeon County in the creation, storage, and retrieval of data and information. Information Services also is responsible for the corporate records management, business analysis, project management, and organizational change management functions.

PROGRAMS

Information Management

Coordinates the effective management of the records lifecycle and preservation of corporate history as defined in the Corporate Records Structure while protecting personal privacy and facilitating access to public body records.

Information Services

Ensures that departmental program delivery is supported by effective use of technology. Responsible for maintenance and replacement of all computer and phone related hardware and software.

Geographic Information System

Integrates hardware, software, and data for capturing, managing, analyzing, and displaying geographically referenced information.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Information Services budget increased by 17.4%; \$498,916.

SERVICE ENHANCEMENTS

- Systems Analyst (OP-9)

CAPITAL MACHINERY & EQUIPMENT \$90,000

- Annual Infrastructure Replacement
- Replacement Reserve

Budget Highlights by Department

INFORMATION SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	6,788	6,202	6,202		6,202		6,702	6,702	6,702
Total Revenues	6,788	6,202	6,202		6,202		6,702	6,702	6,702
Expenditures									
Salaries, Wages & Benefits	1,498,163	1,669,638	1,747,645	116,537	1,864,182	11.7%	1,931,328	1,988,865	2,043,245
Contracted & General Services	852,502	1,042,773	1,110,406	5,975	1,116,381	7.1%	1,143,954	1,206,411	1,259,332
Materials, Goods & Utilities	174,688	302,050	297,550	2,000	299,550	(0.8%)	303,620	309,602	315,701
Internal Cost Allocations	(71,028)	(53,680)	(53,680)		(53,680)		(53,680)	(53,680)	(53,680)
Total Expenses	2,454,325	2,960,781	3,101,921	124,512	3,226,433	9.0%	3,325,222	3,451,198	3,564,598
Net Operating Cost	(2,447,537)	(2,954,579)	(3,095,719)	(124,512)	(3,220,231)	9.0%	(3,318,520)	(3,444,496)	(3,557,896)
Transfers (to) from Reserve	(302,700)	145,264	(55,000)		(55,000)	(137.9%)	(95,000)	(95,000)	(95,000)
Contributed to Capital	(68,000)	(57,000)	(90,000)		(90,000)	57.9%	(90,000)	(90,000)	(90,000)
Net for Funding Purposes	(2,818,237)	(2,866,315)	(3,240,719)	(124,512)	(3,365,231)	17.4%	(3,503,520)	(3,629,496)	(3,742,896)
Net for Budgeting Purposes	(2,818,237)	(2,866,315)	(3,240,719)	(124,512)	(3,365,231)	17.4%	(3,503,520)	(3,629,496)	(3,742,896)

BASE BUDGET HIGHLIGHTS

- Salaries, Wages & Benefits increased by \$78,000.
 - Costs for one-time 2019 Service Enhancement (OP-10), Business Analyst Support, were removed.
 - Other adjustments were based on organizational restructuring, cost of living, merit, and inflation.
- Contracted & General Services increased by \$67,600.
 - Increases in staff memberships, subscriptions, and software licensing costs.
 - Increase in Consulting Services costs to complete phase one of the Business Continuity – Disaster Recovery Project.
- Materials, Goods & Utilities decreased by \$4,500, most significantly due to the removal of offsite records storage costs.
- Transfers from Reserve decreased by \$200,300 as funding for the completed projects and service enhancements was removed and funding to support the Business Continuity Disaster Recovery Project was added.

Budget Highlights by Department

Legislative Services

Legislative Services manages legislative procedures and processes as well as corporate information assets, through the provision of effective governance and support services to the public, Administration, Council and Council Committees.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Legislative Services budget decreased by 11.4%; \$61,629.

LEGISLATIVE SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	1,550	3,000	4,500		4,500	50.0%	4,000	4,000	4,000
Total Revenues	1,550	3,000	4,500		4,500	50.0%	4,000	4,000	4,000
Expenditures									
Salaries, Wages & Benefits	288,699	370,590	334,770		334,770	(9.7%)	353,721	369,444	381,168
Contracted & General Services	59,381	133,695	105,186		105,186	(21.3%)	197,953	87,724	89,538
Materials, Goods & Utilities	1,058	50,704	904		904	(98.2%)	922	940	958
Total Expenses	349,138	554,989	440,860		440,860	(20.6%)	552,596	458,108	471,664
Net Operating Cost	(347,588)	(551,989)	(436,360)		(436,360)	(20.9%)	(548,596)	(454,108)	(467,664)
Transfers (to) from Reserve	(70,204)	11,000	(43,000)		(43,000)	(490.9%)	84,000	(28,000)	(28,000)
Net for Funding Purposes	(417,792)	(540,989)	(479,360)		(479,360)	(11.4%)	(464,596)	(482,108)	(495,664)
Net for Budgeting Purposes	(417,792)	(540,989)	(479,360)		(479,360)	(11.4%)	(464,596)	(482,108)	(495,664)

BASE BUDGET HIGHLIGHTS

- Sales & User Charges increased by \$1,500, most significantly to account for increasing trends in appeals and FOIP related activity fees.
- Salaries, Wages & Benefits decreased by \$35,800.
 - The Census Coordinator position from one-time 2019 Service Enhancement OP-11, Census, was removed as the census was completed in 2019.
 - Other adjustments were based on cost of living, merit, inflation, and organizational restructuring.

Budget Highlights by Department

BASE BUDGET HIGHLIGHTS CONTINUED

- Contracted & General Services decreased by \$28,500.
 - Honorarium costs were adjusted to reflect new rates.
 - Training and development costs were increased to provide for additional SDAB Board training and FOIP and legislative process training.
 - Legal costs increased in respect to anticipated increases in FOIP related activity.
 - Special project costs for one-time 2019 Service Enhancement OP-11, Census, were removed.
- Materials, Goods & Utilities decreased by \$49,800, most significantly due to the removal of the initial project costs for 2019 Service Enhancement OP-12, Meeting Management Software.
- Transfers from Reserve decreased by \$39,000 as funding for one-time 2019 Service Enhancement OP-11, Census, completed in 2019 was removed.
- Transfers to Reserve increased by \$15,000 to replenish election funds used in the 2019 Bi-Election.



Budget Highlights by Division

Development Services Division Summary

To plan for, attract and facilitate new or potential investment in a responsible and competitive manner.

The Development Services Division is comprised of the following departments:

- Development Support Services
- Economic Development Services
- Planning & Regional Services

DEVELOPMENT SERVICES DIVISION

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	995,223	900,710	784,060		784,060	(13.0%)	784,060	784,060	784,060
Government Grants	86,902	75,000				(100.0%)			
Other Revenues	191,890	100,000	155,458		155,458	55.5%	155,458	155,458	155,458
Total Revenues	1,274,015	1,075,710	939,518		939,518	(12.7%)	939,518	939,518	939,518
Expenditures									
Salaries, Wages & Benefits	2,810,511	3,166,752	3,091,876		3,091,876	(2.4%)	3,206,532	3,297,056	3,385,157
Contracted & General Services	1,433,483	1,777,790	1,279,371	120,000	1,399,371	(21.3%)	1,005,841	1,077,393	1,089,226
Materials, Goods & Utilities	18,160	21,745	19,045		19,045	(12.4%)	19,451	19,870	20,299
Grants	109,394	65,000	65,000		65,000		65,202	65,412	65,626
Internal Cost Allocations	62,741	68,555	66,050		66,050	(3.7%)	66,095	66,151	66,206
Interest on Long-Term Debt			149,612		149,612		144,558	139,376	134,061
Total Expenses	4,434,289	5,099,842	4,670,954	120,000	4,790,954	(6.1%)	4,507,679	4,665,258	4,760,575
Net Operating Cost	(3,160,274)	(4,024,132)	(3,731,436)	(120,000)	(3,851,436)	(4.3%)	(3,568,161)	(3,725,740)	(3,821,057)
Net Debt Principal			197,854		197,854		202,907	208,090	213,404
Transfers (to) from Reserve	(607,504)	327,396	280,500	95,000	375,500	14.7%	(30,000)	(30,000)	(30,000)
Contributed to Capital	(4,500)	(4,500)	(4,500)		(4,500)		(4,500)	(4,500)	(4,500)
Net for Funding Purposes	(3,772,278)	(3,701,236)	(3,653,290)	(25,000)	(3,678,290)	(0.6%)	(3,805,568)	(3,968,330)	(4,068,961)
Amortization Expense	(622)	(815)	(653)		(653)	(19.9%)	(686)	(720)	(756)
Net for Budgeting Purposes	(3,772,900)	(3,702,051)	(3,653,943)	(25,000)	(3,678,943)	(0.6%)	(3,806,254)	(3,969,050)	(4,069,717)



Budget Highlights by Department

Development Support Services

Development Support Services implements Council approved land use policies and priorities through an integrated framework guiding the development of a community reflective of Sturgeon County's vision.

PROGRAMS

Planning/Development General

This program includes amendments to the land use bylaw and statutory plans, as well as provides services to residents to ensure County subdivision of residential, agricultural, industrial, and commercial lands are reviewed and developed in an orderly and economical fashion. The subdivision process prepares necessary documentation for the Municipal Planning Commission. This program also provides Sturgeon County with control of land development both from a use and physical perspective through the issuance of development permits. Throughout the County this program works to ensure that development occurs in an orderly and economical fashion and addresses land use issues that arise.

Safety Codes

Provides Sturgeon County residents and developers with all safety code services such as plan reviews and inspections for the safety code disciplines as follows: building, electrical, plumbing, private wastewater systems and gas/mechanical.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

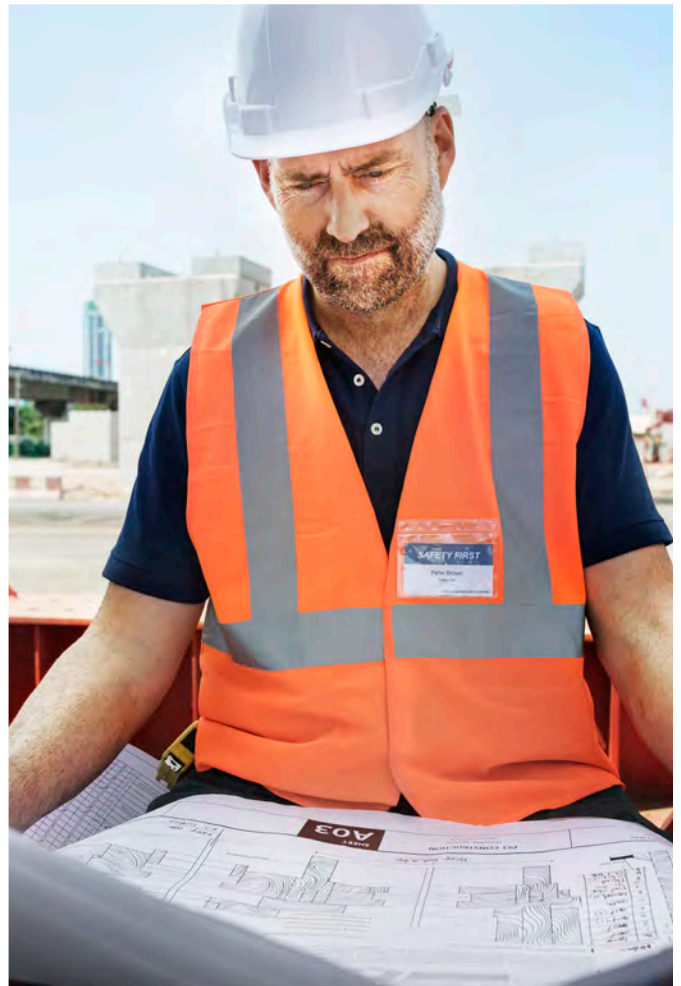
For funding purposes, the Development Support Services budget increased by 0.6%; \$7,303.

SERVICE ENHANCEMENTS:

- Land Management Services – Efficiency & Policy Review (OP-15)

CAPITAL MACHINERY & EQUIPMENT \$4,500

- Replacement Reserve



Budget Highlights by Department

DEVELOPMENT SUPPORT SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	991,138	897,710	781,060		781,060	(13.0%)	781,060	781,060	781,060
Other Revenues	88,590	100,000	95,000		95,000	(5.0%)	95,000	95,000	95,000
Total Revenues	1,079,728	997,710	876,060		876,060	(12.2%)	876,060	876,060	876,060
Expenditures									
Salaries, Wages & Benefits	1,510,017	1,561,714	1,584,276		1,584,276	1.4%	1,637,475	1,685,148	1,729,374
Contracted & General Services	476,693	514,035	460,435	70,000	530,435	3.2%	465,848	471,238	476,768
Materials, Goods & Utilities	3,158	5,745	5,545		5,545	(3.5%)	5,675	5,818	5,966
Grants	80,604								
Internal Cost Allocations	3,743	4,782	2,277		2,277	(52.4%)	2,322	2,378	2,433
Total Expenses	2,074,215	2,086,276	2,052,533	70,000	2,122,533	1.7%	2,111,320	2,164,582	2,214,541
Net Operating Cost	(994,487)	(1,088,566)	(1,176,473)	(70,000)	(1,246,473)	14.5%	(1,235,260)	(1,288,522)	(1,338,481)
Transfers (to) from Reserve	(94,954)	(110,604)	(30,000)	70,000	40,000	(136.2%)	(30,000)	(30,000)	(30,000)
Contributed to Capital	(4,500)	(4,500)	(4,500)		(4,500)		(4,500)	(4,500)	(4,500)
Net for Funding Purposes	(1,093,941)	(1,203,670)	(1,210,973)		(1,210,973)	0.6%	(1,269,760)	(1,323,022)	(1,372,981)
Amortization Expense	(622)	(815)	(653)		(653)	(19.9%)	(686)	(720)	(756)
Net for Budgeting Purposes	(1,094,563)	(1,204,485)	(1,211,626)		(1,211,626)	0.6%	(1,270,446)	(1,323,742)	(1,373,737)

BASE BUDGET HIGHLIGHTS

- Sales & User Charges decreased by \$116,700, most significantly due to reduced permit revenue as trending indicates permitting activity is declining.
- Other Revenues decreased by \$5,000, most significantly for decreased safety code penalty revenue as trending indicates increasing levels of compliance in permitting.
- Salaries, Wages & Benefits increased by \$22,600 based on cost of living, merit, inflation, and organizational restructuring.
- Contracted & General Services decreased by \$53,600, most significantly because reduced permitting revenue relates directly to inspection fees.
- Internal Cost Allocations decreased by \$2,500; Internal Cost Allocations is a transfer from Fleet & Facility Services, please refer to that department for an explanation on budget changes.
- Transfers from Reserves decreased by \$80,600; as the one-time Contingency Reserve repayment completed in 2019.

Budget Highlights by Department

Economic Development Services

The Economic Development Services Department pioneers economic opportunities through business attraction, retention and expansion efforts, with the aim of fostering a balance between growth and quality of life.

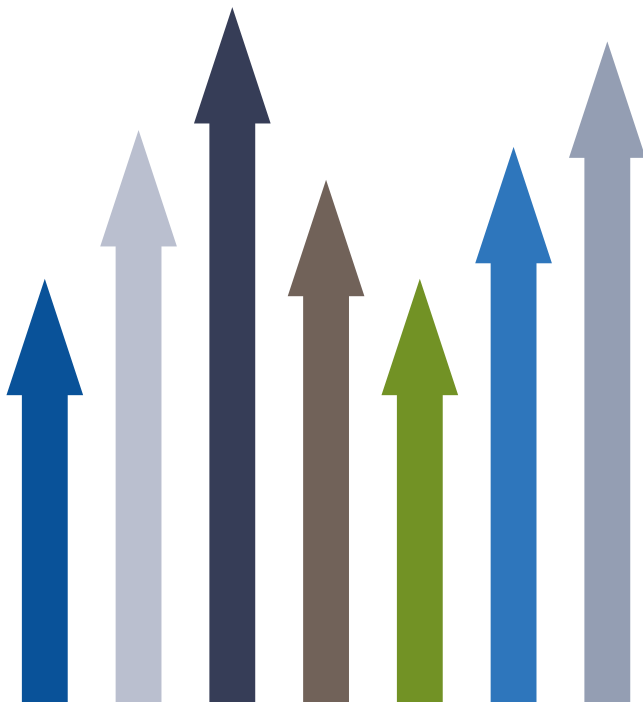
SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Economic Development Services budget increased by 29.6%; \$340,567.

SERVICE ENHANCEMENTS

- Foreign Direct Investment & Commercial Development Analysis Implementation (OP-5)
- Enhanced Business Retention/Attraction (OP-19)



PROGRAMS

Business / Development Attraction

Working with businesses, investors, and or developers to achieve their development goals in Sturgeon County. This includes providing potential investors with trusted business information (custom GIS Mapping, business patterns interpretation, demographic information, industry insights), active investment targeting (domestic and international), individualized investor presentation of information, site selection information, reports and analysis and work to further advance Alberta's Industrial Heartland and world scale energy, chemical and petrochemical manufacturing.

Business Retention and Expansion

Working with business to understand their needs and wants to support them to stay and grow in Sturgeon County. These efforts include business engagements and formalized visitations, education sessions for business owners, business support for emergent items important to the local business community or already invested companies, and regional asset linkages (including owned assets from EIA,CN, Logistics hubs, Alberta Food processing facility and others) .

Start in Sturgeon (Promotion)

This effort includes advertising to a business audience, site selectors, and potential investors. Site selection work includes sector information and economic concierge service; e-newsletter and website updates to further promote local, regional, provincial, national and international opportunities for investment in Sturgeon County; inhouse publications which include community profiles, and presentations for a more general audience.

Partnership and Interconnection

Economic Development success is because of a strong team of supportive entities and organizations. This includes intergovernmental work with international trade offices, departments and department branches at the provincial and federal level; local governmental organizations like our municipal partners and First Nations; industry associations within the various industries represented in Sturgeon County, and the local provincial and national chambers of commerce.

Budget Highlights by Department

ECONOMIC DEVELOPMENT SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	4,085	3,000	3,000		3,000		3,000	3,000	3,000
Government Grants	86,902	75,000				(100.0%)			
Other Revenues	103,300		60,458		60,458		60,458	60,458	60,458
Total Revenues	194,287	78,000	63,458		63,458	(18.6%)	63,458	63,458	63,458
Expenditures									
Salaries, Wages & Benefits	512,575	592,077	624,940		624,940	5.6%	643,590	657,456	671,493
Contracted & General Services	652,953	505,945	428,141	50,000	478,141	(5.5%)	395,497	458,406	461,381
Materials, Goods & Utilities	9,392	13,500	12,000		12,000	(11.1%)	12,246	12,490	12,739
Grants	19,001	55,000	55,000		55,000		55,000	55,000	55,000
Internal Cost Allocations	58,998	63,773	63,773		63,773		63,773	63,773	63,773
Interest on Long-Term Debt			149,612		149,612		144,558	139,376	134,061
Total Expenses	1,252,919	1,230,295	1,333,466	50,000	1,383,466	12.4%	1,314,664	1,386,501	1,398,447
Net Operating Cost	(1,058,632)	(1,152,295)	(1,270,008)	(50,000)	(1,320,008)	14.6%	(1,251,206)	(1,323,043)	(1,334,989)
Net Debt Principal			(197,854)		(197,854)		(202,907)	(208,090)	(213,404)
Transfers (to) from Reserve	(74,975)			25,000	25,000				
Net for Funding Purposes	(1,133,607)	(1,152,295)	(1,467,862)	(25,000)	(1,492,862)	29.6%	(1,454,113)	(1,531,133)	(1,548,393)
Net for Budgeting Purposes	(1,133,607)	(1,152,295)	(1,467,862)	(25,000)	(1,492,862)	29.6%	(1,454,113)	(1,531,133)	(1,548,393)

BASE BUDGET HIGHLIGHTS

- Government Grants decreased by \$75,000 as the MSI funding for one-time 2019 Service Enhancement OP-7, Commercial Market Analysis, was removed.
- Other Revenues increased by \$60,500 as the Alberta Industrial Heartland waterline project will be partially supported through special levies
- Salaries, Wages & Benefits increased by \$32,900 based on cost of living, merit, inflation, and organizational restructuring.
- Contracted & General Services decreased by \$77,800, most significantly due to the removal of Special Project costs related to one-time 2019 Service Enhancement OP-7, Commercial Market Analysis.
- Debt Servicing costs increased by \$347,500 to provide funding for the Alberta Industrial Heartland waterline capital project.



Budget Highlights by Department

Planning & Regional Services

Planning and Regional Services provides sustainable community planning, infrastructure planning, and intergovernmental affairs leadership to support the County's future growth and strategic objectives.

PROGRAMS

Sustainable Community Planning

Land-use planning expertise that enables Council's growth vision and the long-term viability of the diverse communities found within Sturgeon County. Considers and plans for multiple elements of community and regional growth, such as master planning, land use, viability, community development, regional integration, economic development, natural systems, and more. Includes:

- Development, Monitoring and Contribution to Local Primary Plans
- Technical Research, Data Analysis, Strategic Studies and Advisory
- Coordination of Intermunicipal Referral Services
- Stakeholder Outreach and Planning Engagement
- Regional Planning and Growth Management
- Local and Regional Project Leadership

Long Range Infrastructure Planning

Infrastructure planning expertise that enables Council's growth vision and the long-term viability of the diverse communities found within Sturgeon County. Considers current and future planning, potential shared investments, above and below ground infrastructure, and more. Includes:

- Coordination/Contribution to Primary Plans and Other Infrastructure Studies
- Infrastructure Technical Research, Data Analysis, Strategic Studies and Advisory
- Environmental, Sustainability and Open Space Planning
- Strategic Development
- Local and Regional Project Leadership

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

Overall, the Planning & Regional Services budget decreased by 27.6%; \$370,816.

PROGRAMS CONTINUED

Intergovernmental Affairs

Intergovernmental advocacy serves to represent Council's policy positions and interests to other governments, associations and external parties, to support the County's strategic priorities and long-term positive reputation, and to support and facilitate intergovernmental affairs in a timely, orderly, and effective manner. Includes:

- Intergovernmental Committee Process Leadership
- Intelligence Gathering, Research, Strategic Studies and Advisory
- Partnership Development, External Relations, and Issues Management
- Intergovernmental Advocacy Planning and Implementation
- Policy Inputs and Regulatory Representation
- Local and Regional Project Leadership

Budget Highlights by Department

PLANNING & REGIONAL SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Expenditures									
Salaries, Wages & Benefits	787,919	1,012,961	882,660		882,660	(12.9%)	925,467	954,452	984,290
Contracted & General Services	303,837	757,810	390,795		390,795	(48.4%)	144,496	147,749	151,077
Materials, Goods & Utilities	5,610	2,500	1,500		1,500	(40.0%)	1,530	1,562	1,594
Grants	9,789	10,000	10,000		10,000		10,202	10,412	10,626
Total Expenses	1,107,155	1,783,271	1,284,955		1,284,955	(27.9%)	1,081,695	1,114,175	1,147,587
Net Operating Cost	(1,107,155)	(1,783,271)	(1,284,955)		(1,284,955)	(27.9%)	(1,081,695)	(1,114,175)	(1,147,587)
Transfers (to) from Reserve	(437,575)	438,000	310,500		310,500	(29.1%)			
Net for Funding Purposes	(1,544,730)	(1,345,271)	(974,455)		(974,455)	(27.6%)	(1,081,695)	(1,114,175)	(1,147,587)
Net for Budgeting Purposes	(1,544,730)	(1,345,271)	(974,455)		(974,455)	(27.6%)	(1,081,695)	(1,114,175)	(1,147,587)

BASE BUDGET HIGHLIGHTS

- Salaries, Wages & Benefits decreased by \$130,300 based on cost of living, merit, inflation and organizational restructuring.
- Contracted & General Services decreased by \$367,000.
 - Corporate membership costs for Edmonton Metropolitan Regional Board and Community Planning Association of Alberta increased.
 - Special project costs reduced due to the completion of several Service Enhancements related projects.
- Transfers from Reserve decreased by \$127,500 as several of the Service Enhancement related projects, completed in 2019, were reserve funded.



Budget Highlights by Division

Infrastructure Services Division Summary

To provide safe, reliable municipal infrastructure and a variety of programs and services that contribute to a high quality of life in Sturgeon County.

The Infrastructure Services Division is comprised of the following departments:

- Agriculture Services
- Engineering Services
- Fleet & Facility Services
- Stormwater Management
- Transportation Services
- Utility & Waste Management Services

INFRASTRUCTURE SERVICES DIVISION

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	9,071,021	9,172,223	9,313,886		9,313,886	1.5%	9,673,531	10,044,331	10,429,903
Government Grants	741,915	804,859	733,359		733,359	(8.9%)	733,359	733,359	733,359
Other Revenues	366,000	276,752	282,539		282,539	2.1%	192,740	169,970	25,146
Total Revenues	10,178,936	10,253,834	10,329,784		10,329,784	0.7%	10,599,630	10,947,660	11,188,408
Expenditures									
Salaries, Wages & Benefits	10,148,265	10,999,564	11,178,544	177,944	11,356,488	3.2%	11,709,100	12,033,386	12,269,564
Contracted & General Services	4,997,078	5,601,535	5,598,431	234,182	5,832,613	4.1%	5,364,427	5,305,059	5,429,249
Materials, Goods & Utilities	10,448,854	10,707,171	12,076,288	88,756	12,165,044	13.6%	12,447,318	12,806,865	13,169,772
Grants	1,123,213								
Provisions for Allowances	2,650	500	500		500		500	500	500
Internal Cost Allocations	(98,583)	(104,793)	(162,026)		(162,026)	54.6%	(166,819)	(172,778)	(178,602)
Interest on Long-Term Debt	866,530	784,808	687,270		687,270	(12.4%)	599,676	559,891	492,959
Total Expenses	27,488,007	27,988,785	29,379,007	500,882	29,879,889	6.8%	29,954,202	30,532,923	31,183,442
Net Operating Cost	(17,309,071)	(17,734,951)	(19,049,223)	(500,882)	(19,550,105)	10.2%	(19,354,572)	(19,585,263)	(19,995,034)
Net Debt Principal	(2,800,783)	(3,124,059)	(2,834,956)		(2,834,956)	(9.3%)	(2,763,135)	(2,934,988)	(2,786,382)
Transfers (to) from Reserve	(849,391)	(858,883)	(638,693)	70,000	(568,693)	(33.8%)	(805,747)	(873,155)	(970,917)
Contributed to Capital	(8,777,684)	(9,076,500)	(6,926,500)	170,000	(6,756,500)	(25.6%)	(8,326,500)	(8,326,500)	(8,326,500)
Net for Funding Purposes	(29,736,929)	(30,794,393)	(29,449,372)	(260,882)	(29,710,254)	(3.5%)	(31,249,954)	(31,719,906)	(32,078,833)
Amortization Expense	(8,465,410)	(7,882,750)	(8,888,681)		(8,888,681)	12.8%	(9,333,115)	(9,799,771)	(10,289,759)
Net for Budgeting Purposes	(38,202,339)	(38,677,143)	(38,338,053)	(260,882)	(38,598,935)	(0.2%)	(40,583,069)	(41,519,677)	(42,368,592)



Budget Highlights by Department

Agriculture Services

Agriculture Services helps conserve and improve the rural environment by delivering programs that enhance and promote sustainable land, vegetation, and pest management.

