



# 2021 APPROVED BUDGET

November 30, 2020

Alberta, Canada



[Leduc.ca/Experience](https://Leduc.ca/Experience)



[@cityofleduc](https://twitter.com/cityofleduc)



[@thecityofleduc](https://www.instagram.com/thecityofleduc)



[/cityofleduc](https://www.facebook.com/cityofleduc)

The Reader’s Guide is intended to provide the reader with an overview of the contents found in the 2021 Approved Budget document.

The City of Leduc’s budget document is sectioned as follows:

- Table of Contents
- GFOA Distinguished Budget Award
- Budget Messages
- Organizational Structure
- 2021 Budget Overview
- 2021 – 2023 Operating Budget
  - Mayor & Council
  - Office of the City Manager
  - Corporate Services
  - Community & Protective Services
  - Infrastructure & Planning
  - Leduc Public Library
- Ongoing Community Support and Grants to Organizations
- 2021 – 2030 Capital Plan, Funding and Reserve Forecast
- Fees Bylaw & Charges Schedule
- Business Case
- Appendix

For the reader’s ease of reference, the Table of Contents has been linked to all sections of the Approved Budget and Operational Plans document. Each page within the document has also been linked back to the Table of Contents. To utilize this feature:

1. Click on the line item you wish to view within the Table of Contents.



2. To return to the Table of Contents, click on the icon the page you are viewing.

in the upper right hand corner of

## Disclosure of changes:

The City of Leduc utilizes additional documents including the Strategic Plan, Corporate Business Plan, Service Profiles, and financial policies to prepare the budget. To streamline the budget document these additional supporting documents have been removed and compiled into a separate document. This document can be accessed through the use of the following icon throughout the binder:



The City of Leduc Budget Supporting Document includes the following:

- Budget Process & Timeline
- Strategic Plan
- Corporate Business Plan
- Departmental Service Profiles
- Financial Policies

# TABLE OF CONTENTS

	Page
<b>I. INTRODUCTION</b>	
2020 GFOA Distinguished Budget Presentation Award .....	7
History .....	9
Introduction .....	10
Census Information Summary .....	11
<b>Budget Messages</b>	
Mayor’s Message .....	13
City Manager’s Message .....	14
City Treasurer’s Financial State of Affairs .....	15
<b>II. ORGANIZATIONAL STRUCTURE</b>	
2021 Organizational Summary .....	19
Changes in Staff Compliment – 2021 over 2020 .....	25
<b>III. BUDGET OVERVIEW</b>	
Budget Process and Timeline .....	29
2021 Budget Overview .....	30
<b>IV. OPERATING</b>	
2021 Operational Summary .....	37
City Consolidated Budget Summary .....	40
<b>Mayor &amp; Council</b>	
Mayor & Council 2021 Operational Budget .....	42
City Council Profiles .....	43
Mayor & Council Divisional Budget Summary .....	50
Council Administration .....	51
Mayor .....	52
Councillors	
Councillor Finstad .....	53
Councillor Beckett .....	54
Councillor Lazowski .....	55
Councillor Hamilton .....	56
Councillor Tillack .....	57
Councillor Hansen .....	58
<b>Office of the City Manager</b>	
Office of the City Manager 2021 Operational Budget .....	60
Office of the City Manager Divisional Budget Summary .....	61



## TABLE OF CONTENTS

	<b>Page</b>
City Manager Administration .....	62
City Solicitor Administration .....	63
Government Relations & Corporate Planning Strategy .....	64
Office of the City Clerk .....	65
<b>Corporate Services</b>	
Corporate Services 2021 Operational Budget .....	67
Corporate Services Divisional Budget Summary .....	68
Corporate Services Administration .....	69
Communication & Marketing Services .....	70
Finance .....	71
Human Resources .....	72
Information Technology Services .....	73
<b>Community &amp; Protective Services</b>	
Community & Protective Services 2021 Operational Budget .....	75
Community & Protective Services Divisional Operating Budget Summary .....	77
Community & Protective Services Administration .....	78
Culture & Community Development .....	79
Enforcement Services .....	80
Family & Community Support Services .....	81
Fire Services .....	82
Leduc Recreation Centre Operations .....	83
Recreation Services .....	84
<b>Infrastructure &amp; Planning</b>	
Infrastructure & Planning 2021 Operational Budget .....	86
Infrastructure & Planning Divisional Operating Budget Summary .....	87
Infrastructure & Planning Administration .....	88
Economic Development .....	89
Engineering .....	90
Facility Services .....	91
Planning .....	92
Public Services .....	93
Public Transportation .....	94
Utility Services .....	95
<b>Library</b> .....	97
<b>Ongoing Community Support and Grants to Organizations</b>	
Ongoing Community Support .....	99
Grants to Organizations .....	100

## TABLE OF CONTENTS

---

	<b>Page</b>
<b>V. CAPITAL</b>	
10-Year Capital Plan Summary .....	102
2021-2030 Capital Plan By Program .....	106
2021 Capital and One-Time Projects Funding .....	115
2021-2030 Reserve Fund Overview .....	121
Debt Overview .....	129
<b>VI. FEES &amp; CHARGES</b>	
Fees Bylaw .....	135
Charge Schedule .....	163
<b>VII. BUSINESS CASES</b>	
Heritage Coordinator – <i>Community &amp; Protective Services</i> .....	175
<b>VIII. APPENDIX</b>	
Acronyms .....	187
Glossary .....	191



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Leduc  
Alberta**

For the Fiscal Year Beginning

**January 1, 2020**

*Christopher P. Morill*

Executive Director



## ***Distinguished Budget Presentation Award***

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Leduc, Alberta, for its annual budget for the fiscal year beginning January 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets specific program criteria. This significant undertaking epitomizes the City of Leduc's commitment to financial reporting excellence and demonstrates our regard for the highest principles of governmental budgeting.

### ***Background***

The GFOA introduced the Distinguished Budget Presentation Award Program in 1984. The primary purpose of this program is to promote, support and guide state/provincial and municipal governments to deliver budget documents of superior quality. The government body must meet nationally established standards for effective budget presentation. These guidelines are used to evaluate the budget's success in the following four categories:

- ✓ as a policy document
- ✓ as a financial plan
- ✓ as an operations guide
- ✓ as a communications device

### ***Review***

All budgets are reviewed separately by three reviewers and are rated as 'not proficient', 'proficient', or 'outstanding' in 27 specific criteria and must be 'proficient' in 14 mandatory criteria. To receive the award, the government body must rate 'proficient' or 'outstanding' by at least 2 out of the 3 reviewers in the following sections:

- ✓ Introduction and Overview
- ✓ Financial Structure, Policy, and Process
- ✓ Financial Summaries
- ✓ Capital & Debt
- ✓ Departmental Information
- ✓ Document-wide Criteria

### **ABOUT THE GFOA**

- ❖ Founded in 1906
- ❖ 19,000 members in the US and Canada
- ❖ Headquarters in Chicago
- ❖ Represents finance officers
- ❖ Federal, state, provincial and local governments
- ❖ Provides best practice guidance, consulting, networking, publications, training, programs and research