PROGRAMS

Agricultural Planning & Regional Initiatives

Coordinated efforts between departments to support Regional Agricultural Master Plan, development of local Agricultural Strategy, participating in Tri County Agri-Business Study & Communications Plan.

Vegetation Management

Controlling weeds and vegetation on County owned land and administering the Weed Control Act on private land to protect agriculture and the environment while improving public safety, reducing road maintenance costs, preventing fire hazards, and enhancing aesthetics.

Pest Management

Managing pests and nuisances that have a detrimental impact on the agricultural industry and private property in Sturgeon County; achieved through surveillance, inspections, the removal and control of high impact species, and educating the public on prevention and management strategies.

Rural Extension

Providing technical information on land management through workshops, tours, demonstrations, publications, newsletters, and website content. Rural extension activities support the Agricultural Service Board, which advises Council on agricultural matters, and awards recognizing 100 Year Farm Families and Excellence in Agriculture.

Environmental Conservation

Maintaining and enhancing environmental resources, including administration of the Soil Conservation Act, and completion of reclamation projects on county lands. Technical support for enhancing the sustainability of farming operations and the County Tree Program; in which residents can acquire tree seedlings to establish shelterbelts or enhance the ecological value of their property.

SIGNIFICANT BUDGET CHANGES

Impact on 2019 Budget

For funding purposes, the Agriculture Services budget increased by 16.4%; \$345,585.

SERVICE ENHANCEMENTS

- Event Equipment Trailer (CAP-1)
- Year-Round Park & Trail Operations (OP-1)
- Trail Maintenance (OP-2)
- Alternative Land Use Services Program (OP-16)
- Event Booth BIR-2020-023 (OP-18)

CAPITAL MACHINERY & EQUIPMENT \$235,000

- Event Equipment Trailer (CAP-1)
- Replacement Trailer
- 1/2 Ton Truck
- Equipment Reserve
- Front Mount Mower
- Front Mount Mower with Cab
- One Pass Injection System
- Replacement Rotary Cutter with HD Unit

Budget Highlights by Department

AGRICULTURE SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	65,428	73,710	60,960		60,960	(17.3%)	64,010	64,010	64,010
Government Grants	191,561	183,359	183,359		183,359		183,359	183,359	183,359
Other Revenues	4,674	1,500	2,000		2,000	33.3%	2,000	2,000	2,000
Total Revenues	261,663	258,569	246,319		246,319	(4.7%)	249,369	249,369	249,369
Expenditures									
Salaries, Wages & Benefits	1,018,246	1,232,729	1,328,456	86,767	1,415,223	14.8%	1,466,231	1,515,697	1,555,015
Contracted & General Services	341,928	466,911	490,249	38,450	528,699	13.2%	530,851	544,546	544,618
Materials, Goods & Utilities	231,444	313,218	300,948	87,506	388,454	24.0%	391,272	399,471	399,475
Internal Cost Allocations	119,016	111,471	125,288		125,288	12.4%	127,774	130,867	133,889
Total Expenses	1,710,634	2,124,329	2,244,941	212,723	2,457,664	15.7%	2,516,128	2,590,581	2,632,997
Net Operating Cost	(1,448,971)	(1,865,760)	(1,998,622)	(212,723)	(2,211,345)	18.5%	(2,266,759)	(2,341,212)	(2,383,628)
Transfers (to) from Reserve	(5,490)	(30,000)	(30,000)		(30,000)		(30,000)	(30,000)	(30,000)
Contributed to Capital	(171,500)	(206,000)	(206,000)		(206,000)		(206,000)	(206,000)	(206,000)
Net for Funding Purposes	(1,625,961)	(2,101,760)	(2,234,622)	(212,723)	(2,447,345)	16.4%	(2,502,759)	(2,577,212)	(2,619,628)
Amortization Expense	(173,686)	(178,975)	(182,370)		(182,370)	1.9%	(191,489)	(201,063)	(211,116)
Net for Budgeting Purposes	(1,799,647)	(2,280,735)	(2,416,992)	(212,723)	(2,629,715)	15.3%	(2,694,248)	(2,778,275)	(2,830,744)

BASE BUDGET HIGHLIGHTS

- Sales & User Charges decreased by \$12,750, most significantly due to phasing out the composter program and declining sales in the tree program sales.
- Salaries, Wages & Benefits increased by \$95,700 based on organizational restructuring, cost of living, and merit adjustments.
- Contracted & General Services increased by \$23,300.
 - Training & Development costs increased to ensure compliance with Occupational Health & Safety requirements and to allow for supervisory development.
 - Contracted Services costs increased to accommodate contracted vegetation management services, partially funded by a reallocation of costs from Materials, Goods & Utilities.
 - Special Projects costs decreased as costs for one-time 2019 Service Enhancement OP-18, Open Spaces Master Plan Implementation, were removed.
- Materials, Goods & Utilities decreased by \$12,300.
 - Chemical supplies costs were adjusted to reflect historical actuals, a portion of the reduction was used to partially fund Contracted & General Services.
 - Special Events costs increased for the addition of the County Living Expo event and the Experience Ag Tour.
- Internal Cost Allocations increased by \$13,800.
 - Internal Cost Allocations includes a transfer from Fleet & Facility Services; please refer to that department for an explanation on budget changes.

Budget Highlights by Department

Engineering Services

Engineering Services provides engineering related services to all departments within Sturgeon County in support of proactive infrastructure planning for timely development opportunities.

PROGRAMS

Engineering

The Engineering Department provides the following services:

- Surveying
- Inspections
- Management of Bridge Infrastructure
- Engineering Planning and Design
- Development Services
- Project Management and Contract Administration
- Road Maintenance Planning

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Engineering Services budget decreased by 3.2%; \$54,686.

CAPITAL MACHINERY & EQUIPMENT \$17,500

- Vehicle Reserve



Budget Highlights by Department

ENGINEERING SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	7,600	5,300	5,300		5,300		5,300	5,300	5,300
Total Revenues	7,600	5,300	5,300		5,300		5,300	5,300	5,300
Expenditures									
Salaries, Wages & Benefits	1,772,043	1,882,849	1,466,570		1,466,570	(22.1%)	1,507,792	1,549,581	1,588,851
Contracted & General Services	205,780	154,176	113,619		113,619	(26.3%)	116,498	119,364	122,303
Materials, Goods & Utilities	16,934	27,651	23,670		23,670	(14.4%)	24,298	25,004	25,735
Internal Cost Allocations	18,058	(485,361)	22,770		22,770	(104.7%)	23,222	23,784	24,333
Total Expenses	2,012,815	1,579,315	1,626,629		1,626,629	3.0%	1,671,810	1,717,733	1,761,222
Net Operating Cost	(2,005,215)	(1,574,015)	(1,621,329)		(1,621,329)	3.0%	(1,666,510)	(1,712,433)	(1,755,922)
Transfers (to) from Reserve Contributed to Capital	99,493 (17,500)	(102,000) (17,500)	(17,500)		(17,500)	(100.0%)	(17,500)	(17,500)	(17,500)
Net for Funding Purposes	(1,923,222)	(1,693,515)	(1,638,829)		(1,638,829)	(3.2%)	(1,684,010)	(1,729,933)	(1,773,422)
Net for Budgeting Purposes	(1,923,222)	(1,693,515)	(1,638,829)		(1,638,829)	(3.2%)	(1,684,010)	(1,729,933)	(1,773,422)

BASE BUDGET HIGHLIGHTS

- Salaries, Wages & Benefits decreased by \$416,300 based on organizational restructuring, cost of living, inflation and merit.
- Contracted & General Services decreased by \$40,600, most significantly due to the transfer of responsibility for railway maintenance from Engineering Services to Transportation Services.
- Internal Cost Allocations decreased by \$508,100.
 - A portion of Internal Cost Allocations is related to transfers from Fleet & Facility Services, please refer to that department for an explanation on budget changes.
 - The portion of Internal Costs Allocations related to an accounting practice for internally developed capital assets has been removed due to the organizational restructuring.
- Transfers to Reserve decreased by \$102,000 as the Contingency Reserve repayment for Council Motion 256/18, Railway Track repair, was completed in 2019.

Budget Highlights by Department

Fleet & Facility Services

Fleet & Facility Services is committed to providing preventative maintenance, repairs and required updates to all Sturgeon County fixed and mobile assets. These services are provided by experienced, certified and skilled staff following all applicable regulations and best practices. We will provide a safe working environment on our premises for all Sturgeon County employees through cooperation with all Departments. We pledge to provide these services in a timely manner in order to minimize downtime and provide every opportunity for success to all the Departments we support.

PROGRAMS

Fleet Services

Fleet and Facility Services provides preventative maintenance and repair services to Sturgeon County vehicles, equipment, and other mobile assets as well as maintenance and repair services for external municipal customers' vehicles and equipment.

Building Services

Fleet and Facility Services provides preventative maintenance and repairs to Sturgeon County's fixed assets: including janitorial, grounds keeping, safety supplies, services and security alarm monitoring. We will provide a safe working environment on our premises for all Sturgeon County employees and visitors, through cooperation of all Departments.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

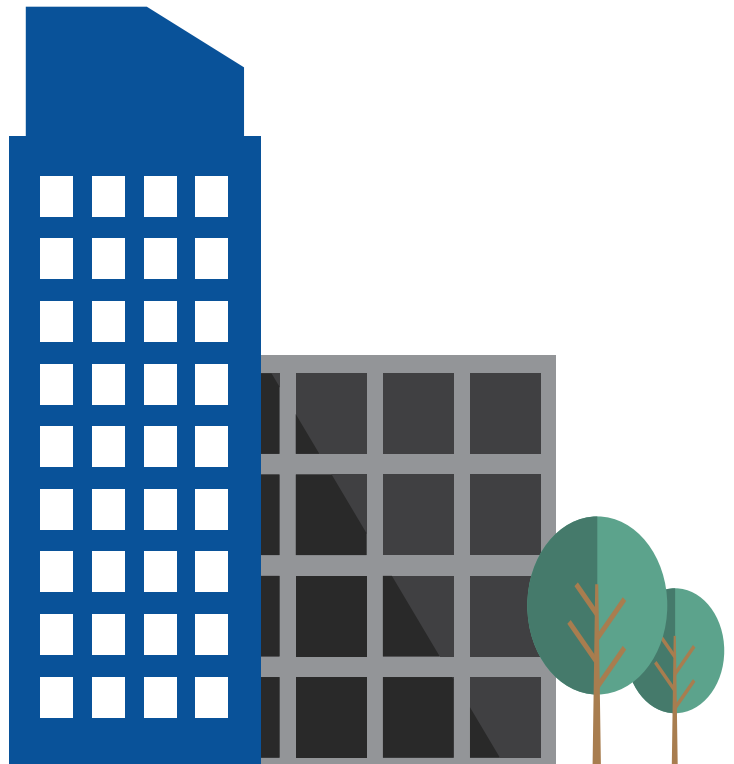
For funding purposes, the Fleet & Facility Services budget increased by 9.4%; \$184,353.

SERVICE ENHANCEMENTS

- Brine Evaporation Pond Updates (CAP-2)
- Sturgeon Valley Satellite Shop (CAP-3)

CAPITAL MACHINERY & EQUIPMENT \$250,500

- Brine Evaporation Pond Updates (CAP-2)
- Sturgeon Valley Satellite Shop (CAP-3)
- Service Truck



Budget Highlights by Department

FLEET & FACILITY SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	10,476	3,800	3,800		3,800		3,800	3,800	3,800
Total Revenues	10,476	3,800	3,800		3,800		3,800	3,800	3,800
Expenditures									
Salaries, Wages & Benefits	1,439,584	1,394,729	1,368,909		1,368,909	(1.9%)	1,405,828	1,439,843	1,463,634
Contracted & General Services	472,130	370,571	517,753	250	518,003	39.8%	407,810	418,065	428,586
Materials, Goods & Utilities	1,239,339	1,586,021	1,680,058	1,250	1,681,308	6.0%	1,681,096	1,719,296	1,758,444
Grants	1,123,213								
Internal Cost Allocations	(2,095,135)	(2,221,646)	(2,254,192)		(2,254,192)	1.5%	(2,298,956)	(2,354,619)	(2,409,007)
Interest on Long-Term Debt	276,595	263,254	248,913		248,913	(5.4%)	234,168	219,006	203,416
Total Expenses	2,455,726	1,392,929	1,561,441	1,500	1,562,941	12.2%	1,429,946	1,441,591	1,445,073
Net Operating Cost	(2,445,250)	(1,389,129)	(1,557,641)	(1,500)	(1,559,141)	12.2%	(1,426,146)	(1,437,791)	(1,441,273)
Net Debt Principal	(289,856)	(508,596)	(522,937)		(522,937)	2.8%	(537,682)	(552,844)	(568,434)
Transfers (to) from Reserve	(11,171)	(20,000)	(20,000)		(20,000)		(20,000)	(20,000)	(20,000)
Contributed to Capital	(38,000)	(44,000)	(44,000)		(44,000)		(44,000)	(44,000)	(44,000)
Net for Funding Purposes	(2,784,277)	(1,961,725)	(2,144,578)	(1,500)	(2,146,078)	9.4%	(2,027,828)	(2,054,635)	(2,073,707)
Amortization Expense	(61,834)	(69,645)	(64,926)		(64,926)	(6.8%)	(68,172)	(71,581)	(75,160)
Net for Budgeting Purposes	(2,846,111)	(2,031,370)	(2,209,504)	(1,500)	(2,211,004)	8.8%	(2,096,000)	(2,126,216)	(2,148,867)

BASE BUDGET HIGHLIGHTS

- Salaries, Wages & Benefits decreased by \$25,800 based on cost of living, merit, inflation and organization restructuring.
- Contracted & General Services increased by \$147,200 most significantly related to multiple one-time projects, including:
 - Heating upgrades, alarm system and bay door installation at Upper Cardiff Reservoir.
 - Window and door updates at Sturgeon South (3-year project).
 - Lighting upgrades at Sturgeon County Center.
 - Accessibility modifications at Sturgeon South.
 - Brine Pond updates.
- Materials, Goods & Utilities increased by \$94,000.
 - Building Maintenance cost increases to address water quality issues and washroom updates at Sturgeon South.
 - 3rd party labour costs increased to bring budget in-line with year-end projections.
 - Increased sandblasting & equipment painting and lubricants, oils, and filters costs.
- Internal Cost Allocations decreased by \$32,500.
 - Sturgeon County charges work performed by Fleet Services to the department requiring the work on their machinery and equipment, this is a standard cost accounting exercise.

Budget Highlights by Department

Stormwater Management

Stormwater Management involves the control of run off from precipitation, such as rain and melting snow, and is important to prevent damage to property and to maintain the integrity, quality and quantity of water resources.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget - Stormwater Management

For funding purposes, the Stormwater Management budget decreased by 5.0%; \$ 60,000.

STORMWATER MANAGEMENT

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	56,329	39,600	67,500		67,500	70.5%	69,000	70,500	72,000
Total Revenues	56,329	39,600	67,500		67,500	70.5%	69,000	70,500	72,000
Net Operating Cost	56,329	39,600	67,500		67,500	70.5%	69,000	70,500	72,000
Transfers (to) from Reserve	(56,329)	(39,600)	(67,500)		(67,500)	70.5%	(69,000)	(70,500)	(72,000)
Contributed to Capital	(1,189,525)	(1,200,000)	(1,140,000)		(1,140,000)	(5.0%)	(1,140,000)	(1,140,000)	(1,140,000)
Net for Funding Purposes	(1,189,525)	(1,200,000)	(1,140,000)		(1,140,000)	(5.0%)	(1,140,000)	(1,140,000)	(1,140,000)
Net for Budgeting Purposes	(1,189,525)	(1,200,000)	(1,140,000)		(1,140,000)	(5.0%)	(1,140,000)	(1,140,000)	(1,140,000)

BASE BUDGET HIGHLIGHTS

- Sales & User Charges increased by \$27,900 due to an increase in the number of serviced homes and service rates.
- Reserve Transfers increased by \$27,900 as Sales & User Charges are transferred to the Storm Sewer & Storm Ponds Capital Reserve.

Budget Highlights by Department

Transportation Services

The Transportation Services Department aims to provide and maintain a safe, reliable and sustainable road network that meets the transportation needs of all road users.

PROGRAMS

Road Maintenance

Winter and summer maintenance.

Road Graveling

To maintain a safe and reliable all-weather traveling surface. On average a road is re-gravelled every three to four years.

Bridge Maintenance

This program is in place to inspect all bridges on a schedule.

Asphaltic Road Repair & Maintenance

Is the repairing of holes in hot or cold mix surfaced roads.

Capital Project Delivery

Management of construction projects under the 4-Stage Capital Program and the Local Roads Reconstruction Program.

Gravel/Culvert/Ditch Maintenance

Gravel road repair (May to October) is the rebuilding of soft and/or dangerous spots by excavating, reshaping, adding heavier gravel and packing the area. Culvert/Ditch maintenance (April to November) is the ongoing replacement of culverts and cleaning of ditches to maintain the flow of water and to protect the integrity of the road subgrade.

Dust Control

Dust control is the application of calcium chloride. Dust control is provided for citizens that pay for the service on roads that qualify for dust control pursuant to the County's dust control policy.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Transportation Services budget decreased by 6.4%; \$1,496,604.

SERVICE ENHANCEMENTS

- Sturgeon Drain Review (OP-11)
- Capital Plan Replacement Deferral (OP-17)
- Enhanced Road Graveling/Contracted Services (OP-20)

CAPITAL MACHINERY & EQUIPMENT \$2,830,000

- Medium Motor Grader (3)
- Medium Wheel Loader
- Medium Duty Truck
- 3/4-ton V8 Pick-ups (2)
- Heavy Duty Truck

BASE BUDGET HIGHLIGHTS

- Sales & User Charges increased by \$32,800.
 - Increased heavy haul road use permitting revenue to bring in line with historical actuals.
 - Increased dust suppression revenue based on the addition of oil dust suppression fees.
- Government Grants decreased by \$71,500 as the MSI funding for the one-time 2019 Service Enhancement OP-20, Cardiff Pittsburgh Drainage, was removed.
- Salaries, Wages & Benefits increased by \$501,500 based on organizational restructuring, cost of living, merit, and inflation.
- Contracted & General Services decreased by \$157,400.
 - Honorarium costs arising from the development of the Transportation Advisory Committee.

Budget Highlights by Department

TRANSPORTATION SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	393,903	200,500	233,325		233,325	16.4%	233,325	233,325	233,325
Government Grants	550,354	621,500	550,000		550,000	(11.5%)	550,000	550,000	550,000
Other Revenues	341,963	171,594	177,994		177,994	3.7%	177,994	155,224	10,400
Total Revenues	1,286,220	993,594	961,319		961,319	(3.2%)	961,319	938,549	793,725
Expenditures									
Salaries, Wages & Benefits	4,805,996	5,358,810	5,860,316		5,860,316	9.4%	6,036,782	6,184,964	6,284,080
Contracted & General Services	3,259,033	3,857,406	3,699,963	163,782	3,863,745	0.2%	3,439,111	3,398,144	3,489,672
Materials, Goods & Utilities	4,198,548	4,434,788	5,411,974		5,411,974	22.0%	5,527,190	5,661,098	5,798,810
Internal Cost Allocations	1,693,765	2,323,222	1,842,171		1,842,171	(20.7%)	1,878,752	1,924,239	1,968,683
Interest on Long-Term Debt	410,027	332,223	297,358		297,358	(10.5%)	241,263	183,215	125,417
Total Expenses	14,367,369	16,306,449	17,111,782	163,782	17,275,564	5.9%	17,123,098	17,351,660	17,666,662
Net Operating Cost	(13,081,149)	(15,312,855)	(16,150,463)	(163,782)	(16,314,245)	6.5%	(16,161,779)	(16,413,111)	(16,872,937)
Net Debt Principal	(1,937,911)	(2,019,700)	(1,751,706)		(1,751,706)	(13.3%)	(1,807,801)	(1,865,849)	(1,646,203)
Transfers (to) from Reserve	(1,159,212)	100,000		70,000	70,000	(30.0%)			
Contributed to Capital	(5,598,000)	(6,164,000)	(4,074,000)	170,000	(3,904,000)	(36.7%)	(5,474,000)	(5,474,000)	(5,474,000)
Net for Funding Purposes	(21,776,272)	(23,396,555)	(21,976,169)	76,218	(21,899,951)	(6.4%)	(23,443,580)	(23,752,960)	(23,993,140)
Amortization Expense	(6,928,792)	(6,526,820)	(7,275,232)		(7,275,232)	11.5%	(7,638,993)	(8,020,943)	(8,421,990)
Net for Budgeting Purposes	(28,705,064)	(29,923,375)	(29,251,401)		(29,175,183)	(2.5%)	(31,082,573)	(31,773,903)	(32,415,130)

BASE BUDGET HIGHLIGHTS CONTINUED

- Memberships, training and professional development, and conference costs increased based on organizational restructuring.
- Communication and GPS costs increased based on the need for additional air cards.
- Advertising costs increased to facilitate enhanced public engagement and the use of drones.
- Line Painting costs increased to reflect changes to the contract from 2 to 3 lines.
- Road Patching costs increased for the material required for oil dust suppression.
- Gravel Hauling costs decreased to be more in line with historical actuals.
- Special project costs decreased as costs for one-time 2019 Service Enhancements OP-15, Drainage Master Plan, and OP-20, Cardiff Pittsburgh Drainage, were removed.
- Materials, Goods & Utilities increased by \$977,200.
 - Construction Materials increased to be more in line with historical actuals.
 - Dust Suppression Materials increased by anticipated inflationary pressures and the addition of a rust inhibitor.
 - Gravel increased based on anticipated rates under the gravel supply contract.
- Road Signs increased for a one-time purchase and installation of STOP signs at multiple CN crossings.
- Power increased to account for anticipated inflationary pressures.
- Internal Cost Allocations decreased by \$481,100.
 - Internal Cost Allocations includes an internal transfer from Fleet & Facility Services; please refer to that department for an explanation of budget changes.
 - Transfer from Utility Services to account for internal water usage charges used for the application of dust suppression materials.
 - Due to the organization restructure, some engineering services were reassigned to Transportation Services, as a result the internal transfer from Engineering Services, to account for internally developed capital assets, has been removed.
- Debt Servicing Obligations decreased by \$302,900 most significantly due to:
 - Council Motion 200/19 directing the early retirement of three debentures.
 - Pilon Creek Estates debenture draw under Bylaw 1398/17.
- Transfers from Reserve decreased by \$100,000 as reserve funding for one-time 2019 Service Enhancement OP-15, Drainage Master Plan, was removed.

Budget Highlights by Department

Utility Services

Utility Services provides reliable, quality water and wastewater systems, as well as ensures utility infrastructure meets current standards and practices, while operating all systems according to all applicable regulations.

PROGRAMS

Water

Potable water is supplied by EPCOR to the Northeast Water Service Commission Capital Region and redistributed to County customers.

Wastewater

There are two types of wastewater systems in the County: Regional systems and Lagoon systems.

CAPITAL MACHINERY & EQUIPMENT - WATER \$11,412,600

- Advanced Metering Infrastructure - Phase 1 (CAP-4)
- Video Surveillance Program (OP-14)
- Capital Water Reserve
- Water Vehicle Reserve
- Water Meter Replacement Program
- Pumphouse & Reservoir Condition Assessment Study
- DND Waterline Extension Construction
- Villeneuve Airport Waterline
- Water Reservoir Transfer Switch Installation
- Industrial Heartland Water Main
- Summerbrook Reservoir Exterior Improvements

CAPITAL MACHINERY & EQUIPMENT - WASTEWATER \$610,000

- Capital Wastewater Reserve
- Calahoo Lagoon Condition Assessment
- Wet Weather (Inflow and Infiltration) Assessment

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

Utilities is operated independent of taxation and is 100% utility rate funded.

- Revenue is projected based on the 2016 Cost of Service Study recommendations.
- Expenses have been adjusted based on inflation and consumption changes.

SERVICE ENHANCEMENTS

- Advanced Metering Infrastructure (Phase 1) (CAP-4)
- Utility Administrative Assistant (OP-12)
- Utility Labourer(s) II (OP-13)
- Video Surveillance Program (OP-14)

BASE BUDGET HIGHLIGHTS

- Sales & User Charges increased by \$89,600 based on the Utilities Cost of Service Model and changes in consumption/usage.
- Salaries, Wages & Benefits increased by \$31,400 based on cost of living, merit, inflation and organizational restructuring.
- Contracted & General Services increased by \$15,600.
 - Legal costs decreased based on the completion of an infrastructure acquisition project.
 - Computer programming costs increased to account for the Online Truckfill Customer Account Management and H2S Monitoring Software subscription fee.
- Materials, Goods & Utilities increased by \$314,100.
 - Water and Wastewater maintenance costs increased.
 - Lift Station Maintenance increased based on changes to odor management treatment costs.
 - Pumphouse Maintenance costs increased to bring current practices in line with industry standards.
 - Wastewater Treatment costs increased.
 - Power costs increased to be more in line with historical actuals.

Budget Highlights by Department

UTILITY SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	8,511,683	8,829,308	8,918,896		8,918,896	1.0%	9,273,991	9,643,291	10,027,363
Other Revenues	19,363	103,658	102,545		102,545	(1.1%)	12,746	12,746	12,746
Total Revenues	8,531,046	8,932,966	9,021,441		9,021,441	1.0%	9,286,737	9,656,037	10,040,109
Expenditures									
Salaries, Wages & Benefits	1,106,490	1,117,610	1,148,966	91,177	1,240,143	11.0%	1,287,057	1,337,807	1,372,404
Contracted & General Services	261,727	306,425	321,978	31,700	353,678	15.4%	401,685	343,204	348,692
Materials, Goods & Utilities	4,761,699	4,343,533	4,657,678		4,657,678	7.2%	4,821,462	4,999,955	5,185,225
Provisions for Allowances	2,650	500	500		500		500	500	500
Internal Cost Allocations	165,713	167,521	101,937		101,937	(39.1%)	102,389	102,951	103,500
Interest on Long-Term Debt	179,908	189,331	140,999		140,999	(25.5%)	124,245	157,670	164,126
Total Expenses	6,478,187	6,124,920	6,372,058	122,877	6,494,935	6.0%	6,737,338	6,942,087	7,174,447
Net Operating Cost	2,052,859	2,808,046	2,649,383	(122,877)	2,526,506	(10.0%)	2,549,399	2,713,950	2,865,662
Net Debt Principal	(573,016)	(595,763)	(560,313)		(560,313)	(6.0%)	(417,652)	(516,295)	(571,745)
Transfers (to) from Reserve	283,318	(767,283)	(521,193)		(521,193)	(32.1%)	(686,747)	(752,655)	(848,917)
Contributed to Capital	(1,763,159)	(1,445,000)	(1,445,000)		(1,445,000)		(1,445,000)	(1,445,000)	(1,445,000)
Net for Funding Purposes	2		122,877	(122,877)					
Amortization Expense	(1,301,098)	(1,107,310)	(1,366,153)		(1,366,153)	23.4%	(1,434,461)	(1,506,184)	(1,581,493)
Net for Budgeting Purposes	(1,301,096)	(1,107,310)	(1,243,276)	(122,877)	(1,366,153)	23.4%	(1,434,461)	(1,506,184)	(1,581,493)

BASE BUDGET HIGHLIGHTS CONTINUED

- Internal Cost Allocations decreased by \$65,600
 - Transfer from Fleet & Facility Services, please refer to that department for an explanation on budget changes.
 - Funding contribution from Agriculture Services, Transportation Services, and Protective Services to account for internal water usage charges.
 - Funding contribution from Protective Services to offset increased hydrant flushing costs related to the Superior Tanker Shuttle Accreditation requirements.
- Transfers to Reserve decreased by \$246,100. Utilities is operated independent of taxation and is 100% utility rate funded. At year-end the Utilities Department is closed to the Utility Capital Reserve to ensure adequate funding for future creation, expansion, refurbishment, or replacement of utility infrastructure and machinery & equipment.

Budget Highlights by Department

Waste Management Services

Waste Management Services is a subset of the Utility Services department, Waste management involves overseeing the Waste Management Bylaw, establishing a permitting system for Sturgeon County residents, and looking for new environmentally sustainable waste management practices.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, Waste Management's budget decreased by 0.6%; \$2,787.

WASTE MANAGEMENT SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	25,602	20,005	24,105		24,105	20.5%	24,105	24,105	24,105
Total Revenues	25,602	20,005	24,105		24,105	20.5%	24,105	24,105	24,105
Expenditures									
Salaries, Wages & Benefits	5,906	12,837	5,327		5,327	(58.5%)	5,410	5,494	5,580
Contracted & General Services	456,480	446,046	454,869		454,869	2.0%	468,472	481,736	495,378
Materials, Goods & Utilities	890	1,960	1,960		1,960		2,000	2,041	2,083
Total Expenses	463,276	460,843	462,156		462,156	0.3%	475,882	489,271	503,041
Net Operating Cost	(437,674)	(440,838)	(438,051)		(438,051)	(0.6%)	(451,777)	(465,166)	(478,936)
Transfers (to) from Reserve									
Net for Funding Purposes	(437,674)	(440,838)	(438,051)		(438,051)	(0.6%)	(451,777)	(465,166)	(478,936)
Net for Budgeting Purposes	(437,674)	(440,838)	(438,051)		(438,051)	(0.6%)	(451,777)	(465,166)	(478,936)

BASE BUDGET HIGHLIGHTS

- Sales & User Charges increased by \$4,100 most significantly based on changes to the municipal cost sharing structure for the Hazardous Waste Event.
- Salaries, Wages & Benefits decreased by \$7,500 reflecting the impact of organizational restructuring as the Waste Management function is being reported under a different area.
- Contracted & General Services increased by \$8,800 based on anticipated tonnage rate increases to the Roseridge Fees & Charges Schedule.

Budget Highlights by Division

Financial & Strategic Services Division Summary

To support the development of Council's Strategic direction of the County. Focusing on fiscal sustainability, assessment growth and implementation of operational strategies to support an agile, efficient and citizen focused organization.

The Financial & Strategic Services Division is comprised of the following departments:

- Assessment Services
- Financial Services
- General Administration
- Strategic Services
- Taxes & General Revenue

FINANCIAL & STRATEGIC SERVICES DIVISION

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Taxes	49,655,025	50,061,364	50,199,197		50,199,197	0.3%	52,770,373	54,292,916	55,883,677
Sales & User Charges	2,616,377	1,370,330	1,523,919		1,523,919	11.2%	1,306,770	1,307,644	1,308,751
Government Grants	433,436	59,705	236,000		236,000	295.3%	66,000	66,000	66,000
Other Revenues	2,802,420	1,500,563	1,682,751		1,682,751	12.1%	1,772,549	1,795,319	1,946,544
Total Revenues	55,507,258	52,991,962	53,641,867		53,641,867	1.2%	55,915,692	57,461,879	59,204,972
Expenditures									
Salaries, Wages & Benefits	3,017,609	3,453,408	3,616,370		3,616,370	4.7%	3,751,722	3,864,750	3,965,528
Contracted & General Services	856,577	892,597	1,014,933	801,497	1,816,430	103.5%	1,965,705	2,301,063	2,935,254
Materials, Goods & Utilities	28,480	47,216	18,244		18,244	(61.4%)	18,499	19,005	19,528
Grants	128,886	132,881	135,937		135,937	2.3%	138,710	141,567	144,483
Provisions for Allowances	275,284	48,000	225,000		225,000	368.8%	225,000	225,000	225,000
Internal Cost Allocations	(134,117)	(133,026)	(143,935)		(143,935)	8.2%	(143,709)	(143,428)	(143,153)
Interest on Long-Term Debt	(156)								
Total Expenses	4,172,563	4,441,076	4,866,549	801,497	5,668,046	27.6%	5,955,927	6,407,957	7,146,640
Net Operating Cost	51,334,695	48,550,886	48,775,318	(801,497)	47,973,821	(1.2%)	49,959,765	51,053,922	52,058,332
Transfers (to) from Reserve	(3,930,761)	(677,220)	(592,979)	215,000	(377,979)	(44.2%)	(388,740)	(388,740)	(388,740)
Transfers (to) from Accumulated Surplus			(524,921)		(524,921)		(614,719)	(637,489)	(788,714)
Contributed to Capital	(20,000)	(35,000)	(2,000)		(2,000)	(94.3%)	(2,000)	(2,000)	(2,000)
Net for Funding Purposes	47,383,934	47,838,666	47,655,418	(586,497)	47,068,921	(1.6%)	48,954,306	50,025,693	50,878,878
Amortization Expense	(224,714)	(219,170)	(234,890)		(234,890)	7.2%	(246,635)	(258,967)	(271,916)
Net for Budgeting Purposes	47,159,220	47,619,496	47,420,528	(586,497)	46,834,031	(1.6%)	48,707,671	49,766,726	50,606,962



Budget Highlights by Department

Assessment Services

Assessment Services collects data and conducts analysis to establish and support accurate, fair, and equitable individual property assessments to prepare a legislative compliant annual assessment roll. Additionally, this information is utilized to assist internal stakeholders with decision making and establishing the annual tax rate.

Provincial Equalization

- Property Inspections and verification
- Property Valuations
- Supplementary assessment
- Inventory and Market Statistical Analysis
- Assessment Prediction and Growth Reporting
- Centralized industrial Assessment for Designated Industrial Property
- Public Relations and Stakeholder Engagement
- Inquires-internal/external
- Local Assessment Review Board Hearings
- Composite Assessment Review Board Hearings
- Report audited assessment roll for Provincial Equalization

Assessment Services

Maintaining an accurate exponent of tax revenue to support the delivery of quality infrastructure and services to Sturgeon County residents. It involves verifying, inspecting and valuing all properties in the municipality to ensure a fair, equitable and legislative compliant assessment roll. The department is committed to educating internal and external customers through enhanced communication about property valuation in Alberta and defending valuation and processes before Assessment Review Boards.

Designated Industrial Property Assessment Services

Performing the duties of an appointed assessor, as delegated by the Provincial Assessor through a hybrid contract between Sturgeon County and the Provincial Assessor within Municipal Affairs on behalf of the Government of Alberta. 2020 will be 3rd year of the 3-year contract.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Assessment Services budget decreased by 5.3%; \$69,310.

CAPITAL \$2,000

- Replacement Reserve



Budget Highlights by Department

ASSESSMENT SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	296,906	228,130	218,130		218,130	(4.4%)	100	100	100
Total Revenues	296,906	228,130	218,130		218,130	(4.4%)	100	100	100
Expenditures									
Salaries, Wages & Benefits	965,164	1,150,360	1,139,418		1,139,418	(1.0%)	1,180,360	1,209,208	1,238,590
Contracted & General Services	87,217	95,785	85,978		85,978	(10.2%)	86,856	88,838	90,867
Materials, Goods & Utilities	4,551	13,026	11,014		11,014	(15.4%)	11,330	11,695	12,073
Internal Cost Allocations	21,203	22,294	11,385		11,385	(48.9%)	11,611	11,892	12,167
Total Expenses	1,078,135	1,281,465	1,247,795		1,247,795	(2.6%)	1,290,157	1,321,633	1,353,697
Net Operating Cost	(781,229)	(1,053,335)	(1,029,665)		(1,029,665)	(2.2%)	(1,290,057)	(1,321,533)	(1,353,597)
Transfers (to) from Reserve		(228,030)	(215,390)		(215,390)	(5.5%)			
Contributed to Capital	(20,000)	(35,000)	(2,000)		(2,000)	(94.3%)	(2,000)	(2,000)	(2,000)
Net for Funding Purposes	(801,229)	(1,316,365)	(1,247,055)		(1,247,055)	(5.3%)	(1,292,057)	(1,323,533)	(1,355,597)
Amortization Expense	(11,198)	(6,740)	(11,748)		(11,748)	74.3%	(12,336)	(12,953)	(13,601)
Net for Budgeting Purposes	(812,427)	(1,323,105)	(1,258,803)		(1,258,803)	(4.9%)	(1,304,393)	(1,336,486)	(1,369,198)

BASE BUDGET HIGHLIGHTS

- Sales & User Charges decreased by \$10,000 as non-routine assessment work is no longer part of the hybrid contract with the provincial government. 2020 is the final year of the 3-year contract. Net proceeds from the Hybrid contract are transferred to reserves.
- Salaries, Wages & Benefits decreased by \$10,900 based on cost of living, merit, inflation and organizational restructuring.
- Contracted & General Services decreased by \$9,800 most significantly due to a reduction in conferences, training, and professional development costs resulting from organizational restructuring.
- Materials, Goods & Utilities decreased by \$2,000 as the implementation of a more systematic approach to property inspections should result in less fuel consumption.
- Internal Allocations decreased by \$10,900.
 - Internal Allocations is a transfer from Fleet & Facility Services; please refer to that department for an explanation on budget changes.
- Transfers to Reserve decreased by \$12,600 as a result of changes in the hybrid contract resulting in less revenue transfer to reserves.

Budget Highlights by Department

Financial Services

Financial Services is a future oriented department which provides financial leadership, prudent fiscal oversight, financial management, timely reporting and internal service delivery to support the financial sustainability of Sturgeon County.

Financial Services delivers the following services:

PROGRAMS

Accounts Payable

Ensuring vendors are paid on a timely basis for goods and services provided, through coding and entering of invoices, maintaining vendor lists, and generating and mailing of cheques and EFT payments.

Utilities, Taxation and Accounts Receivable

Ensuring customer accounts are kept up-to-date, through answering customer inquiries, bi-monthly utility billings, annual taxation billing, and monthly accounts receivable billings.

Customer Service and Reception

The first point of contact when customers come to the door or call in to County Centre.

Budget & Reporting

Facilitating the completion of the annual budget and the provision of financial reports and forecasts to Senior Management and Council through the preparation of ad-hoc and monthly financial statements, the preparation of annual budgets and audited financial statements, job cost reporting, preparation of the annual financial information return for Municipal Affairs, monthly bank and general ledger reconciliations, GST reporting, and physical asset tracking.

Fiscal Stewardship and Policy Development,

Developing and maintaining strong fiscal policy framework for the sustainability of Sturgeon County.

Payroll and Benefits

Payroll processing and administration of the County benefits program

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Financial Services budget increased by 0.6%; \$11,116.

SERVICE ENHANCEMENTS

- Procurement & Contract Management (OP-8)



Budget Highlights by Department

FINANCIAL SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	168,472	96,000	62,375		62,375	(35.0%)	59,625	57,150	54,925
Government Grants	31,497	36,205	66,000		66,000	82.3%	66,000	66,000	66,000
Other Revenues	22,218	19,730	19,730		19,730		19,730	19,730	19,730
Total Revenues	222,187	151,935	148,105		148,105	(2.5%)	145,355	142,880	140,655
Expenditures									
Salaries, Wages & Benefits	1,679,485	1,853,981	1,922,114		1,922,114	3.7%	2,000,034	2,067,436	2,121,436
Contracted & General Services	240,495	278,400	281,223	150,000	431,223	54.9%	287,514	293,851	300,328
Materials, Goods & Utilities	23,712	26,150	4,900		4,900	(81.3%)	5,000	5,098	5,198
Internal Cost Allocations	(155,320)	(155,320)	(155,320)		(155,320)		(155,320)	(155,320)	(155,320)
Interest on Long-Term Debt	(156)								
Total Expenses	1,788,216	2,003,211	2,052,917	150,000	2,202,917	10.0%	2,137,228	2,211,065	2,271,642
Net Operating Cost	(1,566,029)	(1,851,276)	(1,904,812)	(150,000)	(2,054,812)	11.0%	(1,991,873)	(2,068,185)	(2,130,987)
Transfers (to) from Reserve	(50,000)	(32,057)	10,363	150,000	160,363	(600.2%)			
Net for Funding Purposes	(1,616,029)	(1,883,333)	(1,894,449)		(1,894,449)	0.6%	(1,991,873)	(2,068,185)	(2,130,987)
Net for Budgeting Purposes	(1,616,029)	(1,883,333)	(1,894,449)		(1,894,449)	0.6%	(1,991,873)	(2,068,185)	(2,130,987)

BASE BUDGET HIGHLIGHTS

- Sales & User Charges decreased by \$33,600, most significantly due to reductions in provincially issued Well drilling licenses. Trend analysis indicates less activity in the industry.
- Government Grants increased by \$29,800, for provincial grant funding for an additional Financial Intern position.
- Salaries, Wages & Benefits increased \$68,100.
 - Addition of a second Finance Intern position. The position is partially funded by provincial grants made available through the Municipal Finance Internship program.
 - Other adjustments were based on cost of living, merit, inflation, and organizational restructuring.
- Contracted & General Services increased by \$2,800.
 - Marginal increases in legal and audit contract fees.
 - Health Benefit administration costs were reallocated to Contracted Services from Materials, Goods & Utilities.
- Materials, Goods & Utilities decreased by \$21,300.
 - Hardware acquisition costs for the 2019 Service Enhancement OP-8, Financial Analyst position, were removed.
 - Health Benefit administration costs were reallocated from Materials, Goods & Utilities to Contracted Services.
- Transfers from Reserve increased by \$42,400 to support the finance intern positions.

Budget Highlights by Department

General Administration

General Administration supports Sturgeon County in maintaining overall county overhead. This includes items such as small miscellaneous revenues, insurance, postage, and corporate memberships.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the General Administration budget increased by 151.03%; \$462,346.

SERVICE ENHANCEMENTS

- Provincial Police Funding (OP-21)

GENERAL ADMINISTRATION

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Sales & User Charges	3,448	1,200	198,414		198,414	16,434.5%	202,045	205,394	208,726
Government Grants	386,935	23,500	170,000		170,000	623.4%			
Total Revenues	390,383	24,700	368,414		368,414	1,391.6%	202,045	205,394	208,726
Expenditures									
Salaries, Wages & Benefits			197,213		197,213		200,845	204,194	207,526
Contracted & General Services	320,682	306,685	352,535	586,497	939,032	206.2%	1,263,420	1,589,487	2,213,944
Total Expenses	320,682	306,685	549,748	586,497	1,136,245	270.5%	1,464,265	1,793,681	2,421,470
Net Operating Cost	69,701	(281,985)	(181,334)	(586,497)	(767,831)	172.3%	(1,262,220)	(1,588,287)	(2,212,744)
Transfers (to) from Reserve	(386,935)	(23,500)				(100.0%)			
Net for Funding Purposes	(317,234)	(305,485)	(181,334)	(586,497)	(767,831)	151.3%	(1,262,220)	(1,588,287)	(2,212,744)
Amortization Expense	213,516	212,430	223,142		223,142	5.0%	234,299	246,014	258,315
Net for Budgeting Purposes	(530,750)	(517,915)	(404,476)	(586,497)	(990,973)	91.3%	(1,496,519)	(1,834,301)	(2,471,059)

BASE BUDGET HIGHLIGHTS

- Sales & User Charges increased by \$197,200 for the addition of the Roseridge Waste Management Agreement.
- Government Grants increased by \$146,500 as the MSI Operating Grant will be fully utilized to support operating projects in 2020.
- Salaries, Wages & Benefits increased by \$197,200.
- Contracted & General Services increased by \$45,800, most significantly due to anticipated insurance rate increases.
- Transfers to Reserve decreased by \$23,500, as the MSI Operating Grant will be used to fund operating projects rather than specific enhancements.

Budget Highlights by Department

Strategic Services

Strategic Services leads Corporate business planning activities and works with County Departments to improve cross-divisional provision of services to increase organizational performance and customer experience.

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Strategic Services budget decreased by 21.3%; \$110,349.

SERVICE ENHANCEMENTS

- Service Catalogue and Service Level Inventory (OP-10)

STRATEGIC SERVICES

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Expenditures									
Salaries, Wages & Benefits	372,960	449,067	357,625		357,625	(20.4%)	370,483	383,912	397,976
Contracted & General Services	162,787	211,727	48,530	65,000	113,530	(46.4%)	42,695	43,667	44,662
Materials, Goods & Utilities	217	8,040	2,330		2,330	(71.0%)	2,169	2,212	2,257
Total Expenses	535,964	668,834	408,485	65,000	473,485	(29.2%)	415,347	429,791	444,895
Net Operating Cost	(535,964)	(668,834)	(408,485)	(65,000)	(473,485)	(29.2%)	(415,347)	(429,791)	(444,895)
Transfers (to) from Reserve	(15,000)	150,000		65,000	65,000	(56.7%)			
Net for Funding Purposes	(550,964)	(518,834)	(408,485)		(408,485)	(21.3%)	(415,347)	(429,791)	(444,895)
Net for Budgeting Purposes	(550,964)	(518,834)	(408,485)		(408,485)	(21.3%)	(415,347)	(429,791)	(444,895)

BASE BUDGET HIGHLIGHTS

- Salaries, Wages & Benefits decreased by \$91,400.
 - The Business Analyst position was transferred to Information Services.
 - Other adjustments were based on cost of living, merit, inflation, and organizational restructuring.
- Contracted & General Services decreased by \$163,200.
 - Decreased Contracted Services costs as the Institute of Public Administrations' Internship Program completed in 2019.
 - Decreased Special project cost as the Municipal Operational Review recommendations were implemented in 2019
- Materials, Goods & Utilities decreased by \$5,700 most significantly due to the removal of hardware and software acquisition costs for the IPAC intern.
- Transfers from Reserve decreased by \$150,000 to remove the reserve funding support for the implementation of the Municipal Operational Review recommendations.

Budget Highlights by Department

Taxes & General Revenue

SIGNIFICANT BUDGET CHANGES

Impact on 2020 Budget

For funding purposes, the Taxes & General Revenue budget decreased by 0.9%; \$475,942.

TAXES & GENERAL REVENUE

	2018 Actuals	2019 Approved Budget	2020 Base Budget	Service Enhancements	2020 Approved Budget	2020/2019 Budget Change (%)	2021 Financial Forecast	2022 Financial Forecast	2023 Financial Forecast
Revenues									
Taxes	49,655,025	50,061,364	50,199,197		50,199,197	0.3%	52,770,373	54,292,916	55,883,677
Sales & User Charges	2,147,551	1,045,000	1,045,000		1,045,000		1,045,000	1,045,000	1,045,000
Government Grants	15,004								
Other Revenues	2,780,202	1,480,833	1,663,021		1,663,021	12.3%	1,752,819	1,775,589	1,926,814
Total Revenues	54,597,782	52,587,197	52,907,218		52,907,218	0.6%	55,568,192	57,113,505	58,855,491
Expenditures									
Contracted & General Services	45,396		246,667		246,667		285,220	285,220	285,456
Grants	128,886	132,881	135,937		135,937	2.3%	138,710	141,567	144,483
Provisions for Allowances	275,284	48,000	225,000		225,000	368.8%	225,000	225,000	225,000
Total Expenses	449,566	180,881	607,604		607,604	235.9%	648,930	651,787	654,939
Net Operating Cost	54,148,216	52,406,316	52,299,614		52,299,614	(0.2%)	54,919,262	56,461,718	58,200,552
Transfers (to) from Reserve	(3,478,826)	(543,633)	(387,952)		(387,952)	(28.6%)	(388,740)	(388,740)	(388,740)
Transfers (to) from Accumulated Surplus			(524,921)		(524,921)		(614,719)	(637,489)	(788,714)
Net for Funding Purposes	50,669,390	51,862,683	51,386,741		51,386,741	(0.9%)	53,915,803	55,435,489	57,023,098
Net for Budgeting Purposes	50,669,390	51,862,683	51,386,741		51,386,741	(0.9%)	53,915,803	55,435,489	57,023,098

BASE BUDGET HIGHLIGHTS

- Tax revenue decreased by \$137,800 based on projected growth and assessment changes and a municipal tax rate increase of 1.18%.
- Other Revenues increased by \$182,200 most significantly based on an anticipated increase in interest income resulting from historical trend analysis.
- Contracted & General Services increased by \$246,700 based on changes to the anticipated increases in Alberta Industrial Heartland Membership dues.
- Provisions for Allowances increased by \$177,000 based on estimated bad debt in line with historical actuals and to reflect current economic conditions. Administration makes every effort to mitigate the impact of bad debts; however, it is predicted that economic conditions will continue to have an impact.
- Transfers from Reserve decreased by \$245,000 most significantly due to the reclassification of deferred revenue to Transfer (to) from Accumulated Surplus to improve transparency in reporting.
- Transfers to Reserve decreased by \$400,700.
 - \$388,700 increase related to the accounting treatment of the Community Aggregate Payment Levy reserve contribution, moved from the Community Support department.
 - \$789,400 decrease from the reclassification of deferred revenue to Transfer (to) from Accumulated Surplus to improve transparency in reporting.
- Transfers (to) from Accumulated Surplus increased by \$524,900. Transfers (to) from Accumulated Surplus reflects an internal accounting adjustment for prepaid taxes and deferred revenue. In previous years, this adjustment was reflected under Transfers (to) from Reserves.



FINANCIAL OVERVIEW

- Revenue & Funding Sources
- Expenses & Funding Commitments
- Debt Servicing
- Reserves
- Summary of Movement in Reserves



- PLAN
- BUDGET
- FORECAST

Financial Overview

Revenue & Funding Sources

REVENUE OVERVIEW

Revenues are generated from a variety of different sources but are categorized as follows for reporting and budget purposes. Sturgeon County is conservative in revenue and funding estimates.

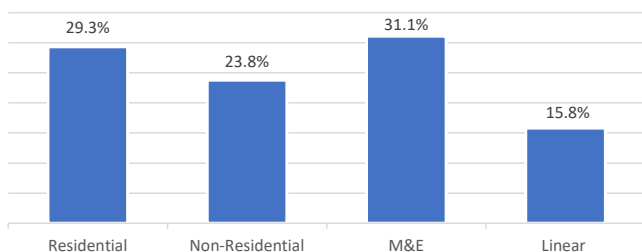
TAXATION

Taxation is the net municipal portion of all property taxes and grants received in place of taxes and is the primary source of revenue for Sturgeon County.

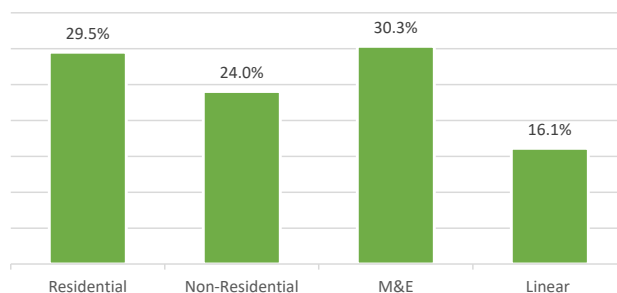
The taxation budget is based on the 2020 projected assessment values of all properties within Sturgeon County. The assessment values are projected using the prior year base assessment and adjusting for new growth, depreciation, and policy changes.

The projected 2020 tax levy will be comprised of 29.3% in residential property taxes, 23.8% in non-residential property taxes, 31.1% in machinery and equipment taxes, and 15.8% in linear taxes. The 2020 Operating budget recommends and supports a 1.18% increase in taxation rates.

2020 Tax Levy Composition



2019 Tax Levy Composition



USER FEES AND CHARGES

User Fees and Charges are related to most of the revenue generated through the Schedule of Fees and Charges Bylaw but also includes revenue generated from inter-municipal agreements and revenue from permits, licenses, and fines. As some of the activity giving rise to revenue under Sales and User Charges can be volatile, (i.e. Emergency Services incident response billing) budgets are based on historical actual trend analysis. While the Schedule of Fees and Charges Bylaw can be brought to Council for amendment at any time during the year, it is always reviewed annually as part of the budget process. A copy of the most current Schedule of Fees and Charges Bylaw is available on the Sturgeon County website www.sturgeoncounty.ca.

GOVERNMENT TRANSFERS

Government Transfers are grants awarded from Provincial and/or Federal Governments. To support the conservative nature of revenue budgeting, only grants that have been historically awarded or that are measurable and have been confirmed are budgeted for. Some examples of major grant revenue received includes the Municipal Sustainability Initiative (MSI), Family & Community Support Service, and the Agriculture Services Board grants.

Financial Overview

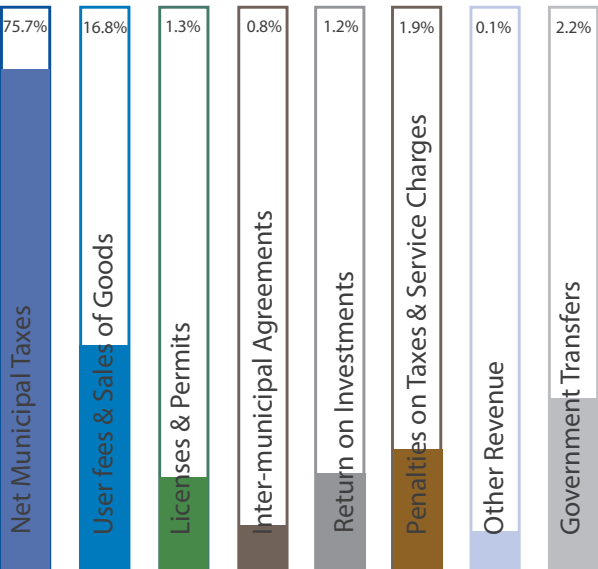
Revenue & Funding Sources

OTHER REVENUES

Various types of other revenue include special and frontage tax levies, tax and other late payment penalties, investment returns and interest income, and miscellaneous dividends. These miscellaneous revenues account for a very small percentage of the overall operating revenue generated by Sturgeon County.