# History

---

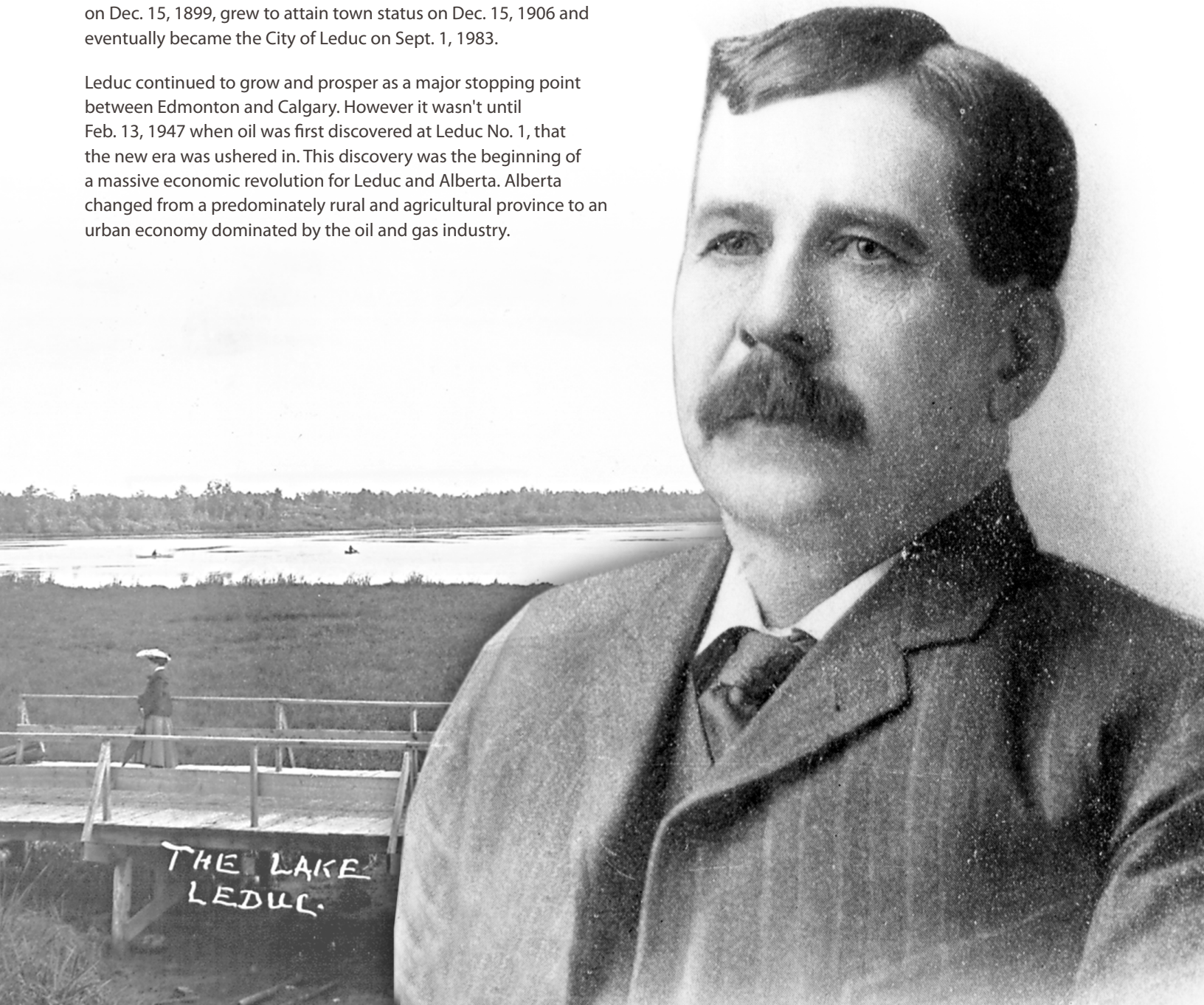
Our history can be traced back to 1889 when Robert Taylor Telford settled on a piece of land near a scenic lake. This piece of land would become the cornerstone of the new town. During those earlier years, Telford was the first postmaster, first general merchant and first justice of the peace in the settlement that had become informally known as Telford. He also later served the community as mayor and as a member of the legislative assembly.

In 1890, a government telegraph office was being set up by Mr. McKinley, a settler in the area. He needed a name for the place and said, "We shall name it after the first person who comes in." In through the door came Father Leduc.

In 1899, Lieutenant Governor Dewdney of the Northwest Territories, decreed that the settlement of Telford should be renamed 'Leduc' in honour of the noted Roman Catholic missionary, Father Hippolyte Leduc, who had served the area since 1867, and later went on to become the Vicar General of the Diocese of Edmonton.

The municipality of Leduc was officially incorporated as the Village of Leduc on Dec. 15, 1899, grew to attain town status on Dec. 15, 1906 and eventually became the City of Leduc on Sept. 1, 1983.

Leduc continued to grow and prosper as a major stopping point between Edmonton and Calgary. However it wasn't until Feb. 13, 1947 when oil was first discovered at Leduc No. 1, that the new era was ushered in. This discovery was the beginning of a massive economic revolution for Leduc and Alberta. Alberta changed from a predominately rural and agricultural province to an urban economy dominated by the oil and gas industry.



# Introduction

## Community profile



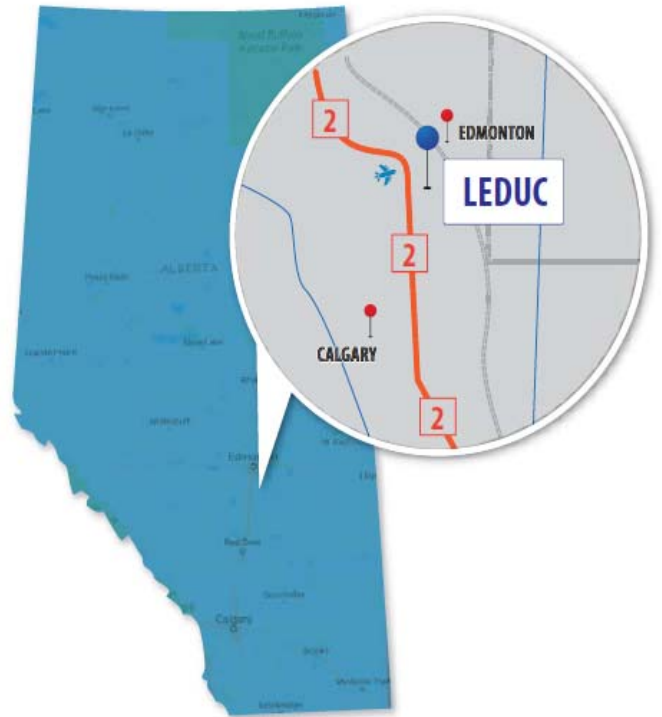
Leduc is a strong community with continued growth and a bright future.

Conveniently located along the CANAMEX Trade Corridor (Highway 2), Leduc is a prime location to attract industrial, commercial and residential growth with its connectivity to air, rail and ground transportation.

This city is a robust and active community built on a strong history of agriculture and oil and gas. Leduc is known for its activity in recreation, arts and culture, volunteerism and service groups. Leduc's natural beauty is continually enhanced through balanced development to bolster quality of life for all citizens.

Leduc is *the* place of choice for residents, businesses and industry. We encourage everyone to take time to explore what Leduc has to offer – we are where you need to be!

The City of Leduc did not conduct a census in 2020; continue to the next page for a summary of the 2019 census.



## 2020 Community Events

The City of Leduc puts on a number of community events throughout the year. The following are a few events to highlight in 2020.

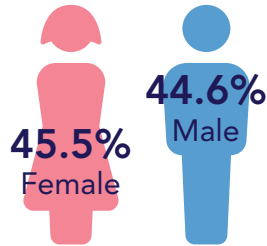


# CENSUS INFORMATION SUMMARY

**POPULATION:**  
33,032



**GENDER:**  
0.04% Other



**AVERAGE AGE:**



**AGE RANGE:**

17.7% of residents are between 29-40 years old



**GROWTH:**



1.8% growth over 2018



42% growth since 2010



**SENIORS:**

12.6% of population is 65 years of age and older



**CHILDREN:**

16.5% of population is 12 years of age and younger

## LENGTH OF RESIDENCY AT CURRENT RESIDENCE:



## FOR RESIDENTS AT CURRENT RESIDENCE FOR LESS THAN ONE YEAR:



## EMPLOYMENT:

41%  
Work in Alberta (excluding local)

57%  
Work locally



2%  
Work outside of Alberta

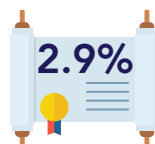
## EDUCATION LEVEL:



32.5%  
Up to high school diploma or equivalent



41.8%  
Post-secondary certificate/diploma or Bachelor's degree



2.9%  
Above Bachelor's degree, Master's degree or doctorate

## BUILDING PERMITS:



## HOUSING STARTS:



Housing Starts in 2020

With the exception of the housing starts and building permits, the information included in this census summary was collected as part of the City of Leduc's 2019 Municipal Census.



# CITY OF LEDUC BUDGET MESSAGES







## MAYOR'S MESSAGE

On behalf of my colleagues on Leduc City Council, we are pleased to offer this summary of the City of Leduc's 2021 budget to our residents and stakeholders.