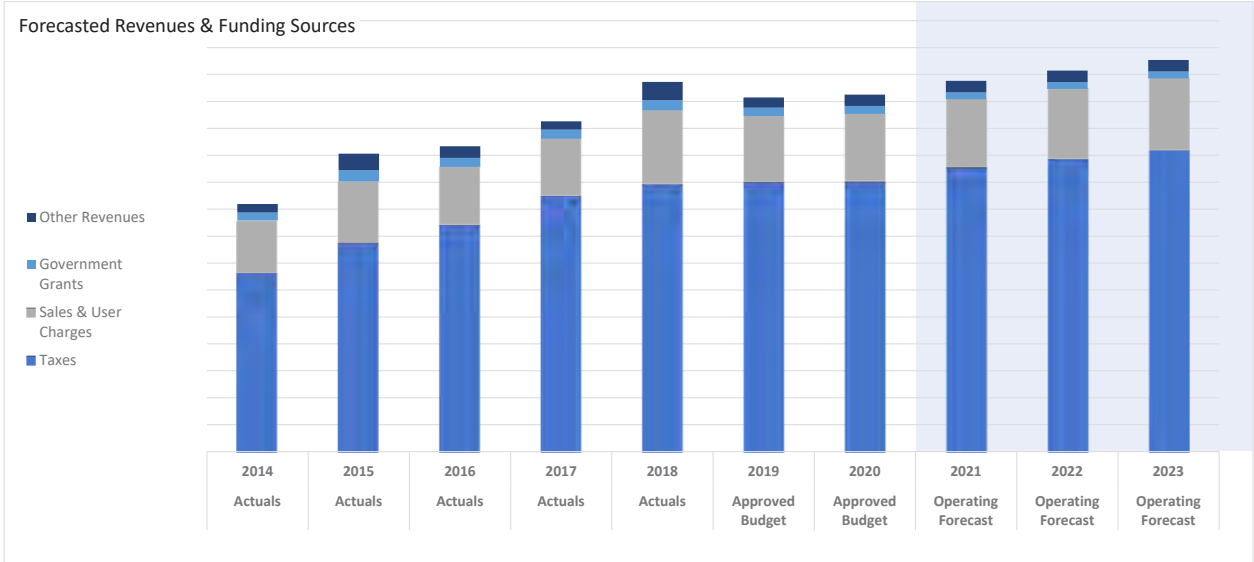
COST RECOVERIES

Cost Recoveries are those costs incurred on behalf of and recovered from other municipalities or other sources (i.e. insurance). This type of revenue is not budgeted for but is recorded as cost recovery in the year it occurs.



Revenues	2020	
Net Municipal Taxes	50,199,197	75.7%
User Fees & Sales of Goods	11,116,847	16.8%
Licenses & Permits	850,650	1.3%
Inter-municipal Agreements	535,554	0.8%
Return on Investments	775,830	1.2%
Penalties on Taxes & Service Charges	1,263,918	1.9%
Other Revenue	82,500	0.1%
Government Transfers	1,456,950	2.2%
	66,281,446	100%

FORECAST REVENUES AND FUNDING SOURCES



Financial Overview

Expenses & Funding Commitments

OVERVIEW

Expenditures and funding commitments are generated from a variety of different sources but are grouped as follows for budget and reporting purposes.

SALARIES, WAGES, & BENEFITS

Salaries, wages, and benefits is the largest expense category for Sturgeon County. This category of expenses relates to all forms of remuneration paid to employees, elected and appointed officials and includes:

- Salaries, wages, and overtime
- Per diems
- Benefit and pension contributions
- Employer portion of CRA payroll deductions

CONTRACTED & GENERAL SERVICES

Contracted & General Services comprise a variety of services that are typically obtained through, or directly attributable to, a contract. This category of expense can include advertising, contracted janitorial or engineering services, legal expenses, insurance premiums, equipment rental costs, and special project costs.

MATERIALS, GOODS & UTILITIES

Materials, Goods, & Utilities includes all purchases of materials, goods, and supplies. Gravel, leases, utility charges (power, water, natural gas), stationary, vehicle and equipment fuels, and parts and supplies are normal expenses recognized in this category.

INTEREST ON LONG-TERM DEBT

Interest on Long-Term Debt is interest based on the debt servicing obligation arising from approved debentures. Sturgeon County is required to fund debt obligations as they are incurred

GRANTS

Grants are awarded by Sturgeon County to other organizations or municipalities. Grants include grants for municipalities based on the Fire Servicing Agreements, Recreation and Community grants, Library and area grants, grants to organizations (i.e. Stars Air Ambulance).

INTERNAL COST ALLOCATIONS

Internal Cost Allocations are costs incurred in one department that are transferred to another based on service use. Internal cost allocations include internal engineering and fleet and maintenance charges. There is no net impact of internal allocations on the budget, these charges are simply accounting adjustments.

TRANSFERS TO RESERVE

Transfers to Reserve represent a current or ongoing commitment of funds to provide funding for emergent financial needs, to stabilize tax rates, for the future replacement of existing equipment and facilities, or to fund future projects.

CONTRIBUTED TO CAPITAL

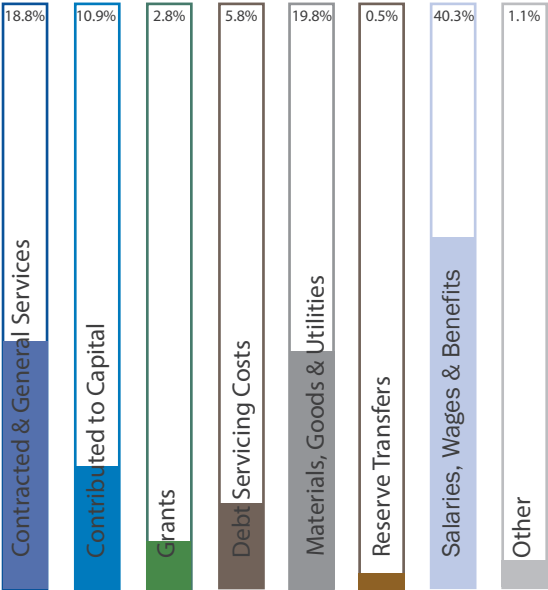
Contributed to Capital represents an allocation from net revenue for the purpose of funding a portion of the Capital Budget.

AMORTIZATION EXPENSE

Amortization expense is a non-cash expense that represents the portion of the historical cost of a capital asset used up during the year. As a non-cash item, Sturgeon County does not fund amortization expense and contributes funding to capital projects and asset replacement through the contributed to capital category.

Financial Overview

Expenses & Funding Commitments

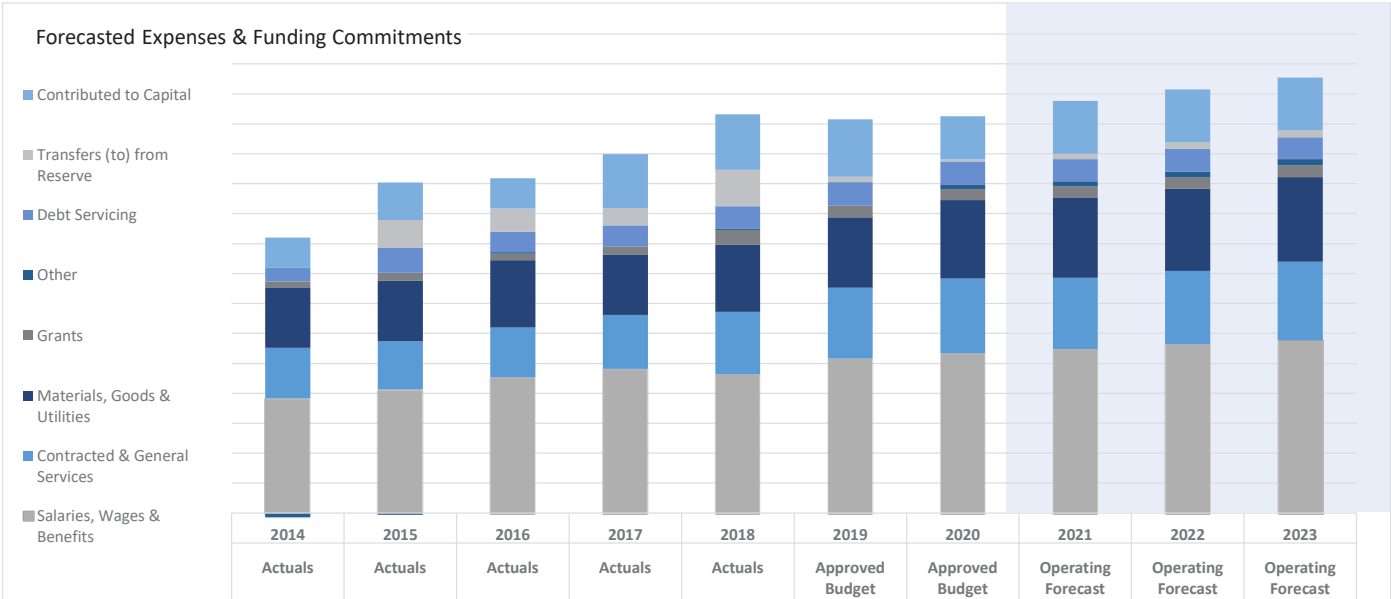


Expenses

2020

Category	Amount	Percentage
Contracted & General Services	12,481,584	18.8%
Contributed to Capital	7,226,800	10.9%
Grants	1,827,423	2.8%
Debt Servicing Costs	3,869,692	5.8%
Materials, Goods & Utilities	13,114,299	19.8%
Reserve Transfers	324,402	0.5%
Salaries, Wages & Benefits	26,686,825	40.3%
Other	750,421	1.1%
Total	66,281,446	100%

FORECAST EXPENSES AND FUNDING COMMITMENTS



Financial Overview

Debt Servicing

LONG TERM DEBT

The Municipal Government Act (MGA) has established debt limit regulations for municipalities under Debt Limit Regulation 255/2000. Under this legislation:

- Total debt may not exceed 1.5 times the revenue of the municipality; and
- The debt service may not exceed 0.25 times the revenue of the municipality.

Debt Limit (MGA)							
	2018	2019	2020	2021	2022	2023	
	Audited	Projected	Projected	Projected	Projected	Projected	Projected
MGA Debt Limit 255/2000	102,997,562	98,604,791	98,542,424	101,917,112	104,319,512	106,413,636	
Total Debt	30,814,015	27,383,965	30,310,954	27,200,365	25,508,261	23,104,829	
Total MGA Debt Limit Available	72,183,547	71,220,826	68,231,469	74,716,746	78,811,250	83,308,807	
% of Debt Limit Utilized	30%	28%	31%	27%	24%	22%	

Debt Service Limit (MGA)							
	2018	2019	2020	2021	2022	2023	
	Audited	Projected	Projected	Projected	Projected	Projected	Projected
MGA Debt Limit 255/2000	17,166,260	16,434,132	16,423,737	16,986,185	17,386,585	17,735,606	
Total Debt Servicing	4,266,523	4,110,697	3,951,281	4,083,350	3,867,811	3,721,644	
Total Debt Servicing Limit Available	12,899,737	12,323,435	12,472,456	12,902,835	13,518,774	14,013,962	
% of Debt Service Limit Utilized	25%	25%	24%	24%	22%	21%	

To help ensure focus on operating in a fiscally responsible and financially sustainable manner, Sturgeon County has established an internal debt limit and additional debt restrictions under the Debt Management Policy. The Debt Management Policy, establishes the following restrictions:

- Total debt may not exceed 1.2 times the revenue generated by Sturgeon County (as defined in the MGA Debt limit regulation);
- Long-term debt will only be used to fund non-recurrent capital projects, acquisitions, or items with a value greater than \$100,000;
- Debt terms cannot exceed the useful life of the asset, and in no cases can exceed 25 years; and
- Debt will not be incurred for operating purposes.

Debt Limit (Internal Restriction)							
	2018	2019	2020	2021	2022	2023	
	Audited	Projected	Projected	Projected	Projected	Projected	Projected
Sturgeon County Debt Management (PLY_Dept_Policy_2015)	82,398,049	78,883,832	78,833,939	81,533,689	83,455,609	85,130,909	
Total Debt	30,814,015	27,383,965	30,310,954	27,200,365	25,508,261	23,104,829	
Total Internal Debt Limit Available	51,584,034	51,499,868	48,522,985	54,333,324	57,947,348	62,026,080	
% of Total Internal Debt Limit Utilized	37%	35%	38%	33%	31%	27%	

Financial Overview

Debt Servicing

The Debt Management Procedures provides the underlying guidance for establishing, monitoring, and reporting on debt to ensure compliance with the Debt Management Policy. This procedure further outlines the process for using and acquiring debt, and establishes the following controls:

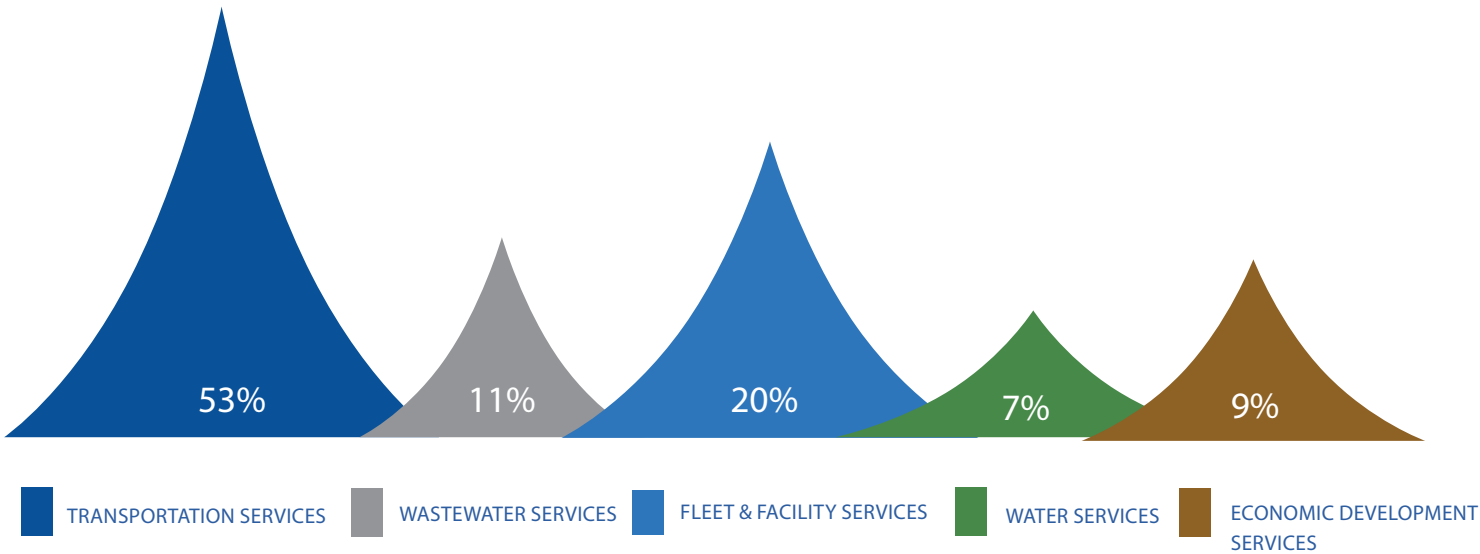
- Debt utilization reporting is provided through regular performance reporting;
- Sturgeon County's current debt limit will be reported in the Annual Report; and
- Council will be advised once Sturgeon County's debt limit reaches 1.0 times the revenue

The following table outlines current outstanding principle and interest on Sturgeon County's total long-term debt:

Debt Servicing (Projected)						
<i>General Municipal</i>	2019	2020	2021	2022	2023	2024
Principle Outstanding	2,700,489	2,472,496	2,548,390	2,626,783	2,428,041	2,354,585
Interest Outstanding	623,894	695,881	619,986	541,594	462,891	390,179
West Sturgeon (Bylaw 1282/12)	241,009	241,009	241,009	241,009	241,009	241,009

<i>Utility</i>	2019	2020	2021	2022	2023	2024
Principle Outstanding	542,243	560,314	417,652	516,295	571,745	588,170
Interest Outstanding	158,888	140,997	124,244	157,669	164,125	147,701

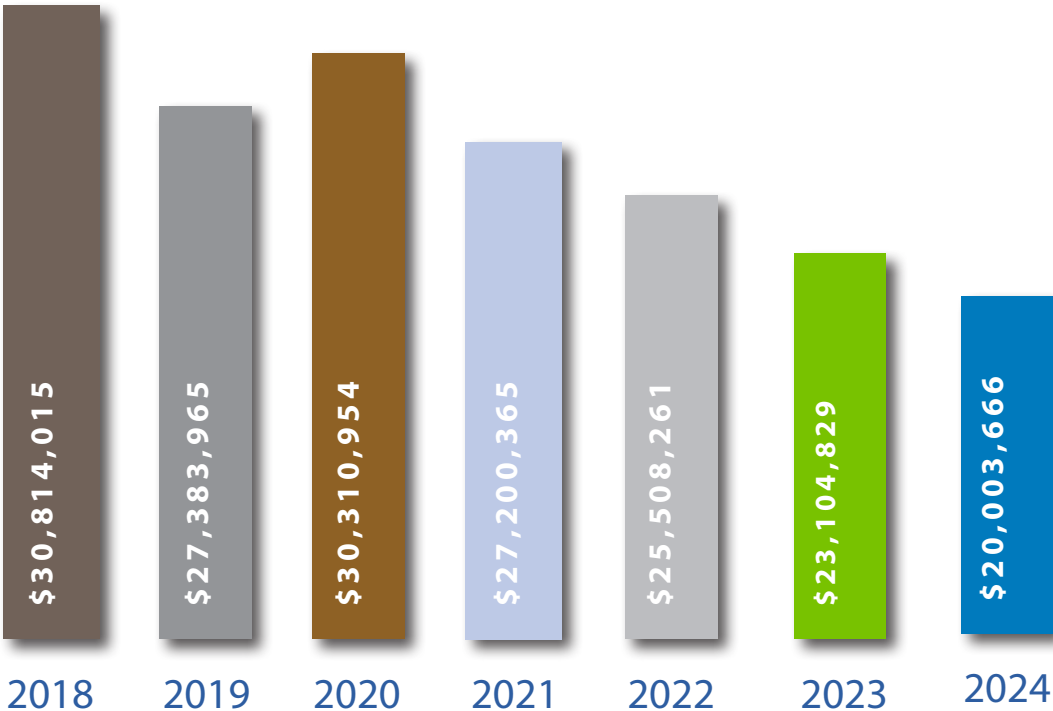
2020 DEBT SERVICING OBLIGATIONS BY DEPARTMENT



Financial Overview

Debt Servicing

The following table summarizes the total Debt outstanding to the end of the Operating Financial Forecast fiscal year.



Reserves

A reserve is an allocation of funds, with direction and approval from Council, from net revenue. The Reserve Policy provides the guidance for establishment, use, or closure of Sturgeon County reserves. Transfers to and from reserves must be approved by Council, with the exception of the Year-End Carryforward Reserve. The Year-End Carryforward Reserve is controlled by the Leadership Team and provides funding for projects that were approved in a previous budget cycle but whose activities span more than one fiscal year.

CAPITAL RESERVES

Capital Reserves have been established to help fund projects that develop, improve, or replace County assets and to minimize borrowing for long-term projects.

<i>Capital Reserves</i>		
	<i>December 2018 Balance</i>	<i>October 2019 Balance</i>
Corporate Support Capital	1,455,526	1,455,526
Vehicle & Equipment	7,403,159	7,919,470
Road Network	8,196,421	13,740,775
Recreation	218,068	218,068
Utility Capital	4,926,983	6,047,079
Storm Sewer & Storm Ponds	104,237	104,237

OPERATING RESERVE

Operating Reserves have been established to fund specific operating projects or to stabilize budgets with volatile revenue streams.

<i>Operating Reserves</i>		
	<i>December 2018 Balance</i>	<i>October 2019 Balance</i>
Contingency	117,396	401,760
Year-end Carryforward	2,271,823	1,594,270
Corporate Support	997,551	1,381,976
FCSS	16,367	16,367
Planning	1,022,355	1,022,355
Building Maintenance	8,000	8,000
Agriculture Operating	313,183	343,183
Economic Development	532,395	532,395
Transportation	73,327	48,500
Severe Weather	100,000	418,000
Utility	456,628	456,628
Drainage	1,800,479	2,273,327
Extra Fire/Disaster Recovery	-	525,000

Reserves

Reserves

GENERAL OPERATING RESERVE

Sturgeon County maintains a General Operating reserve of approximately \$4 million. The General Operating Reserve was established to stabilize tax rates by providing funding for non-recurring, emergency, one-time expenditures, losses of revenue or cash flow timing issues. The target balance for the General Operating Reserve is 20% of the annual municipal operating revenue, for 2020 the target balance would be \$13,256,289.

	<i>December 2018 Balance</i>	<i>October 2019 Balance</i>
General Operating Reserve	7,865,482	7,852,594

GOVERNMENT SPECIFIC RESERVES

Government specific reserves are regulated by the Municipal Government Act. The money held in a government specific reserve, and the interest earned, must be accounted for separately and used only for the purpose outlined by the governing legislation.

Sturgeon County has only one government specific reserve, the Municipal Park Trust Reserve, which provides funding for the purchase and/or development of recreational lands and facilities. Interest earned on this reserve can be utilized to fund the maintenance of Cardiff Park.

	<i>December 2018 Balance</i>	<i>October 2019 Balance</i>
Municipal Park Trust Reserve	702,882	684,207

FUND SPECIFIC RESERVES

Fund specific reserves have been established for specific projects or as a result of signed agreements. Sturgeon County has four fund specific reserves.

<i>Fund Specific Reserves</i>	<i>December 2018 Balance</i>	<i>October 2019 Balance</i>
Community Enhancement	1,095,815	600,337
Sturgeon Industrial Community Fund	432,654	372,395
Subdivision Road Improvement	187,404	187,404
Heartland Mitigation	-	259,785

Summary of Movements in Reserve

	Estimated Balance 2019.12.31	To Reserves	From Reserves	Estimated Balance 2020.12.31
Operating Reserves				
General Operating	6,370,754		78,651	6,292,103
Contingency	270,000			270,000
Sturgeon Industrial Community Fund	372,395			372,395
Yearend Carry Forward	622,500		350,500	272,000
Community Enhancement	486,577	388,740	314,270	561,047
Corporate Support	1,217,126	440,890	245,000	1,413,016
Subdivision Road Improvement	187,404			187,404
FCSS	14,867		500	14,367
Planning	622,355		115,000	507,355
Building Maintenance	8,000			8,000
Drainage	1,975,325		70,000	1,905,325
Economic Development	532,395		25,000	507,395
Severe Weather	418,000			418,000
Transportation	37,416			37,416
Debt Servicing	-			-
Utility Operating	456,628			456,628
Extraordinary Fire/Disaster Recovery	525,000			525,000
Agriculture	343,183	30,000		373,183
Tax Stabilization	-			-
Total Operating Reserves	14,459,923	859,630	1,198,921	14,120,632
Capital Reserves				
Municipal Park Trust	461,576	75,000	290,000	246,576
Corporate Support	1,455,526		70,500	1,385,026
Vehicle & Equipment	7,598,229	128,300	1,375,500	6,351,029
Road Network	5,761,383	-	976,000	4,785,383
Utility Capital	3,543,567	1,966,193	677,600	4,832,160
Recreation	218,068			218,068
Storm Sewer & Storm Ponds	104,237	67,500		171,737
Significant Tax Growth Reserve - Infrastructure	-			-
Heartland Mitigation Strategy	259,785			259,785
Service Level Increase	-			-
Community Building	-			-
Total Capital Reserves	19,402,370	2,236,993	3,389,600	18,249,763
Total	33,862,294	3,096,623	4,588,521	32,370,396



CAPITAL BUDGET

- Capital Planning
- Capital Funding
- 2020 Capital Budget & Capital Forecast
- 2020 Utility & 2020 M&E Support Capital Budget
- 2021–25 Utility Capital Financial Forecasts
- 2021–25 Machinery & Equipment and Family & Community Support Capital Financial
- 2020–25 Local Road Reconstruction & Bridges
- 2020–25 Collector Reconstruction & Drainage
- 2020–25 Intersection/Pavement/Road



- PLAN
- BUDGET
- FORECAST

Capital Planning

As with many municipalities in the province, Sturgeon County faces the challenge of maintaining and replacing aging infrastructure in a fiscally responsible and sustainable manner.

Sturgeon County undergoes a capital planning process every year that determines the focus for the next one, three, and ten years. The planning process has multiple phases and requires input from key stakeholders at various times. Gathering input from stakeholders helps Sturgeon County design a capital plan that is fiscally responsible, meets the needs of residents, and positions Sturgeon County for growth.

Sturgeon County's capital planning is divided into two key sections: Infrastructure (roads, bridges, storm/drainage) and Machinery and Equipment.

INFRASTRUCTURE PLANNING PROCESS

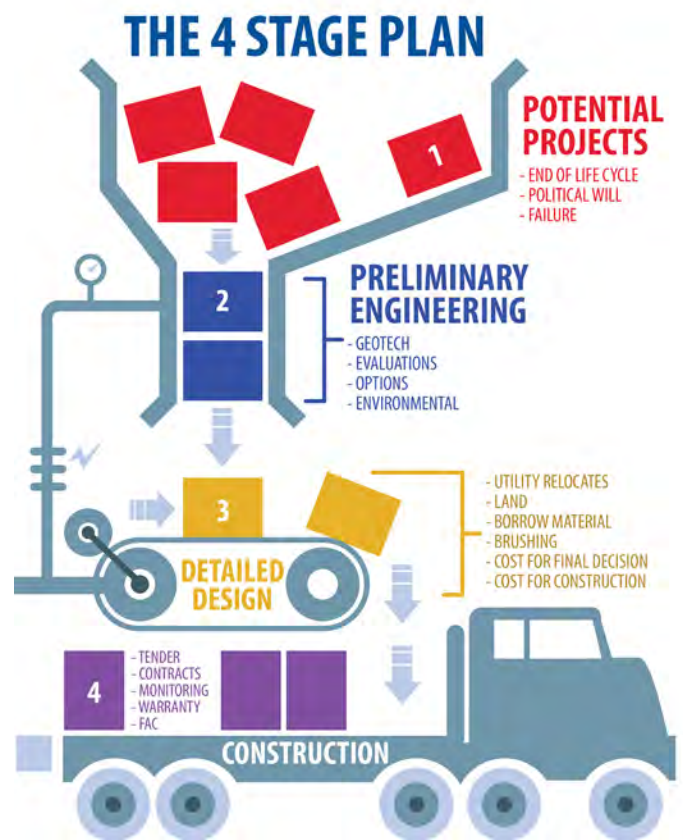
While Sturgeon County continues to evaluate alternative capital delivery models, the current capital planning model involves four-stage. In stage one, an assessment of current infrastructure is performed to identify potential projects. The assessment is based on an analysis of key measures, alignment with strategic plans, emergent issues, as well as consultation with Departments, Council, and resident input.

Assessment factors are specific to each type of infrastructure, but can include:

- Traffic Volumes
- Safety Concerns
- Network importance
- Visual condition inspections
- Cameraing (storm/drainage)
- Growth planning
- Useful life

During the second stage, preliminary engineering is performed on the priority projects identified during stage one. Preliminary engineering involves performing geo technical and environmental impact analysis, feasibility analysis, and public consultation. The third stage, detailed design, involves the completion of all pre-construction activities. This includes, surveying, land acquisition, utility relocates, obtaining necessary agreements and environmental permits.

The fourth stage is construction. This stage involves tendering, obtaining contracts, monitoring the project and eventually final acceptance of the completed project.



MACHINERY & EQUIPMENT

Sturgeon County's fleet of heavy machinery, equipment, and vehicles is scheduled for replacement based on the unit's useful life. Useful life is determined based on historical trends within Sturgeon County's fleet and industry standards. Establishing a replacement cycle based on useful life helps stabilize tax rates by ensuring a consistent contribution can be made to reserves for funding the future replacement of equipment and vehicles.

The Capital plan and Capital Financial Forecast have been developed around the replacement of existing machinery and equipment; proposals for new acquisitions are brought forward to Council for approval as a Service Enhancement.

Capital planning for machinery and equipment is performed by Fleet & Building Services with input from all departments.

Capital Budget

Capital Funding

OVERVIEW

There are various forms of capital funding that are used, including taxes, capital grants, developer levies, capital revenues, debt, and sale of existing assets.

TAXES

Taxes are funds designated from the Operating Budget, through contributions to capital, to fund capital projects. Often other forms of capital funding are insufficient to replace existing infrastructure, capital funding through taxation helps ensure Sturgeon County can support focused growth and maintain high levels of service.

CAPITAL GRANTS

Capital Grants are funds, typically from other levels of government, designated for specific projects or initiatives. Capital Grants are a key form of funding for sustainability and are utilized to fund road, utility, bridge or storm/drainage infrastructure. Most grants are restricted to the project or initiative on which they were originally applied for and, if awarded, can only be used for that purpose. If the project is cancelled after the grant has been awarded the funds must either be returned or, if approved under a new application, applied to a similar project.

DEVELOPER LEVIES

Developer Levies are collected from Developers in order to build infrastructure that is required for a specific area and purpose. The use of Developer Levies to fund capital projects is restricted to roads, utilities, and storm/drainage infrastructure.

CAPITAL RESERVES

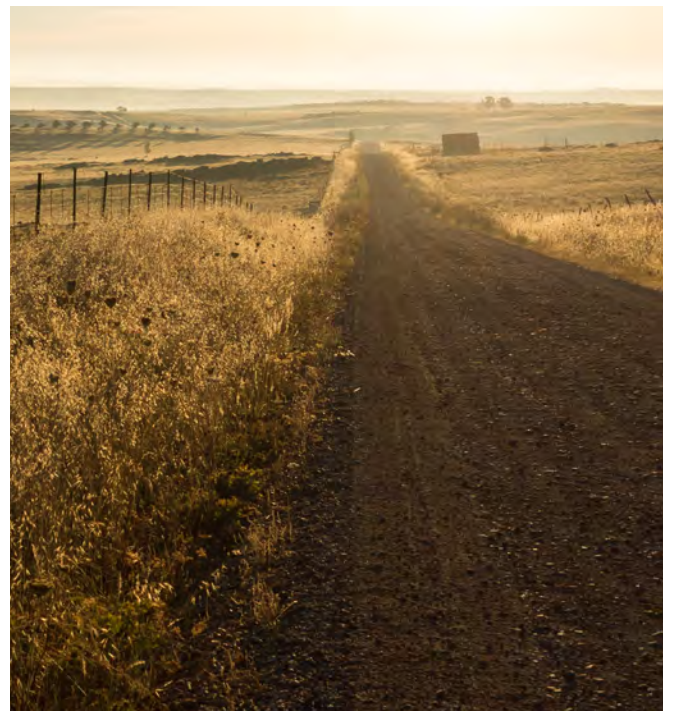
Capital Reserves are funds that have been set aside to fund future capital projects. Transfers from the Operating Budget to Capital reserves stabilize tax rates by ensuring a consistent contribution is set aside in a capital reserve to fund future capital projects and initiatives.

DEBT

Debt is utilized for projects when funding sources cannot be utilized or where it makes financial sense to do so. Debt funding must be assumed in a manner compliant with the Municipal Government Act and Sturgeon County's Debt Management Policy.

SALE OF EXISTING ASSETS

Sale of Existing Assets is an effective way of supporting new machinery, equipment, and vehicle acquisitions. Sales of Existing Assets can occur through a guaranteed trade-in agreement entered in to at the time of initial purchase or through public auction. Sales of existing assets fund replacement purchases for like assets, i.e. the sale of a motor grader would be used to help fund the replacement of another motor grader.



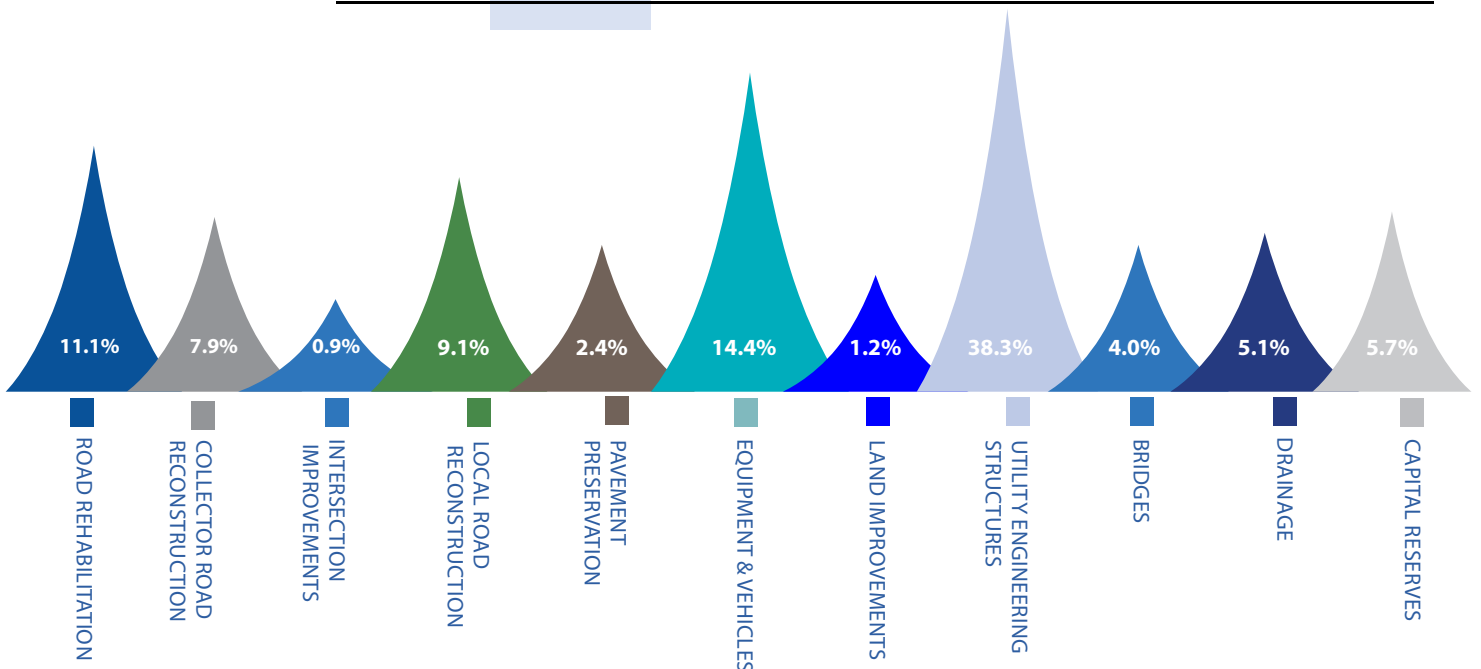
Capital Budget

2020 Capital Budget & Capital Forecast Summary

2020 Capital Budget with 2019 Comparatives and 2021 - 2025 Capital Financial Forecast

Capital Funding	2019	2020	2021	2022	2023	2024	2025
Contributions & Off-Site Levies	680,000	3,800,000	3,015,965	2,455,273	3,597,483	4,710,184	5,250,000
Capital Grants	6,000,000	6,385,000	5,365,000	950,000	950,000	950,000	950,000
Contributed from Operations	8,101,800	5,781,800	7,351,800	7,351,800	7,351,800	7,351,800	7,351,800
Significant Tax Revenue Growth	16,700,863	-	-	-	-	-	-
Sale of Assets	201,000	726,500	649,000	880,300	1,218,800	587,000	768,500
Contributed from Utility Operations	1,445,000	1,445,000	1,445,000	1,445,000	1,445,000	1,445,000	1,445,000
Debenture	1,000,000	6,100,000	-	1,600,000	750,000	750,000	-
Total Capital Revenue	34,128,663	24,238,300	17,826,765	14,682,373	15,313,083	15,793,984	15,765,300
Transfers from Capital Reserves	3,478,500	3,389,600	1,997,327	3,791,450	2,417,400	1,659,450	3,163,179
TOTAL	37,607,163	27,627,900	19,824,092	18,473,823	17,730,483	17,453,434	18,928,479

Expenses & Reserve Contributions	2019	2020	2021	2022	2023	2024	2025
Road Rehabilitation	1,017,000	3,060,000	2,875,000	1,900,000	1,445,000	1,175,000	4,135,000
Collector Road Reconstruction	6,577,000	2,175,000	-	-	-	-	-
Intersection Improvements	-	255,000	-	-	-	-	-
Local Road Reconstruction	2,000,000	2,521,000	1,510,000	1,915,000	1,785,000	2,435,000	1,945,000
Pavement Preservation	-	650,000	-	-	-	-	-
Equipment & Vehicles	2,052,300	3,976,000	3,752,000	4,389,500	4,809,000	3,255,000	2,912,000
Land Improvements	250,000	325,000	1,665,000	100,000	100,000	100,000	100,000
Utility Engineering Structures	4,010,000	10,577,600	4,025,092	6,054,023	5,577,483	6,619,934	5,998,179
Bridges	1,080,000	1,105,000	2,665,000	1,280,000	1,330,000	950,000	795,000
Drainage	140,000	1,410,000	1,500,000	-	-	-	-
Significant Tax Revenue Growth Funded Projects	16,700,863	-	-	-	-	-	-
Total Capital Expense	33,827,163	26,054,600	17,992,092	15,638,523	15,046,483	14,534,934	15,885,179
Transfers to Capital Reserves	3,780,000	1,573,300	1,832,000	2,835,300	2,684,000	2,918,500	3,043,300
TOTAL	37,607,163	27,627,900	19,824,092	18,473,823	17,730,483	17,453,434	18,928,479



Capital Budget

2020 Utility Capital Budget

2020 Utility Services Capital Budget							
	Capital Expenditure	Reserve Transfer	Debtenture	Capital Reserve	Capital Grant	Levies/Other	Utility Rate Funded
Utility Services	Budget		Funding				
Water Services							
Advanced Metering Infrastructure (Phase 1) (CAP-4)	87,600			87,600			
Capital Water Reserve		930,000					930,000
DND Waterline Extension Construction	1,600,000				1,600,000		
Alberta Industrial Heartland Water Main	6,100,000		6,100,000				
Pumphouse & Reservoir Condition Assessment Study	150,000			150,000			
Summerbrook Reservoir Exterior Improvements	900,000					900,000	
Video Surveillance Program (OP-14)	30,000			30,000			
Villeneuve Airport Waterline	1,300,000					1,300,000	
Water Meter Replacement Program	180,000			180,000			
Water Reservoir Transfer Switch Installation	100,000			100,000			
Water Vehicle Reserve		35,000					35,000
Total Water Services	10,447,600	965,000	6,100,000	547,600	1,600,000	2,200,000	965,000
Wastewater Services							
Calahoo Lagoon Condition Assessment	50,000			50,000			
Capital Wastewater Reserve		480,000					480,000
Wet Weather (Inflow and Infiltration) Assessment	80,000			80,000			
Total Wastewater Services	130,000	480,000		130,000			480,000
Total	10,577,600	1,445,000	6,100,000	677,600	1,600,000	2,200,000	1,445,000

2020 General Municipal Capital Budget

2020 General Municipal Capital Budget							
	Capital Expenditure	Reserve Transfer	Sale of Asset	Capital Grant	Capital Reserve	Taxation	Municipal Park Trust/Other
Agriculture Services	Budget		Funding				
Replacement Trailer	8,000					8,000	
1/2 Ton Truck	42,000					42,000	
Equipment Reserve		23,000				23,000	
Event Equipment Trailer (CAP-1)	20,000				20,000		
Front Mount Mower	37,500					37,500	
Front Mount Mower w Cab	46,500					46,500	
One Pass Injection System	23,000					23,000	
Replacement Rotary Cutter w/ HD Unit	35,000		9,000			26,000	
Total Agriculture Services	212,000	23,000	9,000		20,000	206,000	
Assessment Services							
Assessment Reserve		2,000				2,000	
Total Assessment Services		2,000				2,000	

Capital Budget

2020 General Municipal Capital Budget

2020 General Municipal Capital Budget

	Capital Expenditure	Reserve Transfer	Sale of Asset	Capital Grant	Capital Reserve	Taxation	Municipal Park Trust/Other
Development Support Services	Budget					Funding	
Replacement Reserve		4,500				4,500	
Total Development Support Services		4,500				4,500	
Engineering Services	Budget					Funding	
Vehicle Reserve		17,500				17,500	
Total Engineering Services		17,500				17,500	
Family & Community Support	Budget					Funding	
County Wide Park (Cardiff Park)	80,000						80,000
Temple Trail (design)	75,000			35,000			40,000
Various Neighbourhood Sites	170,000						170,000
Vehicle Replacement		20,000				20,000	
Total Family & Community Support	325,000	20,000		35,000		20,000	290,000
Fleet & Facility Services	Budget					Funding	
Brine Evaporation Pond Updates (CAP-2)	70,500				70,500		
Service Truck	120,000		5,000		71,000	44,000	
Sturgeon Valley Satellite Shop (CAP-3)	60,000				60,000		
Total Fleet & Facility Services	250,500		5,000		201,500	44,000	
Information Services	Budget					Funding	
Annual IT Infrastructure Replacement	35,500					35,500	
IS Reserve		54,500				54,500	
Total Information Services	35,500	54,500				90,000	
Protective Services	Budget					Funding	
Fire Services							
Command 4x4	50,000		2,000		48,000		
Command 4x4 Equip Accessories	15,000				15,000		
Industrial Washers (2)	50,000				50,000		
Redwater Tender	425,000		4,000		144,000	277,000	
Thermal Imaging Cameras (3)	36,000				36,000		
Total Fire Services	576,000		6,000		293,000	277,000	
Enforcement Services							
Enforcement Vehicle	50,000		2,000			48,000	
Laser Radar	7,000					7,000	
Reserve		6,800				6,800	
Vic's Camera/Equipment Accessories	15,000					15,000	
Total Enforcement Services	72,000	6,800	2,000			76,800	
Total Protective Services	648,000	6,800	8,000		293,000	353,800	
Transportation Services	Budget					Funding	
3/4 ton V8 Pick-ups (2)	100,000		6,000			94,000	
Heavy Duty Truck	760,000		90,000		500,000	170,000	
Medium Duty Truck	135,000		5,000			130,000	
Medium Motor Grader (3)	1,545,000		563,500		431,500	550,000	
Medium Wheel Loader	290,000		40,000			250,000	
Total Transportation Services	2,830,000		704,500		931,500	1,194,000	
Total	4,301,000	128,300	726,500	35,000	1,446,000	1,931,800	290,000

Capital Budget

2021-2025 Utility Capital Financial Forecast

2021 - 2025 Utility Services Capital Financial Forecast					
<i>Utility Services</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
<i>Water Services</i>					
Capital Water Reserve	930,000	930,000	930,000	930,000	930,000
Cardiff Pumphouse & Reservoir	150,000	1,500,000			
Casa Vista Pumphouse & Reservoir		150,000	1,500,000		
Coal Mine Road from Summerbrook Reservoir to Flynn Way			811,588		
Highway 825 350mm Pipe - North of Estate Way to Twp 553		740,445			
Landing Trail Waterline Connection	170,000	1,700,000			
Meter Replacement Program	180,000	180,000	180,000	180,000	
Riviere Qui Barre 4' Truckfill Increase	100,000				
Morinville Waterline - 3rd Pump at Booster Station				96,000	
Noroncal Water & Fire Servicing			1,754,038		
Pressure Reducing Valve Improvements		504,160			
Riverside Park Pumphouse & Reservoir			150,000	1,500,000	
RR225 Pipe-South replacing Herder Co-op Line	1,666,002				
SIP Internal Water Looping Engineering					250,000
Sturgeon Heights Fire Servicing				468,198	
Summerbrook Reservoir Exterior Improvements	900,000				
Summerbrook Reservoir to Southwest Summerbrook Estate				770,762	
Trailers & Trucks	10,000	55,000	110,000	85,000	
Twp 553 350mm Pipe -Highway 825 to Park Road		1,110,668			
U.Viscount Estates to L. Viscount Estates & Sturgeon Heights				1,899,834	
Villeneuve Booster Station Construction - SCADA, New Pumps					728,179
Water Pipeline Condition Assessment	60,000				
Water Vehicle Reserve	35,000	35,000	35,000	35,000	35,000
Watermain to Noroncal via Crozier Avenue			1,031,857		
<i>Anticipated Funding</i>					
Capital Reserve	669,000	1,981,000	1,182,000	1,105,000	728,179
Debenture		1,600,000	750,000	750,000	
Levies/Others	2,566,002	2,355,273	3,597,483	3,138,794	250,000
Sale of Asset	1,000	4,000	8,000	6,000	
Utility Rate	965,000	965,000	965,000	965,000	965,000
Total Water Services	4,201,002	6,905,273	6,502,483	5,964,794	1,943,179
<i>Wastewater Services</i>					
ATV Quad					20,000
Calahoo Lagoon Improvements	100,000				
Capital Wastewater Reserve	480,000	480,000	480,000	480,000	480,000
RQB Lagoon Assessment & Improvements		50,000	150,000		
Sewer line Risk Prioritization Study / Condition Assessment	60,000				
Sturgeon Industrial Park Sanitary Improvements		100,000			
Sturgeon Road Gravity Sewer				1,571,390	
Sturgeon Valley Force Main (Rivers Gate Lift Station to Start Line)					2,500,000
Sturgeon Valley Gravity Main (Sturgeon Heights to Rivers Gate)					2,500,000
Two-way Radio System		18,750			
Upgrade Tuscany Hills Lift Station	489,090				
Villeneuve Lift Station Pump Replacement				133,750	
Wet Weather (Inflow & Infiltration) Construction Improvements	150,000				
<i>Anticipated Funding</i>					
Capital Reserve	349,127	68,750	150,000	133,750	20,000
Levies/Others	449,963	100,000		1,571,390	5,000,000
Utility Rate	480,000	480,000	480,000	480,000	480,000
Total Wastewater Services	1,279,090	648,750	630,000	2,185,140	5,500,000
Total	5,480,092	7,554,023	7,132,483	8,149,934	7,443,179

Capital Budget

2021-2025 General Municipal Capital Financial Forecast

2021 - 2025 General Municipal Capital Financial Forecast					
Agriculture Services	2021	2022	2023	2024	2025
1/2 Ton Pick-up	42,000				60,000
Equipment Reserve		92,000	11,000		111,000
Rotary Cutter	35,000	45,000	35,000	117,000	35,000
Towed Mowers				115,000	
Tractors	300,000	155,000	325,000	125,000	
UTV			10,000		
Anticipated Funding					
Capital Reserve	14,000			69,000	
Sale of Asset	157,000	86,000	175,000	82,000	
Taxation	206,000	206,000	206,000	206,000	206,000
Total Agriculture Services	377,000	292,000	381,000	357,000	206,000
Assessment Services					
Assessment Services	2021	2022	2023	2024	2025
Vehicle Replacement		35,000			
Vehicle Reserve	2,000		2,000	2,000	2,000
Anticipated Funding					
Capital Reserve		30,000			
Sale of Asset		3,000			
Taxation	2,000	2,000	2,000	2,000	2,000
Total Assessment Services	2,000	35,000	2,000	2,000	2,000
Development Support Services					
Development Support Services	2021	2022	2023	2024	2025
Vehicle Reserve	4,500	4,500	4,500	4,500	4,500
Anticipated Funding					
Taxation	4,500	4,500	4,500	4,500	4,500
Total Development Support Services	4,500	4,500	4,500	4,500	4,500
Engineering Services					
Engineering Services	2021	2022	2023	2024	2025
Vehicle Reserve	17,500	17,500	17,500		17,500
Vehicle Replacement				42,000	
Anticipated Funding					
Capital Reserve				22,500	
Sale of Asset				2,000	
Taxation	17,500	17,500	17,500	17,500	17,500
Total Engineering Services	17,500	17,500	17,500	42,000	17,500
Family & Community Support					
Family & Community Support	2021	2022	2023	2024	2025
OSMP Various Neighbourhood sites	100,000	100,000	100,000	100,000	100,000
RVA Trail connection to Hwy 15 Bridge	185,000				
Temple Trail (construction)	750,000				
Underslung pedestrian bridge (Hwy 15)	630,000				
Vehicle Replacement		100,000		75,000	
Vehicle reserve	20,000		20,000		20,000

Capital Budget

2021-2025 General Municipal Capital Financial Forecast

2021 - 2025 General Municipal Capital Financial Forecast					
<i>Anticipated Funding</i>					
Capital Grant	1,565,000				
Capital Reserve		75,000		53,000	
Municipal Park Trust Reserve	100,000	100,000	100,000	100,000	100,000
Sale of Asset		5,000		2,000	
Taxation	20,000	20,000	20,000	20,000	20,000
Total Family & Community Support	1,685,000	200,000	120,000	175,000	120,000

<i>Fleet and Facility Services</i>	2021	2022	2023	2024	2025
Building Reserve	30,000	30,000	30,000	4,000	
Fuel Truck	300,000				
Vehicle Replacement				45,000	35,000
Vehicle Reserve		14,000	14,000		11,000
<i>Anticipated Funding</i>					
Capital Reserve	261,000				
Sale of Asset	25,000			5,000	2,000
Taxation	44,000	44,000	44,000	44,000	44,000
Total Fleet and Facility Services	330,000	44,000	44,000	49,000	46,000

<i>Information Services</i>	2021	2022	2023	2024	2025
Annual IT Infrastructure Replacement	104,000	210,500	27,000	10,000	17,000
Audio Visual Replacement	30,000				15,000
IS Reserve			63,000		58,000
Phone System				250,000	
<i>Anticipated Funding</i>					
Capital Reserve	44,000	120,500		170,000	
Sale of Asset					
Taxation	90,000	90,000	90,000	90,000	90,000
Total Information Services	134,000	210,500	90,000	260,000	90,000

<i>Protective Services</i>	2021	2022	2023	2024	2025
<i>Fire Services</i>					
AFFRS Radios	50,000	50,000	50,000	50,000	
Bon Accord Rescue Tools				50,000	
Calahoo Tender		425,000			
Calahoo Trailer					20,000
Command 4x4 Equipment Accessories	20,000				
Command 4x4	60,000				
Equipment Reserve				151,500	258,500
Namao ATV				14,000	
Namao Engine			525,000		
Namao Tender	425,000				
Namao Trailer				20,000	
Redwater Trailer			20,000		
Redwater/NFD Rapids (2 Units)	200,000				
Thermal Imaging Cameras x 3	36,000	36,000			
Two Industrial Washers CFD/LFD	50,000				

Capital Budget

2021-2025 General Municipal Capital Financial Forecast

2021 - 2025 General Municipal Capital Financial Forecast					
Anticipated Funding					
Capital Reserve	554,000	230,000	312,500		
Sale of Asset	10,000	4,000	5,500	8,500	1,500
Taxation	277,000	277,000	277,000	277,000	277,000
Total Fire Services	841,000	511,000	595,000	285,500	278,500
Enforcement Services					
AFFRS Radios	20,000	20,000	20,000	20,000	
Enforcement ATV		28,000			
Enforcement Snowmobile			32,000		
Enforcement Vehicle	50,000	50,000	50,000	50,000	50,000
Equipment Reserve					4,800
Laser Radar			7,000		7,000
Vic's Camera/Equipment Accessories	15,000	15,000	15,000	15,000	15,000
Anticipated Funding					
Capital Reserve	6,200	31,200	45,200	6,200	
Sale of Asset	2,000	5,000	2,000	2,000	
Taxation	76,800	76,800	76,800	76,800	76,800
Total Enforcement Services	85,000	113,000	124,000	85,000	76,800
Total Protective Services	926,000	624,000	719,000	370,500	355,300
Transportation Services					
	2021	2022	2023	2024	2025
1 Ton Pick-Up			50,000		
1/2 Ton V6 Pick-up	40,000		40,000		
3/4 Ton V8 Pick-up (4)	210,000	50,000	50,000	105,000	
Dozers					550,000
Equipment reserve	313,000	92,300		171,500	29,000
Excavators/Reclaimer		1,000,000		270,000	
Heavy Duty Trucks	200,000		425,000	430,000	200,000
Heavy Motor Graders	1,360,000		1,380,000		
Medium Duty Trucks	65,000				65,000
Medium Motor Graders (2)		1,560,000	1,575,000	1,060,000	1,605,000
Medium Wheel Loader		275,000			
Skid Steer		120,000			180,000
Tandem Gooseneck Trailer		30,000			
Tractors	130,000	130,000			
Trailers				307,000	
Anticipated Funding					
Capital Reserve		620,000	627,700		
Sale of Asset	454,000	773,300	1,028,300	479,500	765,000
Taxation	1,864,000	1,864,000	1,864,000	1,864,000	1,864,000
Total Transportation Services	2,318,000	3,257,300	3,520,000	2,343,500	2,629,000
Total	5,794,000	4,684,800	4,898,000	3,603,500	3,470,300