The last year has been a time of unprecedented challenges, with the effects of the global COVID-19 pandemic and concurrent economic downturn being felt in different ways throughout our community. But, in times of difficulty, Leduc rises to the occasion – we work together and do what is needed in order to support each other and grow stronger. It is with this same spirit of determination and care for the well-being of our community that we approached the 2021 budget deliberations.

Council's primary focus with this year's budget was to maintain service levels while identifying efficiencies and meaningful cost savings that would benefit our ratepayers; in other words, our goal with this budget was to keep taxes low and services high. We are proud of the hard work and collaboration between council and administration that characterized this year's budget process, and are confident that the final product reflects the very best interests of our community and exemplifies good stewardship of our municipal resources.

As we look toward the coming year, we know that we will continue to face trials as the COVID-19 pandemic unfolds. We also know, however, that Leduc is a resilient and dedicated community that will work together to overcome whatever obstacles we encounter. Leduc City Council will continue to seek opportunities to further strengthen our economy and act on our strategic priorities, and ensure that Leduc remains a great place to live, work and play for our residents.

A handwritten signature in blue ink that reads "R. Young".

Mayor Robert Young

# City Manager's Message

The 2021 budget planning year has been like no other in the city's history; presenting extraordinary challenges in every facet of the planning process. I am proud to say that this administration has risen to that challenge, and has worked in lockstep with council in order to provide a budget which provides for the present while safeguarding our future.

Guiding this planning process are the four key focus areas as identified in the 2019 – 2022 Leduc Strategic Plan, which are:

- A city where people want to live, work and play
- A city with a plan for the future
- An economically prosperous city and region
- A collaborative community-builder and regional partner

The City's long-term vision is central to this organization's financial planning. Maintaining service levels with the strategic priorities in mind, as directed by our council, was a challenge. In mid March, the City of Leduc embarked on a journey that warranted a hard look at how we conduct our business, support our community and our staff.

Make no mistake, this year's budget process has not been easy, and certain realignment of priorities were necessary to meet the City's needs. This manifested in a sharp focus on a "cautious maintenance" vs "unrestricted growth" approach, which included recommendations such as deferring certain discretionary capital projects, streamlining contracted services and identifying and implementing operational efficiencies. All of this will help to maintain our sustainability moving forward.

This process could not be achieved without the commitment and dedication of the entire City team. The hard work of all of administration and council, as well as input from city residents is acknowledged. 2020 presented this city with incredible challenges. To be clear, the City of Leduc met all of these, and remains a regional leader in providing service levels, without risking its future growth.

Recognizing it will take us some time to get back to where we once were, when our economy was strong, we have adopted a new mentality in how we approach transfers to our reserves. We now have the ability to be more agile and responsive in maintaining the infrastructure assets we currently have; deferring growth-related projects to future years.

Our work is not done. We will continue our focus on maintaining services and operations, from now until 2024 should our societal and financial environment stay the same. Although we face a number of unknowns entering 2021, we remain vigilant and steadfast in our approach to keep this organization in a positive financial position, and above all, offer value to the residents of the City of Leduc.

Thank you,

A handwritten signature in blue ink, appearing to read "Derek Prohar".

Derek Prohar  
Leduc City Manager

## Background

The City of Leduc has been through a challenging 2020 fiscal year as a result of the COVID-19 public health crisis. The crisis has impacted every business unit within the City, as departments were faced with the challenge of implementing new or modifying existing procedures to maintain services needed by the residents of the City. Facility closures, staff layoffs and reassignments, and policy changes to adhere to health guidelines laid out by the provincial government became major operational drivers of the changing environment. These operational changes, together with the economic downturn, have had a significant financial impact on the City and have played a large role in shaping the proposed 2021 budget.

The City of Leduc initially began with a tax revenue increase of 1.48% for 2021, which was approved in principle as a part of the 2020 to 2022 multi-year tax requirement. Early in the budget process, Council and Administration recognized the importance of maintaining current service levels, while implementing a 0% tax revenue increase for the 2021 budget year in order to align with the current economic conditions. Economic hardships faced by residents, low non-residential growth and anticipated assessment contraction have resulted in the need to minimize the tax rate impact on the taxpayer.

Administration is proposing a multi-year tax rate strategy of 0% (2021), 1% (2022) and 3.26% (2023). This was achieved through a series of efforts to reduce the operational costs, including maximizing savings, incorporating efficiencies, implementing hiring restrictions and reprioritizing capital projects. Reserve contributions were reduced by shifting the focus of the capital plan from growth to maintenance, of the existing infrastructure, for the next several years to align with reduced growth requirements. The contributions will be restored to their 2019 levels over the next few years as growth increases.

## Proposed Budget

The process of developing the budget has been a continuous, collaborative effort between Council and Administration. At Council's request in prior years, Administration has continued to refine the budget process, including initiation of the process earlier, consultation with Council more frequently throughout the year and detailed reviews of expenses with departments to reduce the budget. This has resulted in the following proposed property tax revenue increases:

- 2021 – 0%
- 2022 – 1%
- 2023 – 3.26%

As in prior years, the 2021-2023 budget balances long-term vision with short-term needs. The importance of maintaining this balance has become even more apparent in the preparation of the 2021 budget. The three-year mill rate strategy lays the foundation which allows the City of Leduc's high level of services to remain in place, while balancing community needs with fiscal sustainability. This is reflected throughout the 2021-2023 operating budget.

Under the guidance of Council to bring forth a tax rate increase of 0% and maintain current service levels, a number of pressures and challenges were encountered during budget preparation. The most significant of these pressures were the COVID-19 pandemic and expected stagnant growth, which resulted in an operational funding gap of \$5.2M in the budget. The greatest impact has been on property tax revenues due to continued stagnant non-residential growth and a high rate of contraction in the non-residential assessment base. Forecasts show that recovery is not forthcoming and current estimates are lower than previously projected for 2021 and 2022. Revenues from sales of services have also been significantly impacted, as revenues generated from the Leduc Recreation Centre and development permits are anticipated to be lower in the coming year. Losses in Enforcement Services revenue are also expected due to the discontinuation of the Intersection Safety Device Program.

In order to offset this funding gap, operational expenses were reduced by \$3.3M. This was achieved primarily through reduction of salaries and benefits. New positions have not been added for the 2021 budget year, staffing levels have been reviewed and aligned with the operational requirements, and increases for cost of living and merit have not been applied. Cost savings in training and development and contract services, through the limited use of external consultants, have also played a role in funding the operational gap. In order to fund the remainder of the operational gap, Administration worked under the guidance of Council to find efficiencies in reserve transfers and capital funding. Through this process, reserve transfers were reduced by \$2M for 2021, \$1.5M for 2022, \$1M for 2023 and \$500K for 2024.

The reduction in reserve contributions is in line with the City's shift in focus from growth projects to maintenance. In response to the current economic environment, Administration has continued to re-evaluate the capital plan, realigning and deferring projects to future years as needed. Lower growth expectations in the current year and next three to four years has resulted in a reduced requirement for growth-related projects. Instead, the majority of the projects in the 2021 capital plan are related to the maintenance of current infrastructure and assets. Historically, the City's infrastructure, a value greater than \$1 billion, was supported through maintenance projects which accounted for approximately 66% of the capital plan. The remaining 34% of the capital plan was comprised of projects to support the growth of the City. In the proposed budget, maintenance projects constitute 94% of the capital plan, which demonstrates the marked shift from growth to maintenance for the City in the upcoming year. Highlights of the 2021 capital plan can be found in the 2021 Capital Budget Summary with a detailed list available in the 2021-2030 Capital Plan.

Council has endorsed one enhanced service level that was brought forth by a business case. The term Heritage Coordinator position will be made permanent in order to allow for the preservation of the City's heritage. The Coordinator will continue to act as a subject matter expert and work to document, retain and promote the heritage of the City of Leduc. This will involve capturing the City's living heritage, providing support and assistance to heritage organizations within the community and promoting regional partnerships to encourage education opportunities and marketing. This initiative encompasses all of Council's strategic goals.



## Concluding Remarks

The proposed budget is the City of Leduc's plan to enable the organization to maintain high level services to the residents of the City without the need for a tax rate increase. The 2021 budget ensures that service levels remain the same, capital infrastructure is maintained, community groups continue to be supported, and the heritage of the City is preserved. Through the combined effort of Council and Administration, a budget was brought forth that did not increase the tax rate, achieves Council's strategic goals and ultimately allows residents to retain a high quality of life.