Capital Budget

2020-2025 Local Road Reconstruction

2020-2025 Local Road Reconstruction										
#	Div.	Project	Scope of Work	Funding	2020	2021	2022	2023	2024	2025
LRRP-012	-	LRRP Design Build Pilot Project	Local Road Reconstruction	MSI	1,000,000					
LRRP-002	6	Twp Rd 570 - Hwy 28 to Rge Rd 224	Local Road Reconstruction	MSI/Taxes/Res	1,371,000					
LRRP-003	5	Rge Rd 240 - Twp Rd 582 to 0.8km N	Local Road Reconstruction	MSI/Taxes	50,000	435,000				
LRRP-004	1	Twp Rd 552 - Rge Rd 231 to Hwy 28A	Local Road Reconstruction	MSI	100,000	870,000				
LRRP-005	3	Rge Rd 272 - Twp Rd 540 to Hwy 633	Local Road Reconstruction	MSI/Taxes		205,000	1,740,000			
LRRP-006	3	Twp Rd 540 - Rge Rd 262 to Rge Rd 263	Local Road Reconstruction	Taxes			75,000	655,000		
LRRP-007	3	Twp Rd 552 - Hwy 2 to Rge Rd 254	Local Road Reconstruction	Taxes			100,000	870,000		
LRRP-008	1	Rge Rd 245 - Sturgeon Rd to Hwy 37	Local Road Reconstruction	Taxes				205,000	1,740,000	
LRRP-009	6	Rge Rd 220 - Redwater to N County Limits	Local Road Reconstruction	Taxes				55,000	490,000	
LRRP-010	5	Rge Rd 244 - Cardiff Rd to Hwy 642	Local Road Reconstruction	Taxes					205,000	1,740,000
LRRP-011	6	Rge Rd 223 - Twp Rd 570 to Twp Rd 572	Local Road Reconstruction	Taxes						205,000
Total					2,521,000	1,510,000	1,915,000	1,785,000	2,435,000	1,945,000

Funding							
Taxes	564,000	360,000	1,915,000	1,785,000	2,435,000	1,945,000	
MSI	1,681,000	1,150,000					
Reserve	276,000						
Total Funding	2,521,000	1,510,000	1,915,000	1,785,000	2,435,000	1,945,000	

2020-2025 Bridges

2020-2025 Bridges										
#	Div.	Project	Scope of Work	Funding	2020	2021	2022	2023	2024	2025
BR-001	4	BF7707	Bridge Replacement	Taxes	400,000					
BR-003	6	BF558	Bridge Replacement	Taxes	345,000					
BR-004	4	BF76322	Bridge Replacement	FGTF/Taxes	315,000					
BR-005	3	BF70827	Bridge Replacement	FGTF/Taxes	45,000	1,770,000				
BR-002	4	BF327	Bridge Replacement	Taxes		795,000				
BR-006	3	BF74697	Bridge Replacement	Taxes		30,000	425,000			
BR-007	4	BF75795	Bridge Replacement	Taxes		35,000	275,000			
BR-008	3	BF76053	Bridge Replacement	FGTF/Taxes		35,000	475,000			
BR-009	5	BF8369	Bridge Replacement	FGTF/Taxes			35,000	640,000		
BR-010	4	BF77414	Bridge Replacement	FGTF/Taxes			35,000	325,000		
BR-011	2	BF85336	Bridge Replacement	Taxes			35,000	295,000		
BR-012	5	BF72767	Bridge Replacement	FGTF/Taxes				35,000	415,000	
BR-013	5	BF74752	Bridge Replacement	FGTF/Taxes				35,000	415,000	
BR-014	6	BF75662	Bridge Replacement	FGTF					40,000	265,000
BR-015	5	BF1407	Bridge Replacement	FGTF					40,000	265,000
BR-016	5	BF73344	Bridge Replacement	FGTF					40,000	265,000
Total					1,105,000	2,665,000	1,280,000	1,330,000	950,000	795,000

Funding							
Federal Gas Tax Fund (FGTF)	150,000	950,000		950,000	950,000	795,000	
Taxes	955,000	1,715,000	1,280,000	380,000			
Total Funding	1,105,000	2,665,000	1,280,000	1,330,000	950,000	795,000	

Legend:
Construction
Detailed Design
Feasibility

Capital Budget

2020 -2025 Collector Reconstruction

2020-2025 Collector Reconstruction											
#	Div.	Project	Scope of Work	Length (KM)	Funding	2020	2021	2022	2023	2024	2025
CR-001	1	Hwy 825 Widening - Hwy 37 to SIP (Alberta Transportation Partnership)	Widening of Hwy 825	-	Offsite Levy	1,600,000					
CR-002	3	Rge Rd 261A Realignment - Meadowview Dr to Approx. 0.4km N	Realignment of RR 261A	0.4	MSI/FGTF	575,000					
Total						2,175,000					

Funding						
	MSI	169,000				
	Taxes	406,000				
	Offsite Levy	1,600,000				
Total Funding		2,175,000				

2020 -2025 Drainage

2020-2025 Drainage											
#	Div.	Project	Scope of Work	Funding	2020	2021	2022	2023	2024	2025	
DR-001	3	Villeneuve Drainage Channel - Villeneuve to Sturgeon River	Drainage Channel Improvements	Taxes	100,000						
DR-003	1	Lamoureux Drive Drainage - Hwy 15 Bridge to Boysdale Rd	Drainage Improvements	MSI/Taxes/Res	1,150,000						
DR-004	3	East and West Fairhaven Drainage - Entire Subdivision Reserve Transfers	Subdivision Drainage Improvements	MSI/Taxes	160,000	1,500,000					
				Taxes/Reserve			1,140,000	1,140,000	1,140,000	1,140,000	
Total					1,410,000	1,500,000	1,140,000	1,140,000	1,140,000	1,140,000	

Funding						
	Taxes	390,000	1,140,000	1,140,000	1,140,000	1,140,000
	MSI	320,000	360,000			
	Reserve	700,000				
Total Funding		1,410,000	1,500,000	1,140,000	1,140,000	1,140,000

Legend:
Construction
Detailed Design
Feasibility

Capital Budget

2020-2025 Intersection Improvement

2020-2025 Intersection Improvement										
#	Div.	Project	Scope of Work	Funding	2020	2021	2022	2023	2024	2025
INT-001	3	Intersection RR 272 / Hwy 633	Intersection Upgrade	Taxes	255,000					
Total					255,000					

Funding										
Taxes					255,000					
Total Funding					255,000					

2020-2025 Pavement Preservation

2020-2025 Pavement Preservation										
#	Div.	Project	Scope of Work	Funding	2020	2021	2022	2023	2024	2025
PPP-001	Multiple	Pavement Preservation Program	Pavement Preservation	Taxes	650,000					
Total					650,000					

Funding										
Taxes					650,000					
Total Funding					650,000					

2020-2025 Road Rehabilitation

2020-2025 Road Rehabilitation											
#	Div.	Project	Scope of Work	Length (KM)	Funding	2020	2021	2022	2023	2024	2025
RH-001	4	RQB - All Collector Roads	Hamlet Rehabilitation	2.57	MSI/Taxes	210,000	2,625,000				
RH-002	3	Twp 544 - RR 280 to RR 275	Collector Rehabilitation	1.6	FGTF	1,750,000					
RH-003	3	Hansen - Subdivision Road Network	Subdivision Rehabilitation	1	MSI/Taxes	1,100,000					
RH-004	3	Terrault Estates - Subdivision Road Network	Subdivision Rehabilitation	1.8	FGTF/Taxes/Res			1,900,000			
RH-005	3	Glory Hills - Subdivision Road Network	Subdivision Rehabilitation	3.8	FGTF/Taxes/Res						4,135,000
		Reserve Transfers			Taxes		250,000		1,445,000	1,175,000	
Total						3,060,000	2,875,000	1,900,000	1,445,000	1,175,000	4,135,000

Funding											
Taxes						630,000	1,535,000	415,000	1,445,000	1,175,000	1,665,000
Federal Gas Tax Fund (FGTF)						1,750,000		950,000			155,000
Reserve								535,000			2,315,000
MSI						680,000	1,340,000				
Total Funding						3,060,000	2,875,000	1,900,000	1,445,000	1,175,000	4,135,000

Legend:
Construction
Detailed Design
Feasibility

Definitions & Acronyms

The Operating & Capital Budget document contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader in understanding these terms, a budget glossary has been provided.

ACCRUAL ACCOUNTING

A basis of accounting that recognizes revenues as they become available and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay.

APPROVED BUDGET

The final budget passed by Council, which will govern the operations and reporting during the fiscal year.

AREA STRUCTURE PLAN

A statutory document which is passed by Bylaw, which pertains to a specific area within a municipality and that outlines development regulations for that area.

ASSESSMENT

A value established for real property for use as a basis of levying property taxes for municipal purposes.

ASSETS

All tangible property owned by the County.

AUDIT

Involves a systematic and comprehensive examination by an independent party. A financial audit is an independent and objective evaluation of financial reports and reporting processes to provide reasonable assurance that financial statements are accurate and complete in compliance with appropriate accounting standards.

BALANCED BUDGET

A plan of financial operation where total revenues match total expenditures.

BASE BUDGET

Budget resources that are required to maintain service at the level provided in the previous year's budget.

BUDGET

A financial plan for a specified period of time (fiscal year) that matches with all planned revenues and expenditures with various County services.

BUDGET CALENDAR

The schedule of key dates or milestones which Sturgeon County follows in the preparation, adoption and administration of the budget.

BUDGET RESOLUTION

The official enactment by Council establishing the legal authority for Sturgeon County to obligate and expend resources, typically passed in December.

CAPITAL BUDGET

A plan of proposed capital expenditures to be incurred in the current year and over a period of subsequent future years (long-term), identifying each capital project and the method of financing.

CAPITAL EXPENDITURE

Expenditures of a non-operating nature that are incurred to acquire, develop, replace, or significantly improve tangible capital assets; as defined in the CPA Canadian Public Sector Accounting Handbook.

CAPITAL PROJECT

Projects which purchase or construct capital assets. Typically, a capital project will be in the classifications of roadways, engineering structures, land improvements, buildings, machinery & equipment and vehicles.

CHARGE FOR SERVICE

User charge for services provided by the County.

CHIEF ADMINISTRATIVE OFFICER

A person appointed to the position of Chief Administrative Officer by Council.

Appendix 1

Definitions & Acronyms

CONTINGENCY ACCOUNT

A reserve established for the funding of emergencies or emergent expenditures not otherwise budgeted for.

CONTRACTED SERVICES

Services rendered to Sturgeon County by private firms, individuals, or other government agencies. Examples include equipment maintenance, janitorial services, and professional services.

DEBENTURE

A form of long-term debt that is not secured by the pledge of specific assets.

DEBT

A financial obligation resulting from the borrowing of money. Typical in purchase of debenture from Alberta Capital Finance Corporation.

DEBT SERVICE

Amount necessary for the payment of principal, interest, and related costs of the general long-term debt of Sturgeon County.

DEFICIT

The excess of an entity's liabilities over its assets or the excess of expenditure over revenues during a single accounting period.

DEPARTMENT

A major administrative subset of Sturgeon County which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department is often comprised of several programs.

EXPENDITURE /EXPENSE

Use of financial resources for current operating expenses, debt service, capital outlay, and intergovernmental transfers.

FAMILY AND COMMUNITY SUPPORT SERVICES

A partnership between the Province of Alberta and participating municipalities and Metis Settlements, that provides for the development of locally driven preventative initiatives for the enhancement of the well-being of individuals, families and communities.

FISCAL YEAR

The twelve-month accounting period for recording financial transactions. Sturgeon County's fiscal year is from January 1 to December 31.

FTE

A measure to account for all staffing dollars in terms of their value as a staffing unit. For example, two (2) half-time positions would equate to one (1) Full-Time Equivalent.

FUND BALANCE

The difference between revenues and expenditures. The beginning fund balance represents the residual funds brought forward from the previous year (ending balance).

GENERAL FUND

The general fund is the general accounting fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)

Nationally recognized principles, standards, and guidelines for uniform financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, rules, and procedures that define accepted accounting principles, including both broad guidelines and detailed practices and procedures.

Definitions & Acronyms

GRANT

A monetary contribution by one governmental unit or other organization to another. Typically, these contributions are made to local governments by the Provincial and Federal Governments.

GRANTS IN LIEU OF TAXES/PAYMENT IN LIEU OF TAXES (PILT)

A contribution in lieu of taxes made by agencies that would otherwise be exempt to local taxation through legislation. Payments in lieu of taxes are made in recognition of the services received by municipalities and are remitted based on policy rather than legislation.

INFLATION

A rise in price levels caused by economic activity.

INFRASTRUCTURE

The facilities and assets employed by Sturgeon County to deliver services. These facilities and assets are numerous and are not limited to roads, sewers, buildings and vehicles.

INTERNAL CONTROL

Processes, procedures, and practices implemented to ensure the integrity and reliability of information and to ensure compliance with legislation, regulations and policies.

INVESTMENT INCOME

Interest and dividend income received from investments and cash balances.

LIABILITY

A financial obligation that Sturgeon County has to others.

REVENUE

Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, grants and interest income.

MILL RATE

An expression of the property tax rate in "mills", where one mill is one-tenth of a cent (\$0.001).

MODIFIED ACCRUAL

A hybrid accounting approach that recognizes revenue as it is earned, measurable, and available and recognizes most expenditures when the liability is incurred; except for certain expenditures that are recognized when used (inventory), due (debt servicing), or when they impact the current outflows (compensated absences).

MUNICIPAL GOVERNMENT ACT

Provincial legislation that sets the framework for the operation of municipalities and municipal entities.

MUNICIPAL SUSTAINABILITY INITIATIVE

Municipal funding program that provides municipalities with sustainable funding to assist them in meeting the challenges of growth and enhancing long-term sustainability.

PUBLIC SECTOR ACCOUNTING BOARD

The Board that establishes accounting standards, principles, and practices for public sector entities.

PROPERTY TAXATION

The process by which Municipalities obtain the funding necessary to pay for operating and capital expenditures not funded through other sources, as authorized by the Municipal Government Act.

SALARIES & BENEFITS

Items of expenditure in the operating budget for salaries, wages and benefits paid for services performed by County employees.

Appendix 1

Definitions & Acronyms

SURPLUS

The difference in a fund that represents the excess of revenue over expenditures.

TANGIBLE CAPITAL ASSET

Non-financial assets having physical substance that are held for use in the production or supply of goods and services, for rental to others, for administrative purposes, or for the development, construction, maintenance or repair of other tangible capital assets; that have useful economic lives extending beyond one accounting period; are used on a continuous basis; and are not intended for resale in the ordinary course of operations.

TAX LEVY

The total amount to be raised by general property taxes for operating and debt services purposes.

TAX RATE

The rate levied on real property according to assessed property value and class. Municipal property tax revenue is calculated by applying the tax rate to the projected tax base.

TAXATION

The process of applying a tax rate to a property's assessed value to determine the taxes payable to the municipality by the owner of the property.

COMMONLY USED ABBREVIATIONS

"ASP" – Area Structure Plan

"CAO" – Chief Administrative Officer

"CFB" – Canadian Forces Base

"ERP" – Enterprise Resource Planning

"FCSS" – Family and Community Support Services

"FTE" – Full-Time Equivalent

"GAAP" – Generally Accepted Accounting Principles

"GILT" – Grant in Lieu of Taxes

"MGA" – Municipal Government Act

"MSI" – Municipal Sustainability Initiative

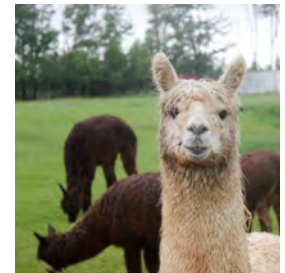
"PSAB" – Public Sector Accounting Board

"PILT" – Payment in Lieu of Taxes

"TCA" – Tangible Capital Asset

Sturgeon County Strategic Plan

2018 – 2027



Making Strategy Happen

Policy Number: PLY_GOV_ELE_Strategic Plan_2018

September 11, 2018



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Appendix 2

2017 — 2021 Council



Mayor Alanna Hnatiw



Councillor Dan Derouin
Division 1



Councillor Susan Evans
Division 2



Councillor Wayne Bokenfohr
Deputy Mayor/Division 3



Councillor Neal Comeau
Division 4



Councillor Patrick D. Tighe
Division 5



Councillor Karen Shaw
Division 6

A key role of Council is to establish a long-term vision and strategic plan for Sturgeon County. Council started their 2017-2021 term by reviewing and renewing the strategic plan making amendments to guide decisions and articulate Council priorities. Administration uses this document as a starting point when developing department and business plans.

The priorities and goals in this plan set direction for the County and the approach for delivering services to the community, and how to best support communities and residents while focusing on growth in the region.

Message from Mayor Alanna Hnatiw



On behalf of Sturgeon County Council, I am pleased to introduce the 2018-2027 Strategic Plan. This ten-year document is continually evolving to identify what is important to our community. It is a framework to help guide Sturgeon County's growth including enhancing business development, infrastructure serving our growth and creating long-term sustainability.

Through a series of workshops, Council reviewed the former Strategic Plan. The overall intent remains the same with more emphasis on "**Planned Growth and Prosperity**" including:

- *"We are open for business" and open to new ideas and innovation*
- *Listen to our communities and value our agricultural roots and unique heritage*
- *Continually improve relationships with our residents and business community*
- *Ensure that we are delivering value for taxes to rate payers*

The strategic plan is aligned with the budget to ensure that the plan clearly outlines where the County is focusing efforts that will lead to clear, measurable outcomes. It is important that we are accountable and that we deliver on what we say we will do. We recently celebrated Sturgeon County's Centennial and we want to build on this foundation for future generations.

As Mayor of Sturgeon County and on behalf of Council, it is a pleasure to serve you. As a community we have great opportunities before us and we look forward to continuing to work for you and carry out objectives that create prosperity, and improved quality of life for all.

The future is bright!

Sincerely,

A handwritten signature in black ink, appearing to read 'Alanna Hnatiw'.

Alanna Hnatiw

Message from Interim CAO



Interim CAO, Bill Minnes

The 2018-2027 Strategic Plan provides Sturgeon County with an opportunity to better clarify strategic intent and to re-establish priorities including service growth and business development.

The Strategic Plan provides Council and administration with a common focus, priorities, outcomes and strategies to be achieved over the term of the plan. It establishes a commitment from the organization to our stakeholders – the residents and businesses, clarifying priorities and opportunities.

It is the role of Council to set the direction by reviewing and approving the Strategic Plan. As CAO, it is my role to lead Administration in implementing Council's priorities. We do this by living up to the Operational Excellence Service Commitment outlined in this document – to deliver consistent and defined levels of service to all stakeholders in a professional and cost-effective manner. Operational Excellence was changed from a "Focus Area" to Service Commitment because it is not a stand-alone item – it permeates through everything we do.

Sturgeon County will align budget strategies to ensure suitable resourcing and follow through with this Strategic Plan and the five focus areas identified by Council. We will develop our 3-year Corporate Business Plan to identify specific initiatives that implement the Strategic Plan and report back on progress through our tri-annual reporting processes. In addition, we develop the **Annual Financial Report**, and the **Operating Budget and Capital Document** for the public.

I am pleased to have worked with Council over the past year to create their Strategic Plan and look forward to seeing their priorities go from words on a page into action.

Sincerely,

A handwritten signature in black ink that reads "Bill Minnes". The signature is written in a cursive, flowing style.

Bill Minnes



Introduction

Sturgeon County has opportunities at its door step. The County covers more than 2,300 square kilometers of land with agricultural and industrial opportunities and is located close to several large urban centres. With the Industrial Heartland within its boundaries and an abundance of natural resources in the area, Sturgeon County is preparing to successfully position itself for growth.

The Strategic Plan establishes priorities for Sturgeon County and guides Council and Administration through a logical and predictable decision-making process. As the world around us grows and changes, a strategic plan provides a sense of stability for our residents, businesses and organizations. By setting a long-term vision and defining the path to get there, the Plan focuses our efforts and positions Sturgeon County to meet the needs of current and future residents. The Strategic Plan was formally approved by County Council on July 12, 2011 and amendments were approved in August 2014. Council met in early 2018 and reaffirmed the vision, mission and community outcomes. This most recent version approved in September 2018 reflects the organization adapting to a changing environment and responding to direction set by Council.

Vision

Sturgeon County: a diverse, active community that pioneers opportunities and promotes initiative while embracing rural lifestyles.

Mission

To provide quality, cost-effective services and infrastructure to meet the diverse needs of the Sturgeon County community, while improving competitiveness and sustainability.

Appendix 2

Introduction

Our Values

Collaboration

- Achieve our vision and goals through cooperation and partnerships
- Be supportive team players at the department, division and corporate levels

Accountability

- Accept responsibility for your actions
- Maintain high standards of ethical and professional conduct in all interactions

Respect

- Value others' ideas, qualities, and time
- Build trust through open, direct and timely communication

Excellence

- Perform to the best of our abilities through continuous improvement, responsible risk taking and innovation
- Strive for the highest quality in all that we do

Safety

- Create a work environment that contributes to employee health and well-being
- Understand and follow safe practices and standards



Roles and Responsibilities

Council

Sturgeon County Council is responsible for the governance of the municipality by setting policy and determining the priorities for services, programs and infrastructure.

Council balances the needs and expectations of residents in a financially responsible manner and is accountable to the community.

Sturgeon County Council's role is to:

- Set policies that align with the strategic plan;
- Ensure appropriate resources are provided to achieve Council's goals and strategies;
- Review progress and performance to track the success of the plan; and
- Review the strategic direction on a regular basis and ensure that the plan is responding to pressures in the local, regional and global environment.



Administration

Sturgeon County Administration is responsible for implementing the strategic direction of Council through solid business planning, resource management and service delivery.

Sturgeon County Administration's role is to:

- Ensure current services and programs align with the strategic plan;
- Implement and maintain the service standards set by Council;
- Ensure the efficient use of County resources; and
- Develop and maintain administrative systems and processes, such as annual and long-term budgeting, that support the implementation of the plan.

Appendix 2

Strategic Planning Process

Sturgeon County uses a three-step process to develop and implement its strategic plan, as shown below.



Set Direction

Council initiated its long-range planning early in 2010 by calling upon residents to share their vision of what Sturgeon County will look like in 30 years and beyond.

This feedback was collected from the public through a number of different methods:

- Community Engagement Processes (e.g., Municipal Development Plan Community Engagement); and
- Community Services Needs Assessment.

We continue to gather information and feedback from the public and stakeholders through:

- Resident Satisfaction Surveys;
- Informal interactions between residents and Council;
- Election Processes;
- Feedback from Committees of Council; and
- Dialogue with regional partners.

This public input was used to create the vision for the County in 2010 and Council in 2018 validated the current mission and vision, along with the Community Focus areas which illustrate the values and aspirations of the Sturgeon County community.

Strategic Planning Process

Plan and Implement

The tasks and initiatives necessary to implement the Strategic Plan will be outlined in rolling three-year corporate plans (e.g. 2019-2021) and department business plans. The financial and human resources required to achieve these initiatives will be detailed in the annual operating and capital budget documents.



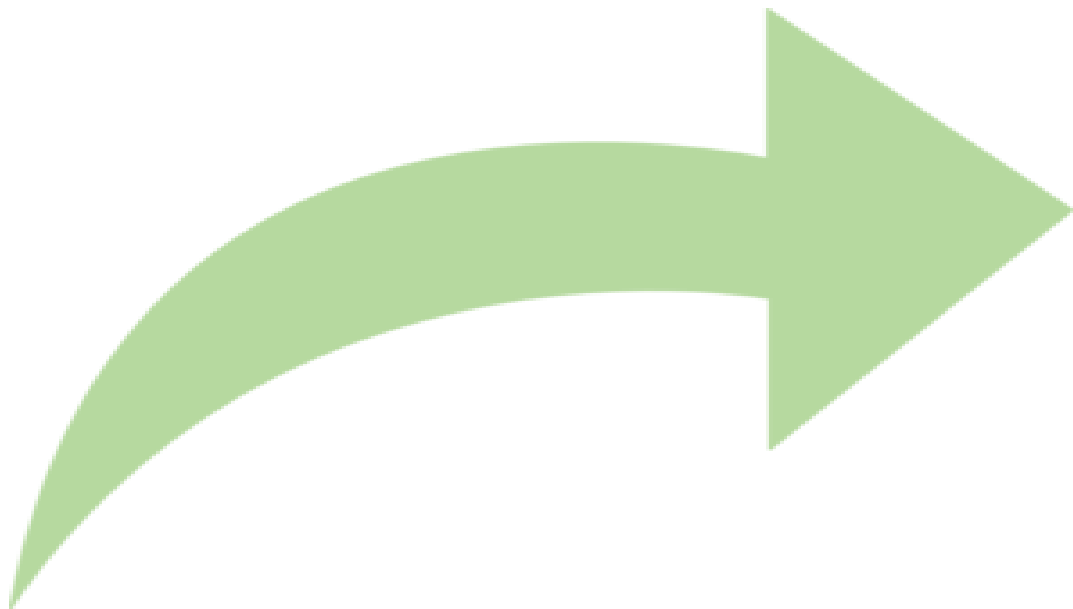
Review and Report

The Strategic Plan includes performance indicators which will tell us how we are progressing towards the outcome of each focus area. These indicators will form part of the annual reporting, measuring progress toward achieving the community's vision.

A corporate performance measurement framework also sets out a model for corporate-level indicators and program-level outcomes. These metrics will be reported to Council as part of our regular reporting processes.



The Strategic Plan will be looked at by Council each year as part of their planning processes.



Appendix 2

Strategic Plan Terms of Reference

Term and Scope

The Strategic Plan will guide and inform the planning and decision-making of the County for a 10-year horizon. The plan is written to be flexible to allow the County to adapt to emerging issues, challenges, trends, and opportunities that will emerge through its 10-year life cycle. As such, the plan is reviewed more in depth at the beginning of a Council term to ensure it aligns with Council's direction and is responsive to the changing environment in which we operate.



Function

The Strategic Plan provides the foundation for all municipal long and short-term planning starting with the development of the corporate business plan and department business plans. Other major initiatives, master plans and strategies will be integrated with the overarching vision, community outcomes and goals outlined in this document.



Condition of Success

The success of this strategy depends on the largest asset of Sturgeon County - its staff. County employees pride themselves in providing high quality services and programs to residents and other customers. For this reason, Council and the Senior Leadership Team will focus on the following operational areas:

- sound leadership and management practices and processes;
- provide necessary resources and infrastructure; and
- effective communication with staff.



Strategic Direction

To achieve success, Council needs to be very deliberate in moving forward. Work can be characterized in the following way:

Solidifying the Foundation

To execute the plan, priority will be given to reaffirming and establishing service standards and reviewing bylaws and policies to ensure they are current and meet the needs of our residents. This will be done while building resiliency in the organization to adapt and respond to opportunities in our fast-changing environment and fostering a culture of continuous improvement and innovation. It is also the time to set the groundwork, build relationships and establish agreements with partners and other municipalities. Recognizing the need and desire for long-term sustainability by Council and residents, this allows the organization to evaluate what we do and adjust as needed.

Working together to Build our Community

As our plans are set and standards and specifications are developed, Council needs to communicate and educate this with Administration, residents, neighbouring municipalities and our business community. Success of moving towards our 30-year Community outcome hinges on the relationships we built and foster. Through open dialogue, we can adapt and work to increase awareness, respond to needs and build our future together. This allows us to be proactive and nimble and adjust to our changing environment.

Securing our Future

We will be competitive in the region and a sustainable municipality for future generations. Processes will be streamlined, infrastructure maintained, and residents receive good value for taxes. Through solid policy development and education, there will be a better understanding of the importance of a balanced approach to multi-land use with residents, agriculture, commercial and industry.

Sturgeon County Council has established five focus areas which are further defined by:

- Community Outcome statements that reflect a 30-year desired state;
- Community Indicators; and
- Goals and detailed strategies to produce identified outcomes over the next 10 years.

The strategic plan also outlines a commitment to how we work and achieve these outcomes through Operational Excellence. Operational Excellence is in place when there is consistency of set service standards and the organization continually works towards improved service delivery.

Appendix 2

Strategic Direction

Sturgeon County's Strategic Plan elements are our Vision, Mission, five focus areas on how we are going to change and our foundation of Service Commitment through Operational Excellence.



By focusing its direction, Council will be better equipped to establish policies and directions that move the organization toward the desired Community Outcomes.

Focus Areas



Planned Growth and Prosperity

Maintain and Enhance Strong Communities

Strong Local and Regional Governance

Community Identity and Spirit

Environmental Stewardship

Appendix 2



Focus Area: Planned Growth and Prosperity

Community Outcome:

We encourage varied and integrated enterprises that enhance our strong economic base, while balancing the needs of the community and natural environment.

Ten-year strategic direction

- Sturgeon County is a prosperous region that balances the expectations of the Sturgeon County community with the need for long-term financial sustainability.
- Sturgeon County is a central hub for value-added industry.
- Sturgeon County has a thriving and diverse Agriculture industry, including value-add and agri-food.
- Identified growth nodes and industrial parks are promoted and developed.

Community Indicators

- Sustainable ratio of residential to non-residential assessment to support the sustainability of the County.
- Population growth in alignment with the Regional Growth Plan.





Focus Area: Planned Growth and Prosperity

Goals

Goal 1.1 Sturgeon County has a thriving business environment that supports a strong economic foundation

By having:

- 1.1.1 A competitive supply of serviced industrial land suitable to attract diverse and significant investments in petrochemical, advanced energy, manufacturing, transportation, and logistics sectors.
- 1.1.2 A commitment to agriculture, with enabling supports to maintain and improve the County's position in the agriculture sector.
- 1.1.3 Value-added economic services to current and potential business partners, including information, advocacy, trade and other growth supports.

Goal 1.2 Sturgeon County plans for responsible growth through the Sturgeon County Municipal Development Plan and regional growth management plans

By having:

- 1.2.1 A balance of commercial, agricultural, industrial, residential, and recreational land uses that attains long-term fiscal sustainability.
- 1.2.2 Land use activities that provide a positive return on investment for the County and facilitate the development of complete communities.

Goal 1.3 Sturgeon County manages growth for current and future developments

By having:

- 1.3.1 Maximum development around existing County infrastructure and identified future growth areas.
- 1.3.2 Transparent and consistent bylaws, policies and processes that enable responsible land development in the County.

Appendix 2



Focus Area: Maintain and Enhance Strong Communities

Community Outcome:

We are committed to a safe and viable community, where our residents are provided with access to opportunities and quality of life.

Ten-year strategic direction

- Maintain a level of infrastructure and services such as roads, water and wastewater utilities, and programs that are affordable, safe and sustainable.
- Provide diversity of resources throughout the County to meet unique community needs.
- Planned, targeted and innovative infrastructure reinvestment is in place such as maintenance and road rehabilitation programs.
- Diverse housing forms and policies will be in place to reflect the needs of the County workforce, encourage aging-in-place and to keep young adults in the community.

Community Indicators

- Satisfaction rating of quality of life in Sturgeon County.





Focus Area: Maintain and Enhance Strong Communities

Goals

Goal 2.1 Sturgeon County residents have access to programs and services that contribute to their well-being and quality of life

By having:

- 2.1.1 Plans in place which define the County's mandate, role and responsibilities for the delivery of agriculture extension, social services and community, municipal and recreational services.
- 2.1.2 Partnerships with other organizations to plan and offer services and infrastructure that reflect community needs.
- 2.1.3 Short and long-term impacts assessed on the changing needs in Sturgeon County.

Goal 2.2 Sturgeon County Residents have access to safe and reliable infrastructure assets

By having:

- 2.2.1 A well-maintained transportation network that meets service level standards approved by Council.
- 2.2.2 Effective drainage and storm management plans to mitigate the impacts on land and infrastructure.
- 2.2.3 Education and awareness for users of how to preserve Sturgeon County infrastructure.
- 2.2.4 Technologically-advanced utility systems that are sustainable and self-supporting.

Goal 2.3 Sturgeon County supports the safety of people and property

By having:

- 2.3.1 County amenities designed and maintained emphasizing the safety of property and users.
- 2.3.2 Collaborative relationships with law enforcement entities, fire services, neighbouring municipalities and community groups.
- 2.3.3 Education and awareness programs for residents about public safety and the community resources available.

Appendix 2



Focus Area: Strong Local and Regional Governance

Community Outcome:

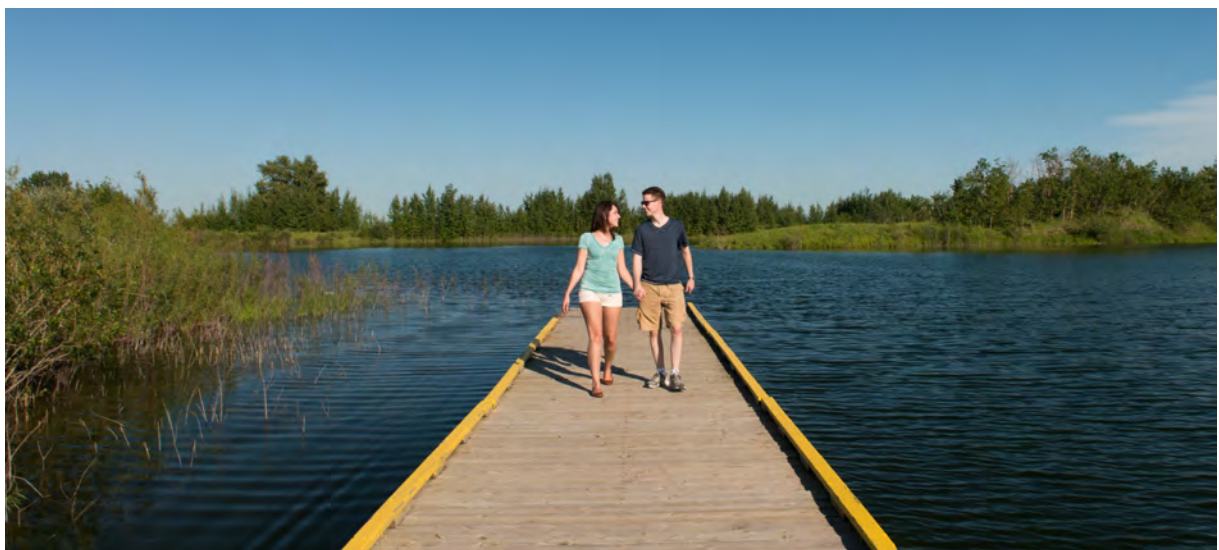
We provide consistent and accountable leadership through collaborative and transparent processes.

Ten-year strategic direction

- Sturgeon County's long-term plans guide the policies and decisions of Council and Administration.
- Sturgeon County's taxes remain competitive in the region, be adequate to provide services to meet residents' needs and ensure long-term financial sustainability of the County.
- Relationships between residents, Council and Administration are respectful, healthy and strong.
- Collaborative relationships with our regional neighbours are built for the betterment of our communities.
- Residents are engaged in the community.
- Residents are provided opportunities to participate in civic matters and are engaged.

Community Indicators

- Percentage of decisions by Council that are consistent with the strategic direction of Sturgeon County
- Number of applications for Sturgeon County Committee positions
- Residential Tax rates per resident
- Non-residential tax mill rate in comparison to other municipalities





Focus Area: Strong Local and Regional Governance

Goals

Goal 3.1 Sturgeon County provides effective leadership and management

By having:

- 3.1.1 Bylaws and policies align with the Strategic plan and provide clarity for consistent Council decision-making and Administration implementation.
- 3.1.2 Opportunities for residents to represent the community and participate in municipal matters, including Boards and Committees of Council.

Goal 3.2 Sturgeon County is financially stable and fiscally sustainable

By having:

- 3.2.1 Short-term and long-term financial plans developed that ensure the provision of core services and infrastructure to residents.
- 3.2.2 Financial policy that guides the application of funding sources.
- 3.2.3 A level of infrastructure provided that is affordable, safe and sustainable as set by long-range plans.

Goal 3.3 Sturgeon County fosters collaborative intergovernmental partnerships

By having:

- 3.3.1 Intermunicipal agreements developed which strengthen the competitiveness of Sturgeon County and the region.
- 3.3.2 Service-delivery and cost-sharing frameworks in place where feasible.
- 3.3.3 Council consistently advocate and represent Sturgeon County's interests, per the Strategic Plan, at the regional, provincial and federal levels.

Appendix 2



Focus Area: Community Identity and Spirit

Community Outcome:

We build upon our strengths, where together we create an inclusive, caring community.

Ten-year strategic direction

- Residents can be proud that Sturgeon County is their home, feel connected to their community and have a sense of belonging.
- Sturgeon County is a strong and welcoming community that supports and provides opportunities for recreational, entertainment and cultural activities that increase social interaction.
- The cultural and historical identity of the County is honoured to recognize, educate and preserve the uniqueness of the region's history and the rural lifestyle we value.

Community Indicators

- Participation in County-sponsored community events
- Awareness of Sturgeon County **#SturgeonProud** Brand





Focus Area: Community Identity and Spirit

Goals

Goal 4.1 Sturgeon County residents and stakeholders have a strong identity with the County and are proud to live here

By having:

4.1.1 Support and investment in community-building events and programs that promote our heritage and future.

Goal 4.2 Sturgeon County actively supports and collaborates with voluntary organizations in the region

By having:

4.2.1 Partnership agreements that specify the County's relationship with community associations, not-for-profit and volunteer organizations in the region.

4.2.2 Volunteerism supported and promoted in Sturgeon County.



Appendix 2



Focus Area: Environmental Stewardship

Community Outcome:

We foster a healthy environment and minimize our impact on ecosystems.

Ten-year strategic direction

- The environment is sustained for current and future generations through responsible practices.
- Healthy co-existence of natural, industrial, agricultural, rural and urban environment.
- The County is a responsible environmental steward by following and enforcing environmental legislation.
- County residents understand the importance of conservation practices in protecting water sheds, air sheds and reducing waste.

Community Indicators

- Total residential solid waste sent to landfill per year





Focus Area: Environmental Stewardship

Goals

Goal 5.1 The environmental impact on natural areas is minimized for the enjoyment of the local and regional community

By having:

- 5.1.1 Plans in place which manage environmentally significant and sensitive areas and protect our natural areas from encroachment and private uses.
- 5.1.2 Partnerships and plans are with other organizations and levels of government to protect environmentally significant and sensitive areas including our river valley, watersheds, airsheds and identified natural areas.

Goal 5.2 Sturgeon County provides awareness of environmental issues impacting the County

By having:

- 5.2.1 Environmental education available on relevant topics impacting the County, including waste mitigation, agriculture impacts, air quality, water and waste water management, and industrial uses.
- 5.2.2 Collaborative relationships with residents to preserve and enhance natural areas.
- 5.2.3 Practices in place to reduce Sturgeon County operations environmental impacts.



Service Commitment



Operational Excellence

Service Commitment: Operational Excellence

Service commitment through Operational Excellence

To Sturgeon County, Operational Excellence means delivering consistent and defined levels of service to all stakeholders in a professional and cost-effective manner. This service commitment is the foundation of how Sturgeon County achieves our mission and the Strategic Plan. Council and Administration both have a role in this service commitment.

As a Council, we will work to ensure bylaws, policies and resources are in place to provide a consistent level of quality services that are cost-effective and demonstrates positive value-for-money.

As an employer, Administration will create an inclusive work environment that fosters a culture of continuous improvement and develops productive and professional employees who are committed to Sturgeon County.

By having:

- Knowledge, skills and innovation capability to thrive within a rapidly changing environment;
- Streamlined operational processes, through a culture of standardization and continuous improvement;
- Performance measures that show progress towards Sturgeon County goals and desired outcomes; and
- Policies, directives, operating systems and practices that support effective and professional interaction with stakeholders.

Our commitment to residents is to:

1. Establish, communicate, and deliver defined levels of services to residents and stakeholders.
2. Provide cost-effective service delivery, while maintaining quality of service.
3. Attract and retain quality employees who demonstrate the Sturgeon County values.

Appendix 3

2019–2021 Corporate Business Plan



Approved December 11, 2018

Corporate Business Plan

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Message from the Chief Administrative Officer (CAO)



As we look ahead to 2019, I am pleased to share the 2019-2021 Corporate Business Plan with Sturgeon County residents, the business community, staff, as well as regional stakeholders.

This plan outlines Council approved actions for 2019 and identified items for 2020/21; it is informed by the high-level direction of the 2018-2027 Strategic Plan, which was amended and approved by Council earlier this year.

The Corporate Business Plan outlines the first 3 years of initiatives necessary to implement our 2018-2027 Strategic Plan. It also provides metrics by which we will measure our progress to better align our activities to meet Council's vision. Some of the initiatives we are working on in 2019 will:

- Provide effective leadership and management;
- Identify and promote growth opportunities;
- Enable supports in our agriculture sector;
- Invest in and maintain roads and infrastructure; and
- Collaborate with regional partners.

During the 2018 Budget deliberation process, Council chose to invest in continuous improvement of service delivery, focus on public safety, as well as to ensure that Administration can respond to increased demands from residents and industry.

My role as CAO, is to align our resources towards achieving Council's vision and improve organizational efficiency and effectiveness. Sturgeon County staff play a vital part in achieving these goals and we continue to improve how we deliver the best service as a team. In a slow recovering economy, it's about finding the right balance by allocating resources to meet the service needs of a diverse community which spans across a large, rural geographical area...while investing in growth and our resident's quality of life.

A handwritten signature in black ink, appearing to read 'Reegan McCullough'. The signature is fluid and cursive.

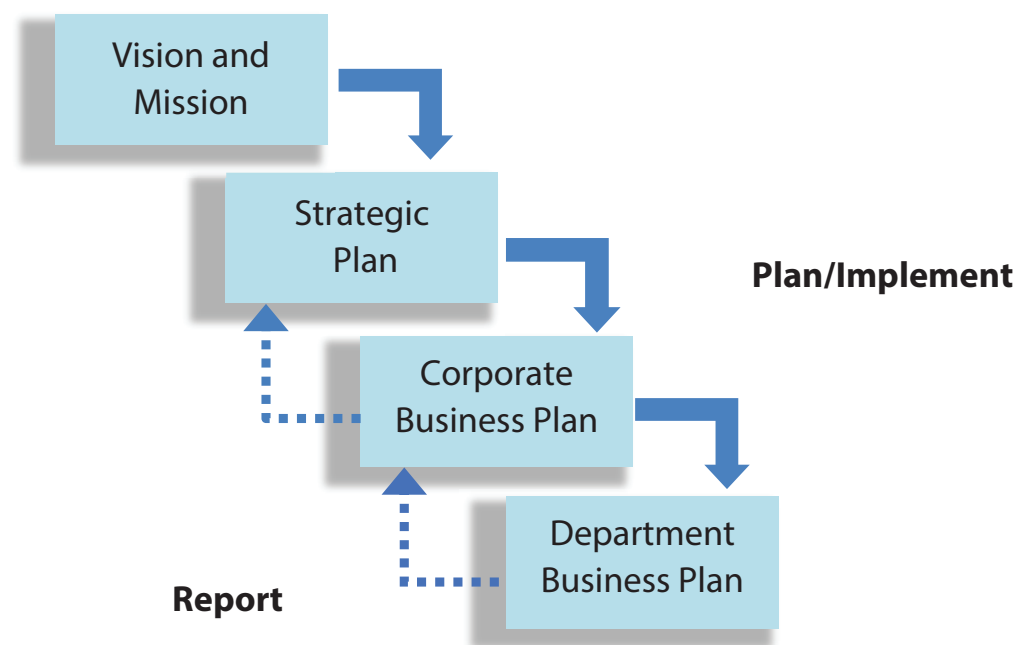
Reegan McCullough, CAO

Corporate Business Plan

Executive Summary

The 2019-2021 Corporate Business Plan guides Administration's efforts towards achieving the goals of Council's 2018-2027 Strategic Plan. The plan outlines projects and activities to help residents receive value for their tax dollars. While the Strategic Plan establishes priorities for the organization, the Corporate Business Plan provides clarity and further detail on the outcomes we aim to achieve overall, and how progress is measured.

Figure 1: Sturgeon County Strategic Planning Framework



Function

The Strategic Plan provides the foundation for all municipal long and short-term planning starting with the development of the corporate business plan and department business plans.

Sturgeon County's 2018-2027 Strategic Plan is comprised of five Focus Areas. The Corporate Business Plan is a three-year rolling plan that identifies the opportunities and challenges in each focus area and through planning addresses those it can impact within the time line and resources available to the organization. It expresses the strategies, milestones and desired outcomes necessary to implement the Strategic Plan.

As this is a three-year plan, only year one of the plan is supported and approved by the 2019 Budget. Activities identified for 2020 and 2021 are proposed and will not have budget dollars allocated until Council reviews and approves during the next cycles.

Appendix 3

Corporate Business Plan

Executive Summary

Review and Report

The Corporate Business Plan includes measures which will tell us how we are progressing towards the outcome of each Strategic Plan focus area. These measures will form part of the annual reporting, measuring progress toward achieving the community’s vision.

A corporate performance measurement framework also sets out a model for corporate-level measures. These metrics will be reported to Council as part of our Triannual reporting.

Condition of Success

To Sturgeon County, Operational Excellence means delivering consistent and defined levels of service to all stakeholders in a professional and cost-effective manner. This service commitment is the foundation of how Sturgeon County achieves our mission and the Strategic Plan. For this reason, Council and the Senior Leadership Team will focus on the following areas:

- Knowledge, skills and innovation capability to thrive within a rapidly changing environment;
- Streamlined operational processes, through a culture of standardization and continuous improvement;
- Performance measures that show progress towards Sturgeon County goals and desired outcomes; and
- Policies, directives, operating systems and practices that support effective and professional interaction with stakeholders.

The image shows five vertical bars, each with a circular icon at the top and text below. The bars are set against a blue background with a gold-to-white gradient. The icons are: 1. A group of people holding hands in a circle. 2. A bar chart with an upward-pointing arrow. 3. A gavel on a wooden block. 4. A stylized human figure with arms raised. 5. Two leaves.

- Planned Growth & Prosperity**
- Maintain & Enhance Strong Communities**
- Strong Local & Regional Governance**
- Community Identity & Spirit**
- Environmental Stewardship**

Operational Excellence

Corporate Business Plan

Corporate Overview

Vision Statement

Sturgeon County: a diverse, active community that pioneers opportunities and promotes initiative while embracing rural lifestyles.

Mission Statement

Providing quality, cost-effective services and infrastructure to meet the diverse needs of the Sturgeon County community, while improving competitiveness and sustainability.

Organizational Values

The organizational values are the principles that guide the daily behaviours of all employees. They are the core beliefs of the organization; what pulls everyone together.

At Sturgeon County we are committed to the following core values:

Collaboration

- Achieve our vision and goals through cooperation and partnerships.
- Be supportive team players at the department, division and corporate levels.

Accountability

- Accept responsibility for our actions.
- Maintain high standards of ethical and professional conduct in all interactions.

Respect

- Value others' ideas, qualities, and time.
- Build trust through open, direct and timely communication.

Excellence

- Perform to the best of our abilities through continuous improvement, responsible risk-taking and innovation.
- Strive for the highest quality in all that we do.

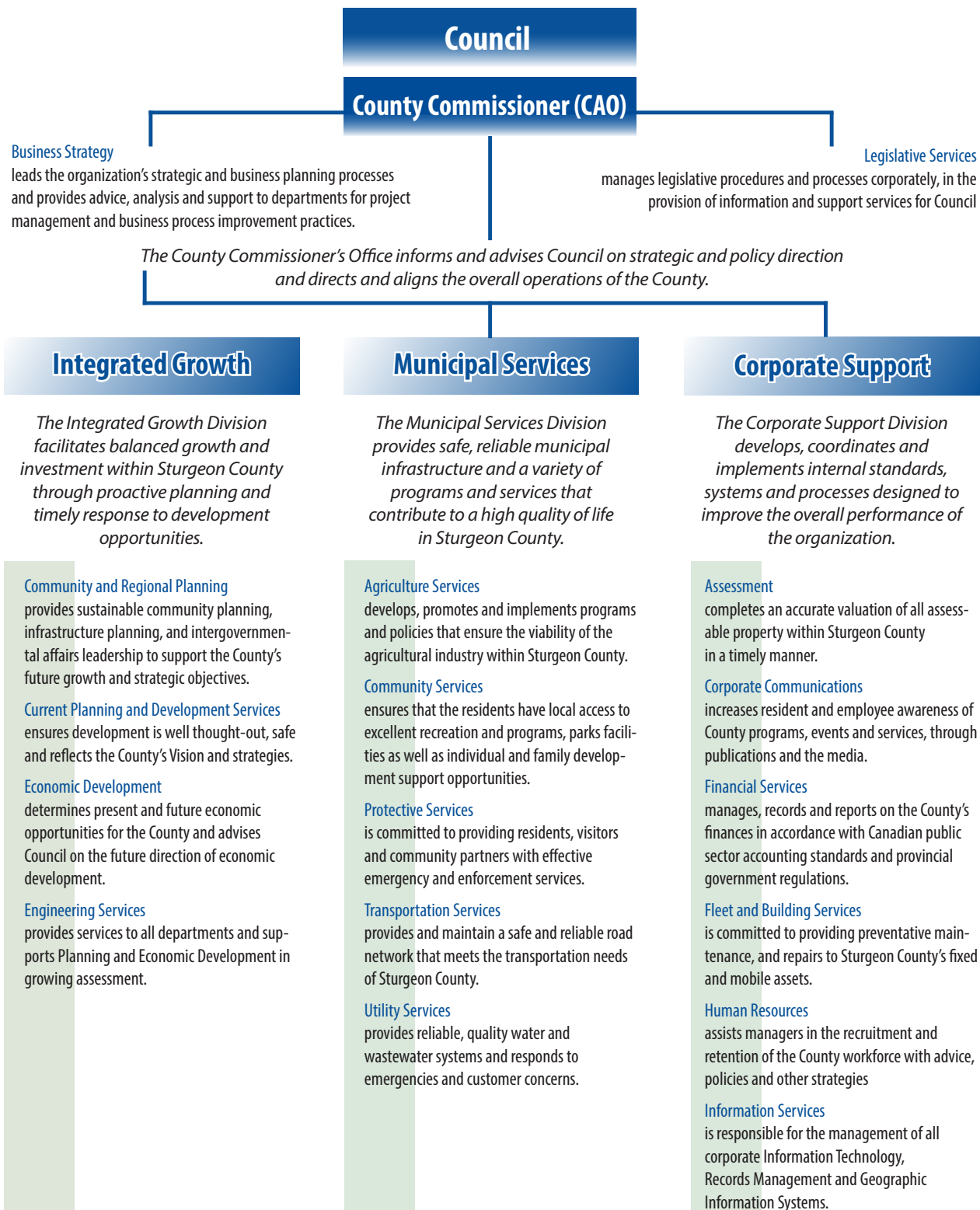
Safety

- Create a work environment that contributes to employee health and well-being.
- Understand and follow safe practices and standards.

Appendix 3

Corporate Business Plan

Corporate Overview



Corporate Business Plan

Operational Environment Scan

Sturgeon County works in a regional, provincial, national and global economic environment. Through collaboration with different organizations we are looking to meet the needs of our residents and businesses.

Global/National

United States-Mexico-Canada Agreement (USMCA) is an important international agreement to Alberta. USMCA is the replacement for the North American Free Trade Agreement (NAFTA). "Almost nine in 10 dollars worth of the merchandise we sell to the world goes south of the border. Even if we subtract our main export (oil and gas), the US still buys over six in 10 dollars worth of the other products we sell."¹

Provincial

There is a renewed momentum in Alberta's economy as job growth has picked up and unemployment is at 6.7%. There is still a question around the quality and compensation of the new jobs created, especially in the energy sector.² Population growth also continues to accelerate, with interprovincial migration again on the rise. Consumer prices continue to move higher. Significantly higher gasoline and electricity prices pushed inflation to a four-year high of 3.5% in July before pulling back to 3.1% in August.³

WTI Oil prices in Alberta have averaged above \$66.75 per barrel during 2018.⁴ Other non-energy sectors where there has been growth include agriculture and agri-foods, tourism, transportation and logistics, and the tech sector.⁵

Risks to the Alberta economy includes the potential of over supply of oil via OPEC and U.S. production. There is also uncertainty and transportation limitations over adequate oil transportation infrastructure. Alberta is tapped out with our current method to export oil via pipelines.⁶

The Provincial Government has placed enhanced emphasis on environmentalism. There is an opportunity to invest in renewable energy which may become more economical (wind, solar) as reliance on coal-power is phased out and cost for electricity, and gas increase. Sturgeon County looks to minimize the environmental impact through County operations and future planning along with environmental awareness for our residents and businesses. Regionally, the Edmonton Metropolitan Region Board's (EMRB) Growth Plan and the Regional Agricultural Master Plan will look to the identification and preservation of living systems and prime agricultural lands.