A handwritten signature in black ink, appearing to read "Sima".

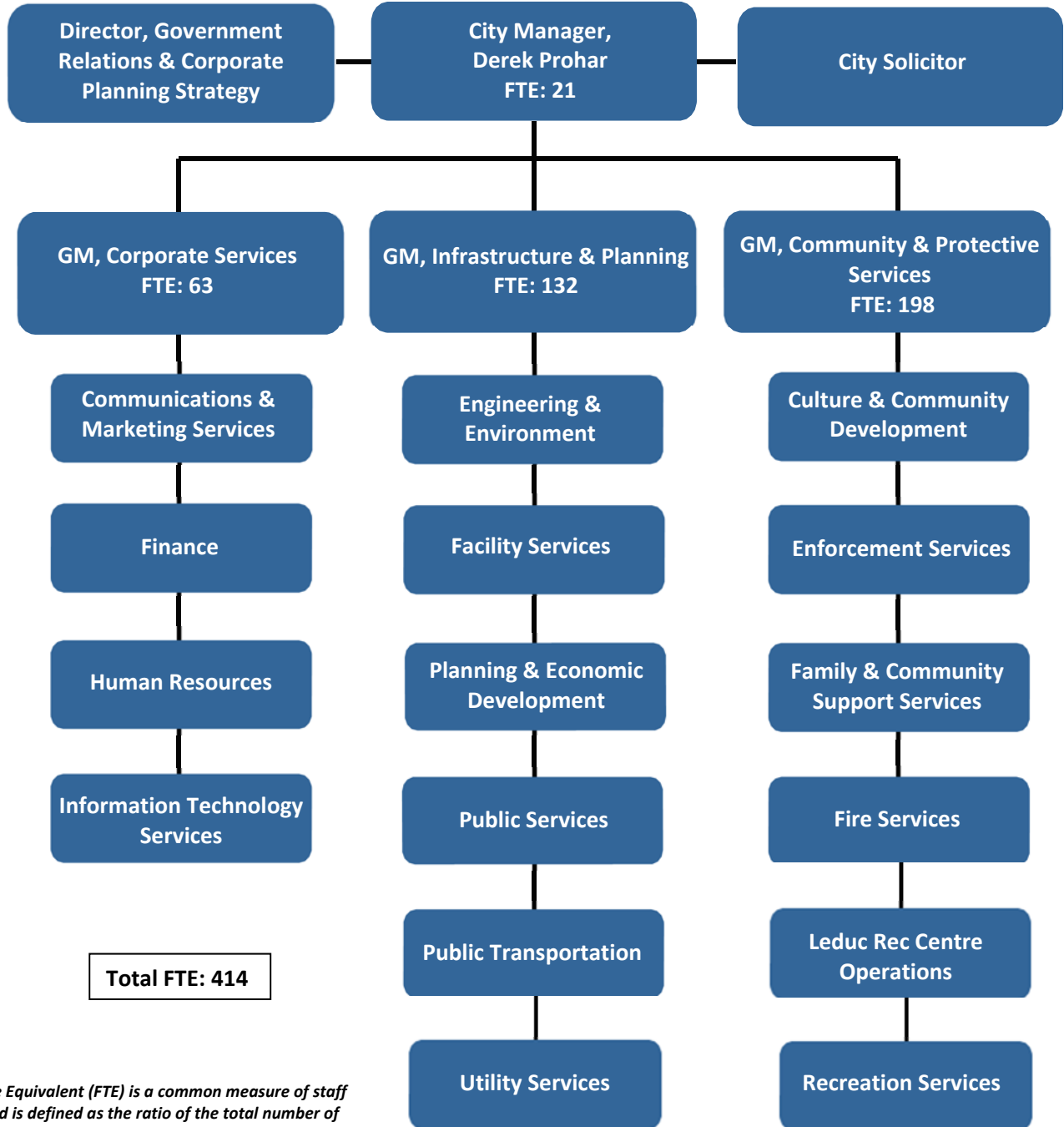
---

Carmen Dragan-Sima, CPA, CMA, CRM  
*Acting Director, Finance*  
CDS/SJA  
*Budget Approved by Council: November 30, 2020*

# ORGANIZATIONAL STRUCTURE



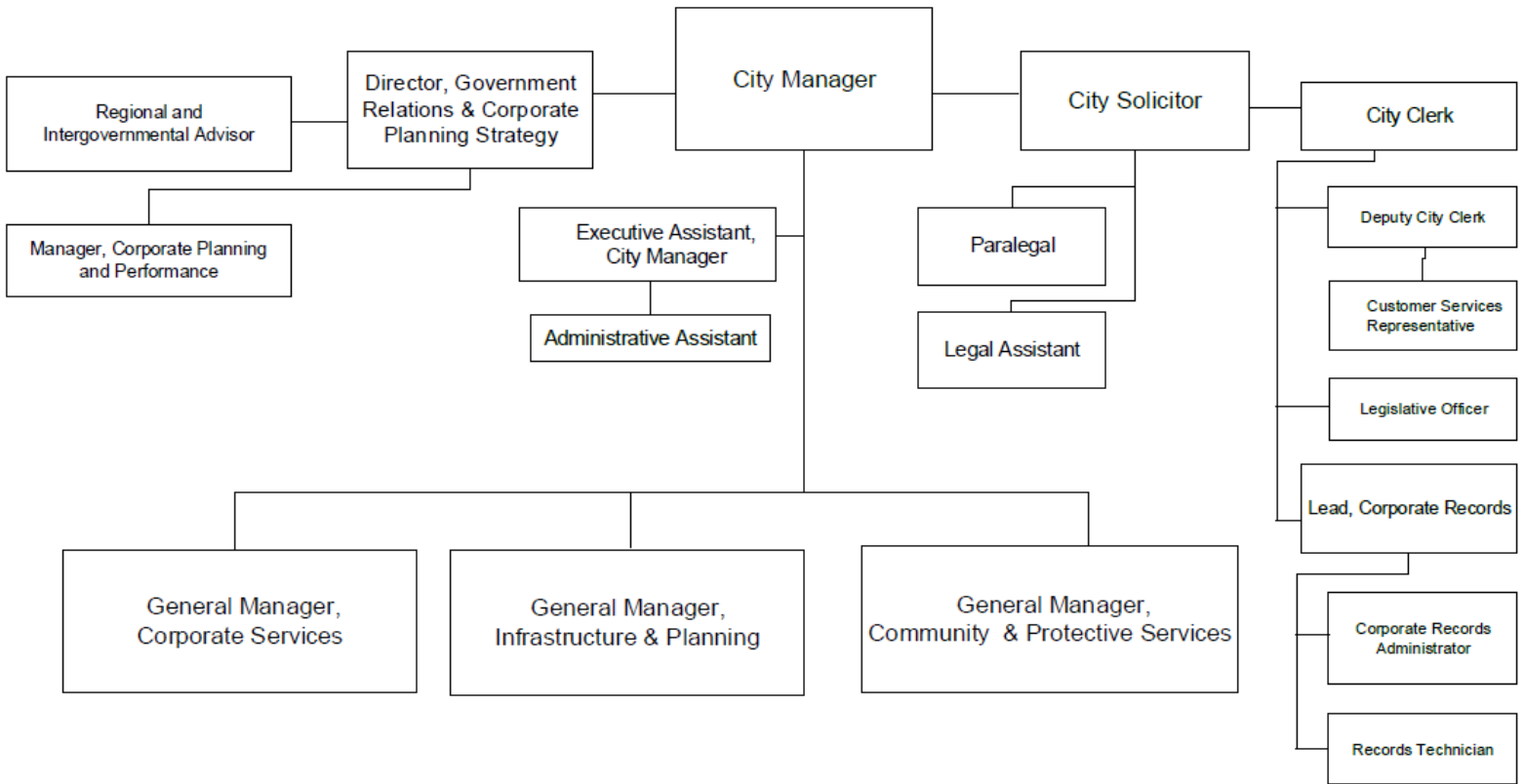
## Organizational Summary 2021



*\*Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE would be equal to 0.8.*