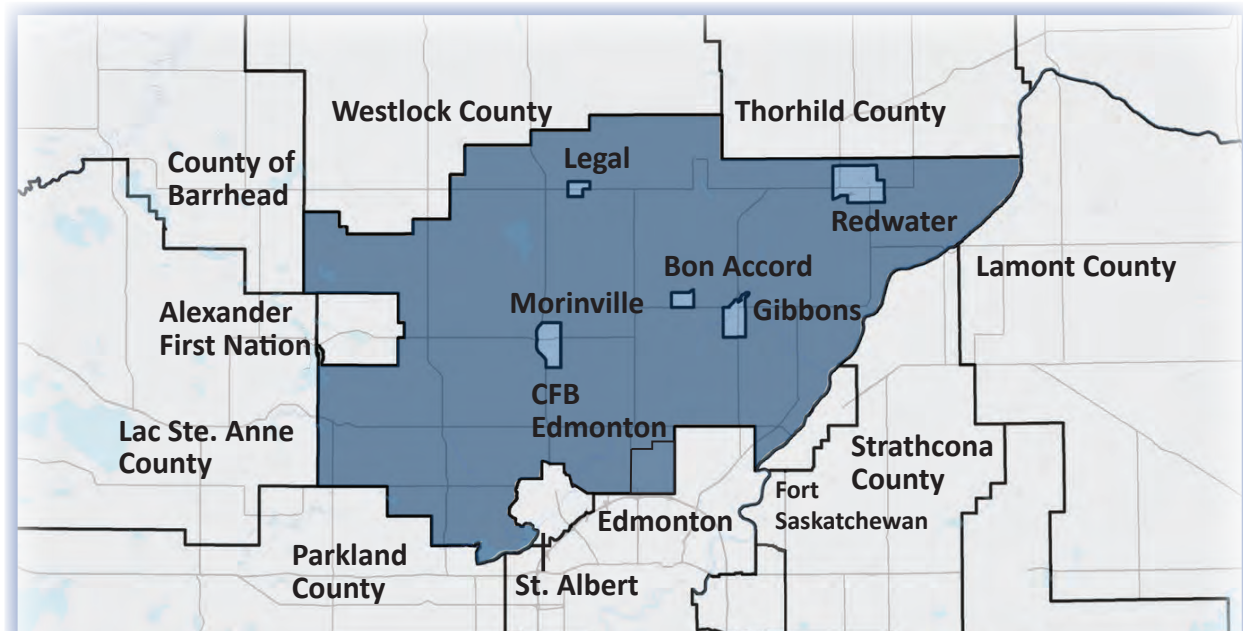
Regional/Local

Regionally, the Edmonton Metropolitan Region Board (EMRB) is mandated by the Province to implement the region's 30-year Growth Plan, regional economic development and create a regional metro servicing plan. Sturgeon County is involved in several projects through the EMRB including the Regional Agriculture Master Plan, Metropolitan Region Service Plan and the Integrated Regional Transportation Master Plan.

Edmonton Global was formed by 15 member-municipalities of the EMRB in 2017, including Sturgeon County. As a member, Sturgeon County is working through Edmonton Global to build and promote the Edmonton Metropolitan Region as a business location of choice for global investment, collaboratively built on regional assets (regional economic development).

Locally, the commissioning of the North West Redwater Partnership Sturgeon Refinery, and the announcement by Canada Kuwait Petrochemical Corporation to move ahead with Engineering design for the proposed Propane Dehydrogenation (PDH) and Polypropylene (PP) Facility⁷ shows a surge of Industrial growth in Sturgeon County. Several major projects, (projects greater than \$5 million in value, announced or in progress), that impact Sturgeon County and may extend beyond our borders are currently worth an estimated \$6 billion.⁸

To benefit local residents and business, Sturgeon County is also reviewing and updating current collaboration and cost sharing efforts with our fifteen municipal neighbours and Alexander First Nation.



Corporate Business Plan



Planned Growth and Prosperity

Community Outcome: We encourage varied and integrated enterprises that enhance our strong economic base, while balancing the needs of the community and natural environment.

Sturgeon County is ready for growth and Council wants to facilitate this growth in a thoughtful manner that recognizes residents' current needs, but also anticipates the future needs and vision of the community. As the County changes, we are committed to balancing growth with long-term sustainability in financial, social, cultural, and environmental areas.

Ongoing operations particularly within the Integrated Growth Division links to this Focus Area, with core functions including the issuance of development permits, processing of subdivision applications, seeking out new investment, and ensuring that development occurs in a sustainable manner. The Municipal Services Division is responsible for the implementation and maintenance of County infrastructure to ensure developments thrive.

Planned Growth and Prosperity Measures

Measures	2015	2016	2017	Target
Percentage of Industrial Building Permits issued within Industrial Parks (5-Year Average)	81%	89%	90%	Under Development
New Performance Measures under development.				

Planned Growth and Prosperity Indicators

Indicators	2015	2016	2017
Ratio of residential to non-residential assessment	58/42	55/45	54/46
Population Growth	Under Development		
Assessment Growth			
• Non-Residential	8.7%	6.7%	2.7 %
• Residential	3.3%	3.2%	2.0%
• Linear	4.7%	32.9%	19.8%
• Machinery and Equipment	5.4%	19.12%	-6.2%
New Housing Starts	95	101	97
Building Permits (excludes housing)	383	289	231
Development Permits	368	337	406
Value of development permits (\$ Millions)	\$416.9	\$278.1	\$248.6

Goal 1.1 Sturgeon County has a thriving business environment that supports a strong economic foundation.

Initiative	Outcome(s)	Timing	Project Lead
Commercial Development Analysis Determine the markets and locations for short and medium term commercial development in Sturgeon County while working towards long term commercial growth.	An action plan will be in place to generate commercial growth in the County.	Q1 2019 - Q4 2019	Economic Development

Appendix 3

Corporate Business Plan



Planned Growth and Prosperity *continued*

Goal 1.2: Sturgeon County plans for responsible growth through the Sturgeon County Municipal Development Plan and regional growth management plans.

Initiative	Outcome(s)	Timing	Project Lead
Sturgeon County Infrastructure Master Plan Continuing the work done in 2018, complete the Infrastructure Master Plan including policy framework and anticipated growth impacts.	The Infrastructure Master Plan guides future major infrastructure planning for roads, water, wastewater, and storm water systems throughout the County to meet the future needs of the community.	Q1 2019 - Q2 2019	Community and Regional Planning
Sturgeon Valley Area Structure Plan Following approval of special study area policies through the regional board, develop primary plan(s) for the Sturgeon Valley. Includes prior vision / plan reviews, engineering studies, fiscal impact analyses, transportation planning, environmentally sensitive areas, etc. Potential for developers to bring forward components with support of County funded studies.	An Area Structure Plan is in place to guide and coordinate future development of lands within the Sturgeon Valley.	Q1 2019 - Q2 2020	Community and Regional Planning
Local Agriculture Strategy Create an Agriculture Master Plan as a follow-up to the 2018 local agriculture engagement process. Includes operational, policy and regulatory actions locally, in addition to inputs into the Regional Agriculture Master Plan process.	An action plan is in place to identify supports needed for the ongoing success of the County's agriculture sector	Q1 2019 - Q4 2020	Agriculture Services/ Community and Regional Planning
Industrial Lands Strategy Update the Sturgeon County Industrial land strategy.	An action plan is in place to meet current industrial demand and determine potential investment opportunities in Sturgeon County's industrial parks.	Q1 2020 - Q4 2020	Economic Development
Off Site Levy Policy and Technical Review Conduct full-scale review of the County's off site levy philosophy, policy, cost assumptions, benefitting areas, and rate calculations. Include new eligible factors such as recreation and emergency services.	Sturgeon County's Off Site Levy policy is relevant, competitive and reflective of new provincial legislation and identified development priorities.	Q3 2020 - Q2 2021	Community and Regional Planning
Sturgeon County MDP Alignment to Growth Plan Update to the Municipal Development Plan to ensure alignment to the EMRB Growth Plan 2.0 and incorporate information through other processes such as annexation, area structure planning, agriculture planning, infrastructure planning, etc.	Sturgeon County Municipal Development Plan aligns with requirements of the EMRB Growth Plan. This will provide certainty and consistency for residents, businesses and the development community.	Q1 2020 - Q4 2020	Community and Regional Planning

Goal 1.3: Sturgeon County manages growth for current and future developments.

Initiative	Outcome(s)	Timing	Project Lead
Implement Land Use Bylaw Review/Update the new Land Use Bylaw.	Land Use bylaw remains up-to-date and relevant to the land uses in Sturgeon County and residents are informed.	Q1 2019 - Q4 2019	Current Planning and Development
Cardiff Area Structure Plan Explore opportunities to develop an area structure plan for the community.	An Area Structure Plan is in place to guide targeted growth opportunities in the Cardiff community.	Q3 2019 - Q2 2020	Community and Regional Planning
Sturgeon Industrial Park / Neighbourhood I Area Structure Plan Following the update of the Industrial Land Strategy, develop an area structure plan for Neighbourhood I.	An Area Structure Plan is in place to guide coordinated future development of lands and improve development readiness of Sturgeon Industrial Park.	Q2 2021 - Q4 2021	Community and Regional Planning

Corporate Business Plan



Maintain and Enhance Strong Communities

Community Outcome: We are committed to a safe and viable community, where our residents are provided with access to opportunities and quality of life.

Providing programs, services and recreational infrastructure to address diverse needs requires additional planning and allocation of resources. In addition, the County is committed to working with residents, organizations and neighbouring towns and hamlets to maintain our community and emergency services.

Ongoing operations applicable to this Focus Area include the various communication practices the County utilizes, including the biennial resident satisfaction survey, social media platforms and our biannual newsletter, County Connections. Municipal Services, Integrated Growth and Corporate Support divisions provide and/or support services in this focus area.

Maintain and Enhance Strong Communities Measures

Measures	2015	2016	2017	Target
Overall quality of life in Sturgeon County* (measured biennially)	87%	n/a	90%	2020 next measures period
Sturgeon County is a place where residents feel safe and secure* (measured biennially)	89%	n/a	90%	2020 next measures period

Goal 2.1: Sturgeon County residents have access to programs and services that contribute to their well-being and quality of life.

Initiative	Outcome(s)	Timing	Project Lead
Online Services In addition to the Truck fill account access launched at the end of 2018, continue to create online access for residents and businesses.	Residents and businesses have additional access to services through the Sturgeon County website including fire permits, pet licensing, and agriculture events and services.	Q1 2019 - Q4 2019	Information Services
Municipal Reserves, Parks and Open Spaces Master Plan Implement the Municipal Reserves, Parks and Open Spaces Master plan.	Residents benefit from identified consistent levels of maintenance and development standards for Sturgeon County parks.	Q1 2019 - Q4 2020	Community Services
Sturgeon County Census Plan and conduct the Sturgeon County Census.	Sturgeon County will have demographic information to assist with assessing and planning for the changing needs of residents.	Q1 2019 - Q4 2019	Legislative Services
Additional Transportation Communication to Residents and Businesses Information will be made available on planned road maintenance activity on Sturgeon County's website. This builds on current communications provided to residents through emails on road closures.	Residents and businesses have access to information on planned road maintenance through the Sturgeon County website.	Q1 2019 - Q4 2020	Transportation Services
Residential Survey Plan and conduct a resident survey.	Residents have an opportunity to provide their feedback into the importance of services provided and the County can adjust, where needed.	Q1 2020 - Q4 2020	Corporate Communications

Appendix 3

Corporate Business Plan



Maintain and Enhance Strong Communities *continued*

Goal 2.2: Sturgeon County residents have access to safe and reliable infrastructure assets.

Initiative	Outcome(s)	Timing	Project Lead
Acquisition of Additional Gravel Pit Work to secure an additional County-owned gravel pit to achieve operating cost savings.	Create cost savings for road maintenance and access to gravel supply.	Q1 2019 - Q4 2021	Transportation Services
Drainage Master Plan Improved understanding of how existing drainage corridors, both registered and utilized, impact Sturgeon County and down stream.	Map how water currently drains with existing systems in Sturgeon County to understand what is needed to improve Sturgeon County drainage and down stream.	Q1 2019 - Q4 2019	Transportation Services
Gravel Road Stabilization Service Pilot Evaluation Review the results of conducting gravel road stabilization tests to 3 different sections of road in Sturgeon County in 2018. This improvement was identified in the Sustainable Road Improvement Strategy (SRIS) report.	Stabilization methods that tested well after the 2018-2019 freeze thaw cycle will become part of road maintenance operations to improve roads waiting for reconstruction.	Q1 2019 - Q4 2019	Transportation Services
Transportation Service Level Review Review current Transportation Service levels. Specific road needs will be identified using the designation of high traffic roads through the Infrastructure Master Plan. Service levels will be updated where required.	Maintenance services meet the needs of Sturgeon County roads incorporating updated traffic volume information.	Q1 2019 - Q4 2019	Transportation Services
Implement updated Gravel Road Maintenance Standards Improve operations through implementation of updated standards, training and optimization planning.	Improved roads.	Q1 2019 - Q4 2019	Transportation Services
Planned Major Gravel Applications Continuous gravel application to enhance performance of high volume traffic roads. Will become part of regular operations in 2021.	Maintain gravel roads appropriate to the traffic volume through a scheduled gravel application plan.	Q1 2019 - Q4 2020	Transportation Services
Improved Quality of Road Patching Implementation of hotbox/grader patching.	Reduction of cracks and potholes on paved roads reoccurring.	Q1 2019 - Q4 2021	Transportation Services
Capital Infrastructure Grant Program Using the Refinery Revenue plan developed through Council and the Capital Grant program developed in phase I, implement the Capital Infrastructure Grant Program.	Residents benefit from funding of major recreation facilities and amenities run by volunteer and non-profit agencies.	Q1 2020 - Q4 2020	Community Services

Goal 2.3: Sturgeon County supports the safety of people and property.

Initiative	Outcome(s)	Timing	Project Lead
Community Standards Bylaw Following public consultation, develop a Community Standards Bylaw for the County combining relevant bylaws together and adding items not covered by other County Bylaws such as noise and property cleanliness.	Promotes good neighbour relationships and addresses community concerns through the regulation of noise, property cleanliness etc.	Q1 2019 - Q4 2020	Protective Services

Corporate Business Plan


Strong Local and Regional Governance

Community Outcome: We promote consistent and accountable leadership through collaborative and transparent processes.

Sturgeon County is led by a strong governance model where Council, Administration and residents work together to create a municipality that balances growth, quality of life, and economic development with sound management. To be competitive on a local, regional, and global level, and take advantage of sub-regional opportunities, Sturgeon County also needs to build effective partnerships with neighbouring municipalities.

The Initiatives within this Focus Area demonstrate the County's commitment to local and regional governance including the ongoing development of regional priorities with municipal neighbours. The development and implementation of frameworks, policies, plans, and reporting mechanisms will assist with enhancing decision-making, improve sustainability, and improve the organization's strategic approach towards service provision.

Strong Local and Regional Governance Performance Measures

Measure	2015	2016	2017	Target
Percentage of Council decisions that are consistent with the strategic direction of Sturgeon County ⁹	98%	96%	98%	95%
Expenditure Budget Variance ¹⁰	0.91%	1.93%	2.89%	+/- 3%
Total Debt to Tangible Capital Assets Value	9.63%	10.67%	2.94%	Less than 25%
General Operating Reserve Balance as Percentage of Operating Revenue	7.51%	7.53%	7.48%	20%
Alberta Provincial Government – Municipal Sustainability	Pass	Pass	Pass	Pass

Strong Local and Regional Governance Indicators

Indicator	2015	2016	2017
Net Debt ¹¹ (Millions of Dollars)	\$23.9	\$17	\$7.68
• Less: Tax Prepayment	\$18.1	\$17.02	\$16.7
• Net Asset or (Net Debt)	\$5.76	\$0.20	\$9.0
Long Term Debt per Capita ¹²	\$1,560	\$1,482	\$1,596
Expenditures per Capita ¹³	\$2,549	\$2,594	\$2,633
Net Residential Municipal Property Taxes per capita	\$682	\$699	\$664
Non-residential tax mill rate per assessment dollar	0.0104778	0.0106372	0.0104986

⁹ Indicates the percentage of Council decisions aligned with the Sturgeon County Strategic Plan, determined by the Strategic Checklists that accompany Requests for Decisions presented to Council by Administration.

¹⁰ Indicates the difference between planned (budgeted) expenses and actual expenses.

¹¹ The difference between the sum of Sturgeon County's financial assets and the sum of the liabilities. Net debt also represents the municipality's future revenue requirements to pay for past events such as debenture repayment.

¹² The per capita formula for 2017 utilizes Sturgeon County's most recent population figures from the 2016 federal census, which indicated 20,495 residents. 2015 to 2016 uses 2011 federal census numbers of 19,578 residents.

¹³ The per capita formula for 2017 utilizes Sturgeon County's most recent population figures from the 2016 federal census, which indicated 20,495 residents. 2015 to 2016 use 2011 federal census numbers of 19,578 residents. The Expenditures include Major Expenditures by Broad Function, as determined by Alberta Municipal Affairs within the categories of General Government, Protective Services, Transportation, Environment and Recreation.

Appendix 3

Corporate Business Plan



Strong Local and Regional Governance *continued*

Goal 3.1: Sturgeon County provides effective leadership and management.

Initiative	Outcome(s)	Timing	Project Lead
Meeting Management Software Update Council Meeting Management Software	Council and residents continue to have access to consistent and accountable leadership through transparent processes provided by the software.	Q1 2019 - Q4 2019	Legislative Services
Operational Review Implementation Implement the results of the Operational Review conducted in 2018.	Efficiencies are gained for Sturgeon County through implementing the results of the Operational Review report.	Q1 2019 - Q4 2019	County Commissioner's Office
Sturgeon County Election Conduct the 2021 Council Elections	Every 4 years residents have an opportunity to vote for a representative to express their concerns and make decisions on their behalf.	Q1 2021 - Q4 2021	Legislative Services

Goal 3.2: Sturgeon County is financially stable and fiscally responsible.

- No new Initiatives identified at this time

Goal 3.3: Sturgeon County fosters collaborative intergovernmental partnerships.

Initiative	Outcome(s)	Timing	Project Lead
City of St. Albert Annexation Continue to respond to a request to annex lands from Sturgeon County by the City of St. Albert and negotiate desired outcomes.	An agreement that is mutually beneficial and meets the needs of residents in Sturgeon County and St. Albert.	Q1 2019 - Q3 2020	Community and Regional Planning
Modernized Municipal Government Act (MMGA)			
The Municipal Government Act is the legislation that determines how a municipality is governed, funded and developed. With the approval of the MMGA in October 2017 by the Province of Alberta, the following Initiatives are required to meet the new legislation:			
<ul style="list-style-type: none"> • Intermunicipal Collaboration Frameworks (ICF) Continue work to develop Intermunicipal collaboration frameworks with municipal neighbours as outlined by the modernized Municipal Government Act. 	Agreements on shared services are in place with Sturgeon County's 15 municipal neighbours and Alexander First Nation moving forward and benefit all residents.	Q1 2019 - Q2 2020	Community and Regional Planning
<ul style="list-style-type: none"> • Intermunicipal Development Plans (IDP) Create Intermunicipal Development Plans with municipalities with common borders, as prescribed by the MMGA. 	Future growth plans that border Sturgeon County will be documented to identify appropriate future land use in Sturgeon County as part of the shared Intermunicipal Collaboration Frameworks.	Q1 2019 - Q2 2020	Community and Regional Planning
<ul style="list-style-type: none"> • 3-Year Operating Funding Plan Continue to move to a 3-Year Operating Funding Plan. 	Sturgeon County's operating budgets will cover three years and will be updated annually.	Q1 2019 - Q3 2020	Finance Services
<ul style="list-style-type: none"> • 5-Year Capital Funding Plan Continue to move to a 5-Year Capital Funding Plan. 	Sturgeon County's capital budgets will cover five years and will be updated annually.	Q1 2019 - Q3 2020	Finance Services

Goal 3.3: Sturgeon County fosters collaborative intergovernmental partnerships, continues on the next page.

Corporate Business Plan



Strong Local and Regional Governance *continued*

Goal 3.3: Sturgeon County fosters collaborative intergovernmental partnerships. (Continued)

Initiative	Outcome(s)	Timing	Project Lead
Edmonton Metropolitan Region Board (EMRB) The Edmonton Metropolitan Region Board (EMRB) was established on October 26, 2017 under the Modernized Municipal Government Act and EMRB Regulation 189/2017. In addition to implementing the provincially approved Edmonton Metropolitan Region Growth Plan, the EMRB is tasked with creating a regional Metropolitan Servicing Plan.			
<ul style="list-style-type: none"> Metropolitan Region Servicing Plan Continue to support development of a plan that identifies the regional infrastructure and services necessary to support the long-term vision of the EMRB Growth Plan. 	Sturgeon County interests are reflected in coordinated planning and decision making to support the optimization of ratepayer dollars.	Q1 2019 - Q4 2019	Community and Regional Planning
<ul style="list-style-type: none"> Integrated Regional Transportation Master Plan Support the development of a revised regional transportation master plan, defining the key elements of the Region's multi-modal transportation system and project prioritization frameworks. 	Key elements of the Region's transportation system to support the movement of people and goods are defined and projects are prioritized.	Q1 2019 - Q4 2020	Community and Regional Planning
<ul style="list-style-type: none"> Shared Investment, Shared Benefit Support a shared review with regional municipalities, Provincial Government, Federal Government, and stakeholders like Edmonton Global that identifies investment potential for shared benefit for the region and Alberta. 	Transparent regional collaboration on the shared contributions, investments, and benefits to the Region, key stakeholders, and partners.	Q1 2019 - Q1 2020	Community and Regional Planning
<ul style="list-style-type: none"> Regional Agriculture Master Plan Continue to provide input from Sturgeon County's Agricultural Community towards the Edmonton Metropolitan Region's development of a regional agriculture sector profile, agriculture master plan, and land evaluation site assessment (LESA) process. 	Sturgeon County's interests are reflective in the regional policy and residents can benefit from being part of a larger community, while preserving our lands.	Q1 2019 - Q4 2019	Agriculture Services/ Community and Regional Planning
<ul style="list-style-type: none"> Integrated Regional Recreation Corridors/ Open Space Master Plan Support the development of a regional Recreation and Open Space strategy to connect parks, open spaces, green ways and trails in the Capital Region. 	Sturgeon County's interests are reflected in the regional policy and residents can benefit from connectivity of parks, open spaces, green ways and trails in the Capital Region.	Q4 2019 - Q4 2020	Community and Regional Planning

Appendix 3

Corporate Business Plan



Corporate Business Plan

Community Identity and Spirit

Community Outcome: We build upon our strengths, where together we create an inclusive, caring community.

Sturgeon County is becoming more urban in the look of new development as well as the character of new residents. While we welcome this diversity, Council also recognizes the importance of a strong identity. Our desire is to have Sturgeon County recognized, promoted, and celebrated both in the region and globally.

Ongoing operations within this Focus Area include community events and publications, as well as continuing support for our community organizations.

Community Identity and Spirit Measures

Measure	2013	2015	2017	Target
Percentage of residents who would recommend Sturgeon County to others as a place to live (measured biennially)	76%	n/a	77%	2020 next measures period
Participation in County-sponsored community events	Under Development			
Awareness of Sturgeon County #SturgeonProud Brand	Under Development			

Goal 4.1: Sturgeon County residents and stakeholders have a strong identity with the County and are proud to live here.

- No new Initiatives identified at this time.

Goal 4.2: Sturgeon County actively supports and collaborates with voluntary organizations in the region.

- No new Initiatives identified at this time.

Mayor Hnatiw speaking as a panelist at the 28th Commonwealth Agriculture Conference.



Appendix 3

Corporate Business Plan



Environmental Stewardship

Community Outcome: We foster a healthy environment and minimize our impact on ecosystems.

Sturgeon County has an abundance of natural areas such as sand dunes, rich farmland and the Sturgeon River. Council recognizes the link between a healthy environment and the quality of life of its citizens. We are committed to monitoring the impact that development and growth may have on the County's natural assets, while maintaining the overall integrity of the environment.

Sturgeon County will continue to commit resources to this Focus Area through a variety of on-going operations, including our participation in watershed and air shed management, inspections of registered drainage ditches, the Highway 2 Conservation (H2C) Partnership, and the biannual Hazardous Waste Roundup events.

Environmental Stewardship Measures

Measure	2015	2016	2017	Target
Under Development				

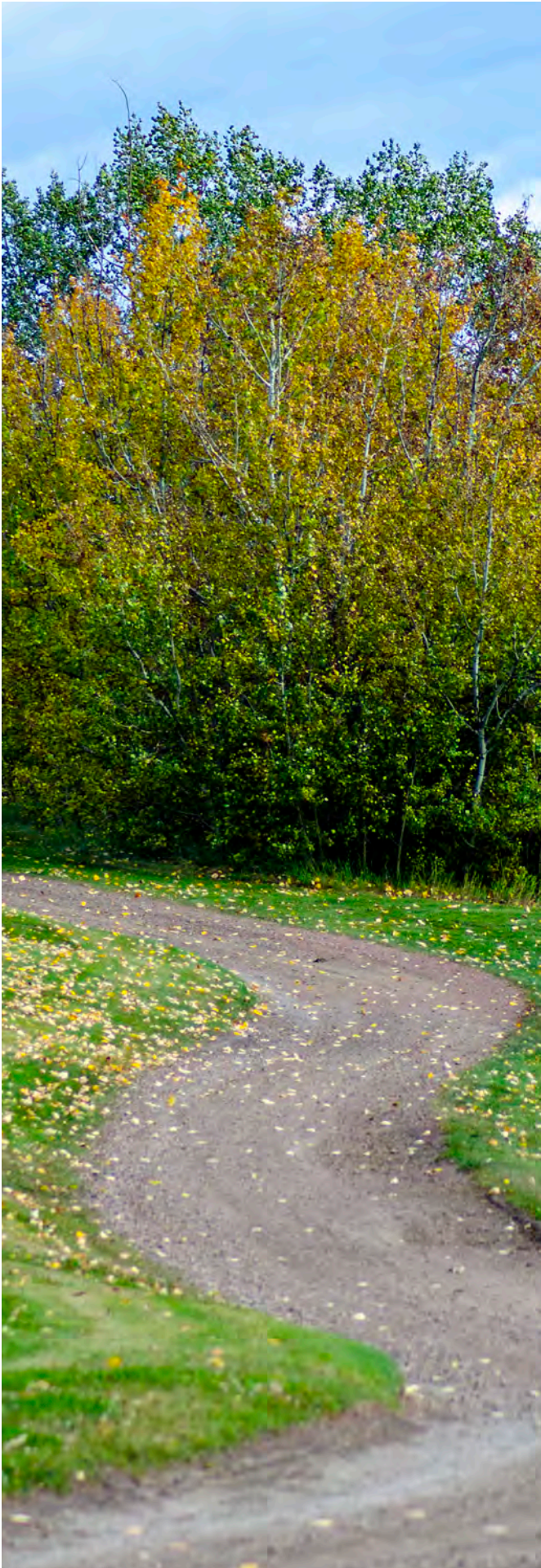
Goal 5.1: The environmental impact on natural areas is minimized for the enjoyment of the local and regional community.

Initiative	Outcome(s)	Timing	Project Lead
Tree Maintenance Program Complete development and implement the Tree Maintenance Program to address pruning, hazardous tree removal and replacements.	Future generations of Sturgeon County residents can enjoy the many benefits offered by trees and shrubs.	Q1 2019 - Q2 2019	Agriculture Services
North Saskatchewan and Sturgeon River Watershed Master Plan Support development of a Master Plan through inter-municipal association/partnership whose purpose is to protect and improve the health of the Sturgeon River Watershed. The effort is supported by the North Saskatchewan Watershed Alliance and Alberta Environment and Parks.	Protect and improve the health of the Sturgeon River Watershed.	Q4 2019 - Q2 2020	Community and Regional Planning

Goal 5.2: Sturgeon County provides awareness of environmental issues impacting the County.

- No new Initiatives identified at this time.





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