Office of the City Manager

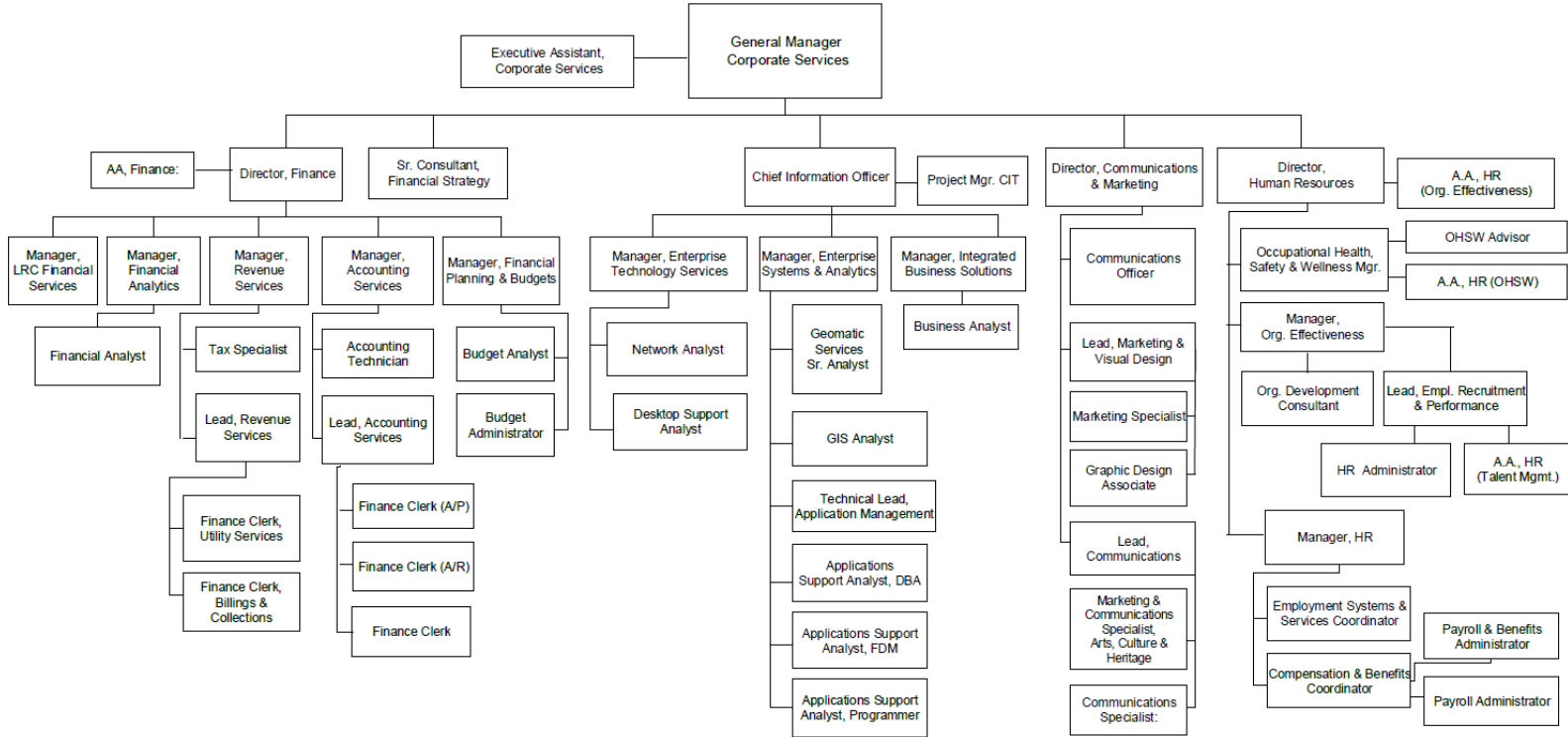
FTE: 21





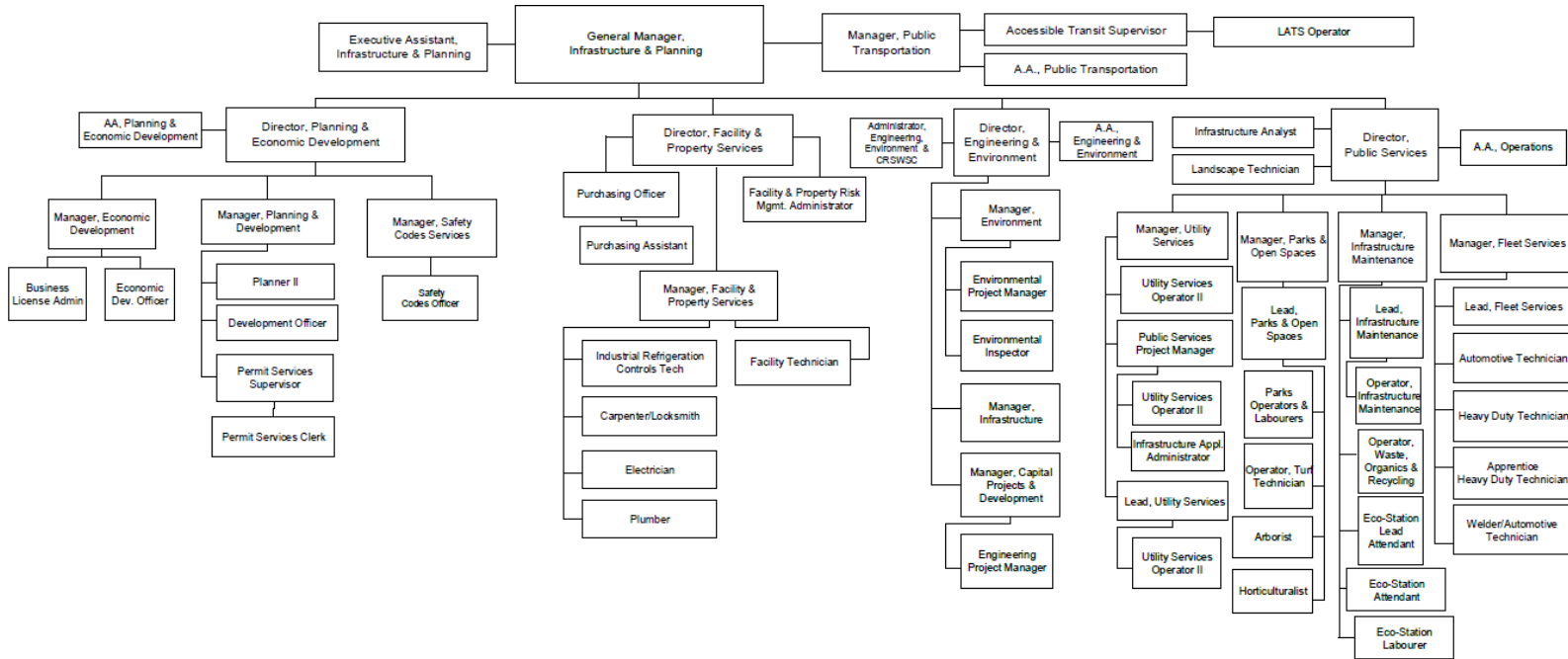
## Corporate

Services FTE: 63



## Infrastructure & Planning

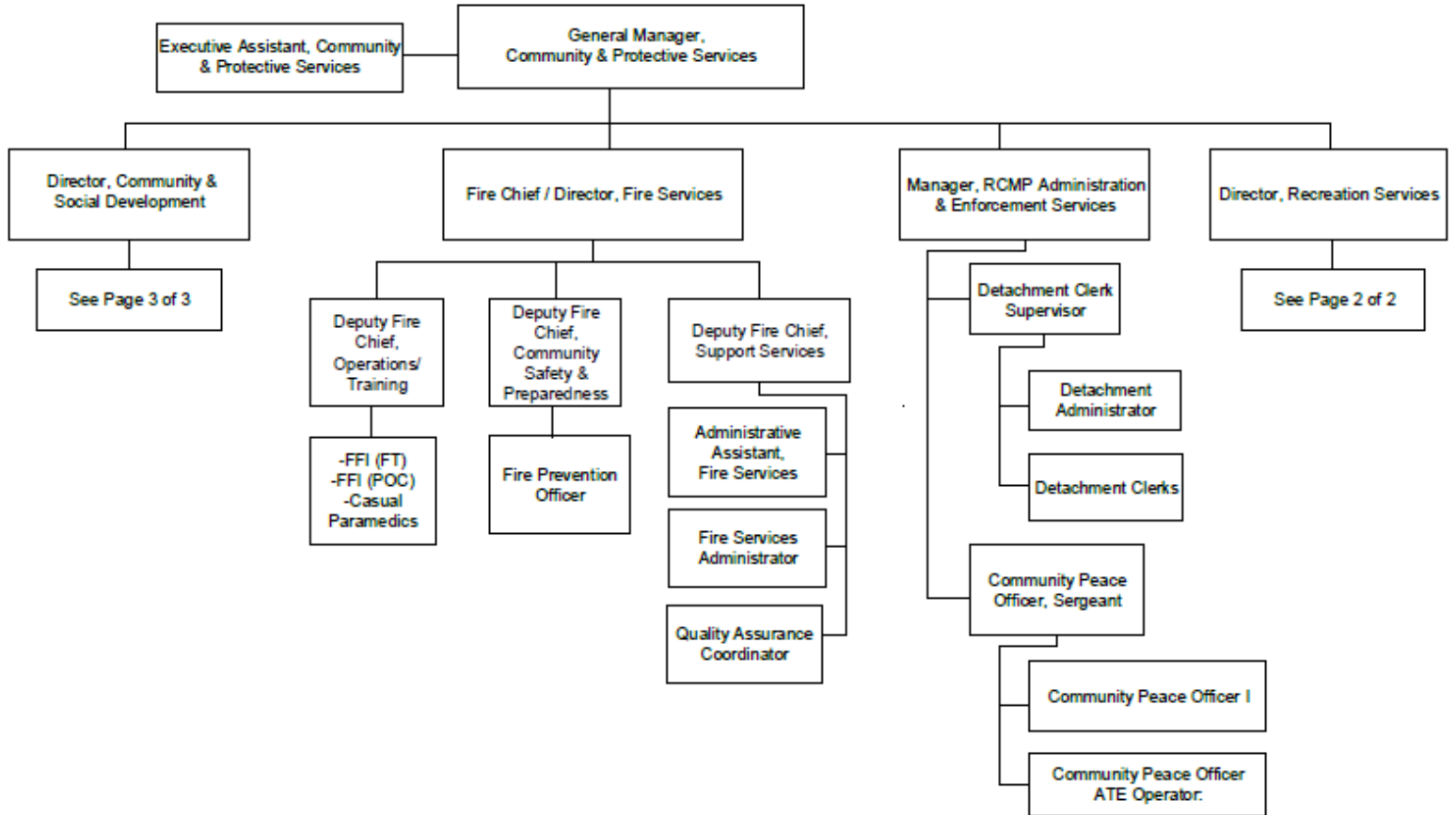
FTE 132



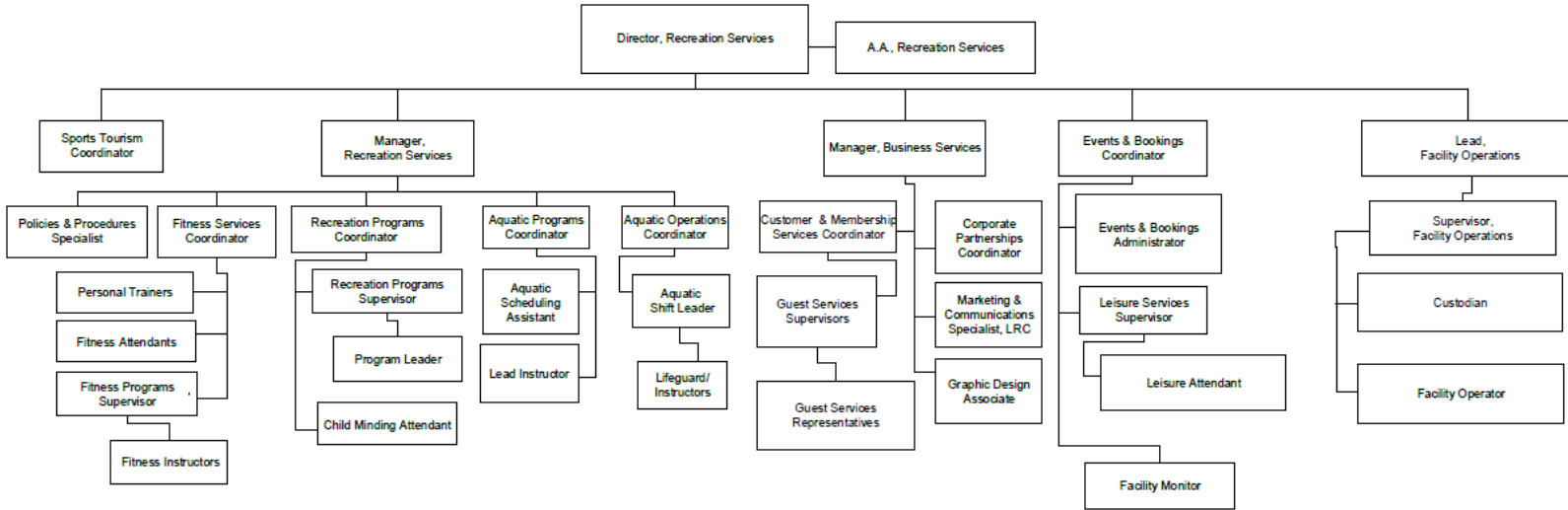
Community Protective

Services FTE: 198

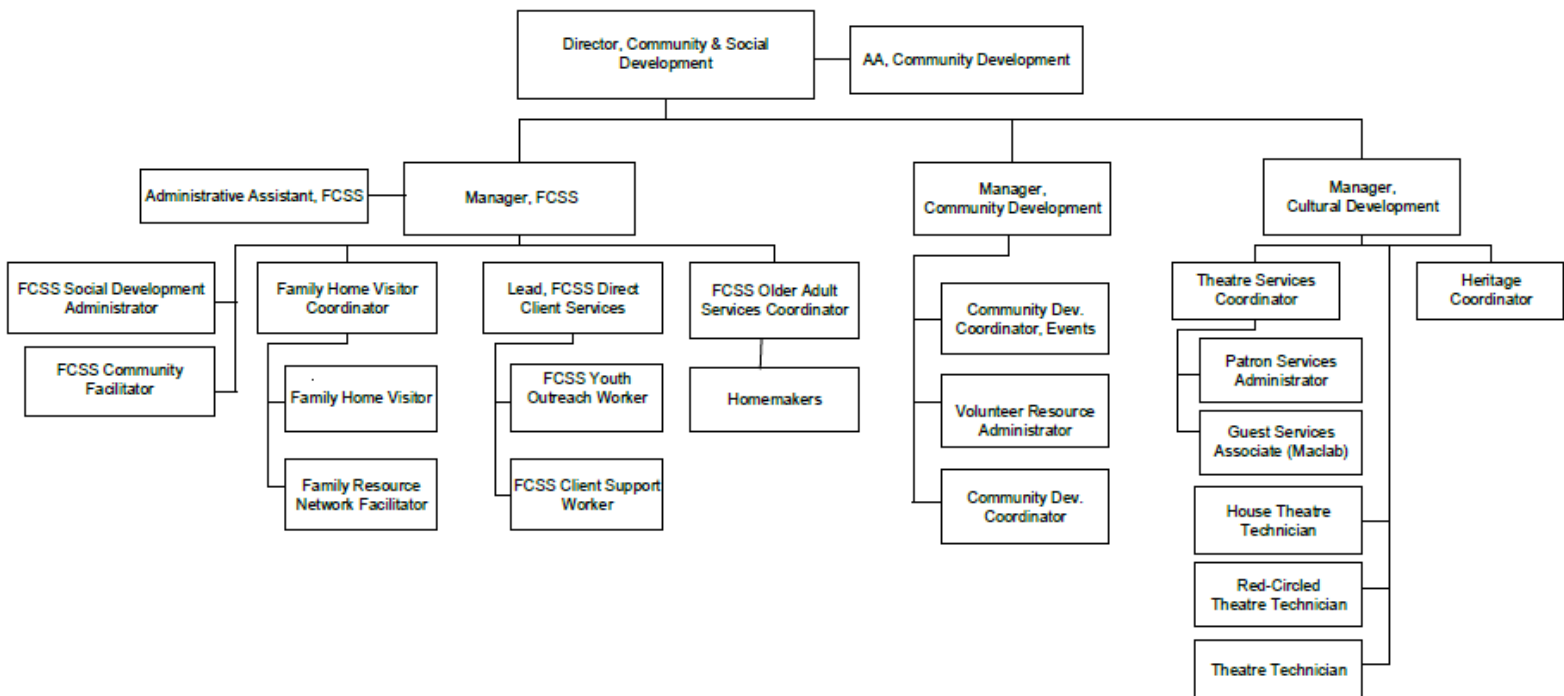
Chart 1 of 3



## Chart 2 of 3



## Chart 3 of 3





## Changes in Staff Compliment Fiscal Years - 2021 Over 2020

Department	2019 Budget	2020 Budget	2021 Budget	2020 Variance
<b>City Manager &amp; Council</b>				
Administration	4.6	2.6	2.6	-
Government Relations & Corporate Planning Strategy	3.9	5.5	4.6	(0.9) <sup>1</sup>
City Solicitor Administration	3.0	3.0	3.0	-
Office of the City Clerk	10.0	11.0	11.0	-
<b>Corporate Services</b>				
Administration	2.0	2.0	2.0	-
Communications & Marketing	10.3	8.3	8.5	0.2 <sup>2</sup>
Finance	18.5	19.5	19.5	-
Human Resources	15.9	15.9	14.9	(1.0) <sup>3</sup>
Information Technology Services	18.4	18.4	18.0	(0.4) <sup>4</sup>
<b>Community and Protective Services</b>				
Administration	2.0	2.0	2.0	-
Culture & Community Development	9.3	10.4	10.0	(0.4) <sup>5</sup>
Enforcement Services	27.0	28.0	28.0	- <sup>6</sup>
Family & Community Support Services	11.8	10.5	13.5	3.0 <sup>7</sup>
Fire & Ambulance Services	57.4	57.4	57.4	-
LRC Operations	54.0	72.9	72.4	(0.5) <sup>8</sup>
Recreation Services	11.5	15.6	14.6	(1.0) <sup>9</sup>
<b>Infrastructure and Planning</b>				
Administration	2.0	2.0	2.0	-
Planning & Economic Development	25.6	24.5	22.1	(2.4) <sup>10</sup>
Engineering	12.1	13.1	12.5	(0.6) <sup>11</sup>
Facility Services	35.5	13.5	12.5	(1.0) <sup>12</sup>
Public Services	58.6	60.1	62.0	1.9 <sup>13</sup>
Public Transportation	9.9	10.9	9.9	(1.0) <sup>14</sup>
Utility Services	14.8	14.8	11.3	(3.6) <sup>15</sup>
<b>Total FTE Summary</b>	<b>418.12</b>	<b>421.8</b>	<b>414.2</b>	<b>(7.6)</b>





## Changes in Staff Compliment Fiscal Years - 2021 Over 2020

### Explanatory notes to City's Changes in Staff Compliments

#### **City Manager & Council - (0.9) FTE Total**

- 1) Government Relations & Corporate Planning Strategy - (0.9) FTE:
  - (0.9) FTE Corporate Planning Assistant (position removed)

#### **Corporate Services - (1.2) FTE Total**

- 2) Communications & Marketing Services - 0.2 FTE:
  - (0.3) FTE Communications Officer - Enhanced Transit term (position ended)
  - 0.5 FTE Graphic Design Associate (position added)
- 3) Human Resources - (1.0) FTE:
  - (1.0) FTE OHS & Wellness Advisor (position removed)
- 4) Information Technology Services - (0.4) FTE:
  - 1.0 FTE Project Manager, CIT term (position added)
  - (1.0) FTE Application Analyst term (position removed)
  - (0.4) FTE GIS Summer Student (position removed)

#### **Community and Protective Services - 1.2 FTE Total**

- 5) Culture & Community Development - (0.4) FTE:
  - (1.0) FTE Heritage Coordinator term (position ended)
  - (0.4) FTE Community Development Summer Student term (position ended)
  - 1.0 FTE Heritage Coordinator (new position added)
- 6) Enforcement Services - (0.0) FTE:
  - (1.0) FTE Community Peace Officer II (position removed)
  - 1.0 FTE Community Peace Officer I (new position added)
- 7) Family & Community Support Services (FCSS) - 3.0 FTE:
  - 1.0 FTE Family Home Visitor - grant-funded term (position added)
  - 1.0 FTE Family Home Visitor, Coordinator - grant-funded term (position added)
  - 1.0 FTE Family Resource Network Facilitator - grant-funded term (position added)
- 8) Leduc Recreation Centre - (0.5) FTE:
  - (1.0) FTE Policies & Procedures Specialist term (position ended)
  - 0.5 FTE Facility Monitor (increased from 0.5)
- 9) Recreation - (1.0) FTE:
  - (1.0) FTE Graphic Design & Digital Media Specialist term (position ended)
  - (0.5) FTE Custodian (position removed)
  - 0.5 FTE Graphic Design Associate (new position added)



## Changes in Staff Compliment Fiscal Years - 2021 Over 2020

### Explanatory notes to City's Changes in Staff Compliments

#### **Infrastructure and Planning - (6.6) FTE Total**

##### 10) Planning & Economic Development - (2.4) FTE:

- (1.0) FTE Manager Planning (position removed)
- (1.0) FTE Safety Codes Officer (position removed)
- (0.4) FTE U of A Planning Intern (position removed)

##### 11) Engineering & Infrastructure - (0.6) FTE:

- (0.6) FTE Engineering Summer Student (position removed)

##### 12) Facility Services - (1.0) FTE:

- (1.0) FTE Director, Special Projects Manager term (position ended)

##### 13) Public Services - 1.9 FTE:

- 2.3 FTE Eco Station - transferred from Utility Services
- 0.6 FTE Composting - transferred from Utility Services
- (0.5) FTE Public Services Laborer - Roads term/casual (position reduced)
- (0.5) FTE Public Services Laborer - Parks term/casual (position reduced)

##### 14) Public Transportation - (1.0) FTE:

- (1.0) FTE LATS Operator (position removed)

##### 15) Utility Services - (3.6) FTE:

- (0.7) FTE Seasonal Water/Wastewater Technician Term (position ended)
- (2.3) FTE Eco Station - transferred to Public Services
- (0.6) FTE Composting - transferred to Public Services

# BUDGET OVERVIEW

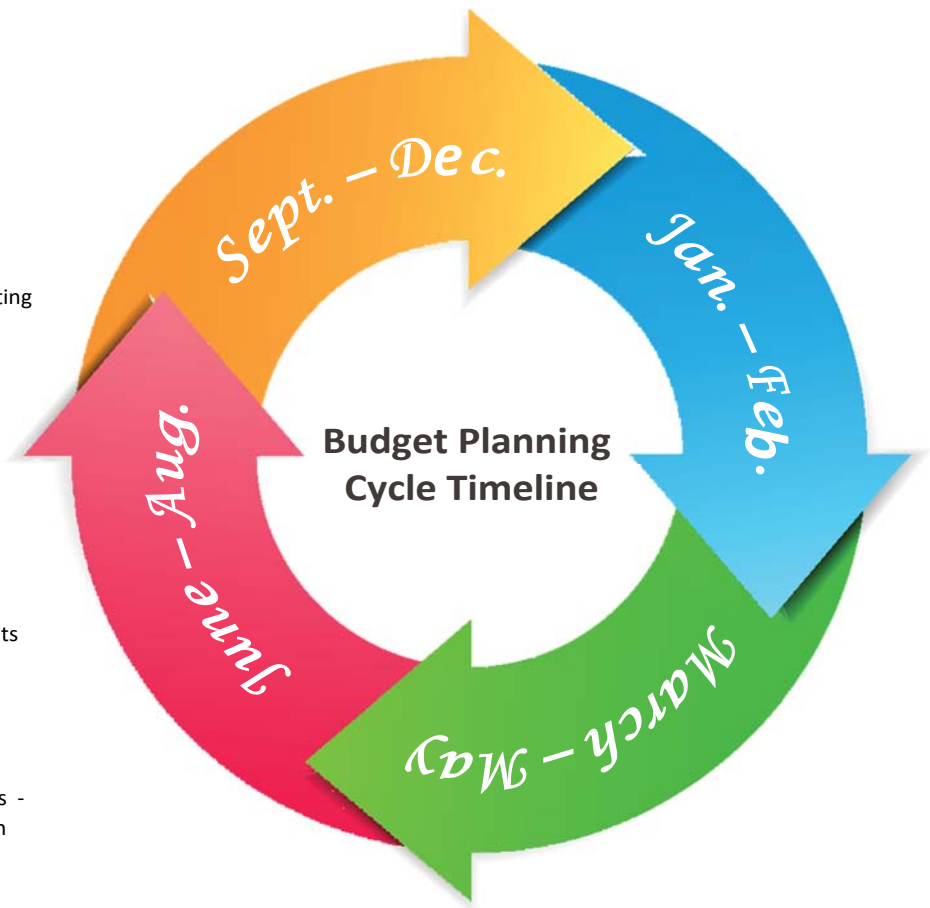


# Financials

City of Leduc Financial Services provides service to the public and the organization. Finance plays a lead role in the development and implementation of the city's annual budget, fiscal plan and year-end financial review.

## City budget process

- February:**
  - Council workshop
- March:**
  - Community visioning (following each election)
- April:**
  - Citizen satisfaction survey\*
- May:**
  - Departments prepare budgets and operating plans (Three-year operating, 10-year capital)
  - Budget survey\*
- June:**
  - Department operational business planning, and budget preparations
  - Review of preliminary budget survey results with Council\*
  - Review budget pressures with council
- July/August**
  - Finance reviews budget with departments - Finance presents budget survey results with council\*
- September:**
  - Executive budget review
- October:**
  - Finance meets with executive and directors to review budget
  - Formal budget meetings with Council
- November:**
  - Formal budget meetings with Council
- December:**
  - Budget approved



Each year, extensive planning takes place to identify organizational/service needs for the following year. This process begins later in the second quarter to best manage expectations and service levels leading into the fall budget planning process. This includes a public survey where citizen input is gathered and included in the fall budget proceedings with Leduc City Council.

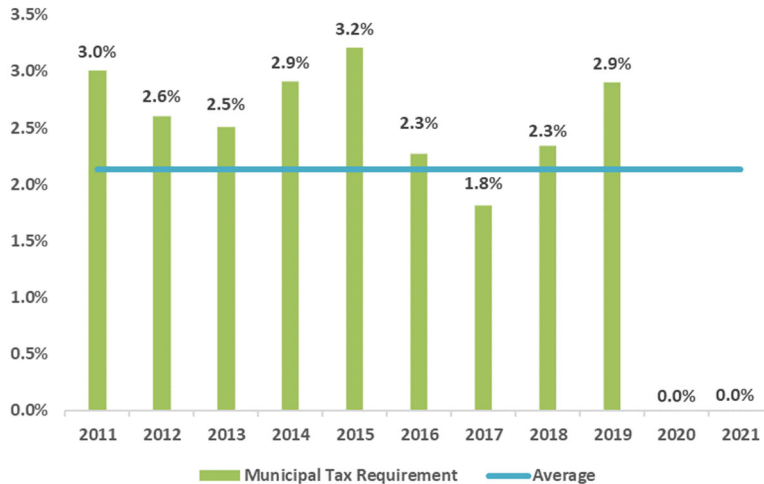
\*Due to COVID-19 the budget survey was not completed in 2020

# 2021 Budget Overview

## Public Engagement

Due to COVID-19, the budget survey was not completed in 2020 and the City of Leduc looked for new ways to engage the public. The City hosted virtual town halls and set up Council meetings to be live streamed. Live-streaming allowed the public to be a part of the Council meetings safely from their homes. Public was also invited to attend and provide commentary virtually. Live Council Meetings are streamed at <https://www.leduc.ca/live>.

In response to the pandemic and economic environment, Council approved a 0% tax increase in 2020 & 2021. Below is a chart depicting the approved 2021 municipal tax requirement, as well as the historical rates since 2011.



## Fees and Charges Highlights

The City of Leduc sets a fees bylaw and charge schedule annually to recover the cost of services provided and the utilization of municipal properties. For example, user fees are charged for sewer, water, waste collection, building permit and business license applications, and arena rentals.

The City's fees are generally applied on a user-pay basis so that those who benefit from the service bear the cost of it. For instance, a property owner may be charged directly for the cost of fire personnel responding to a false alarm so that this cost does not have to be shared by all property owners.

Due to the pandemic in 2020, the City of Leduc opted for no increases to charges for 2021 and minimal increase to fees, to alleviate some financial burden on ratepayers. Minimal increases to fees in 2021, highlighted as follows:

- Utility Services
  - \$0.40 increase in waste collection base rate
  - \$1.04 increase in lost or damaged cart fees
  - \$0.05 increase in water consumption rate per cubic meter
  - \$0.24 increase in water flat rate
  - \$0.05 increase in waste water consumption rate per cubic meter
  - \$0.17 increase in sewage consumption rate per cubic meter
- Planning Services
  - \$4.00 increase in taxi operation permits for residents
  - \$8.00 increase in taxi operation permits for non-residents

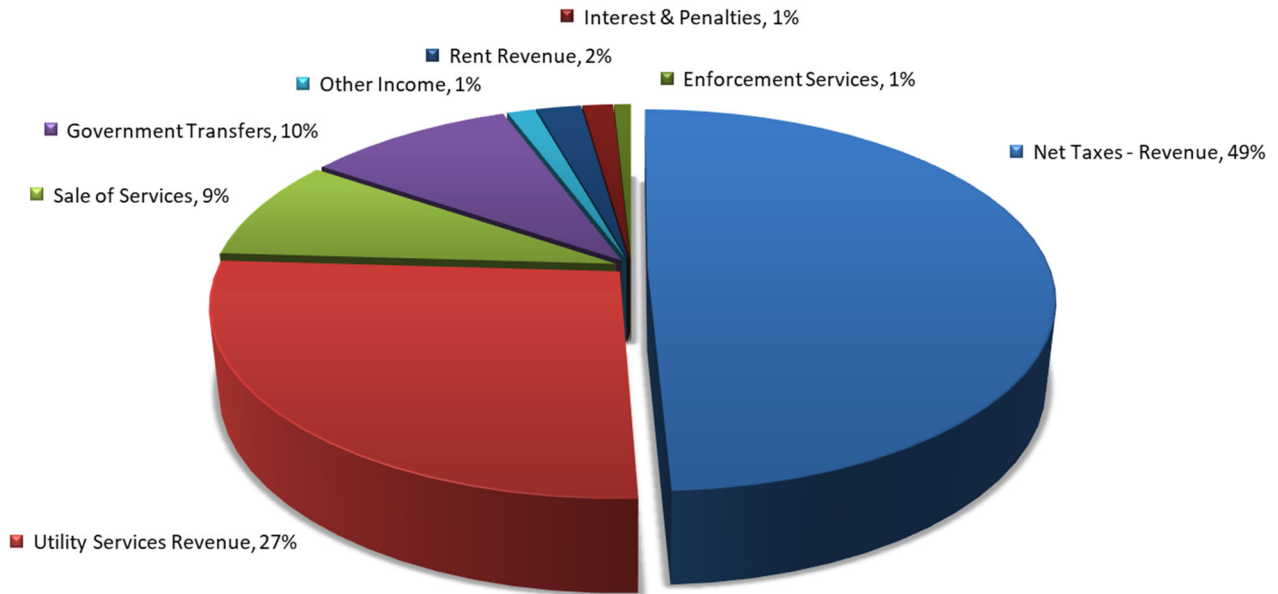
For an all-inclusive listing, reference the [2021 Fees Bylaw](#) and the [2021 Charge Schedule](#).



# 2021 Budget Overview

## 2021 Budgeted Operating Revenue – \$ 100.4 Million

The following graph illustrates the 2021 operating revenue by **department**.



*\*Revenues do not include Net Interfund Transfers*

### Revenue Registry

A revenue registry was created to analyze the City of Leduc’s revenues. The purpose of the registry is to help Administration better understand material revenue streams and use this knowledge to develop strategies to mitigate economic uncertainties and remain proactive with respect to long-term fiscal sustainability.

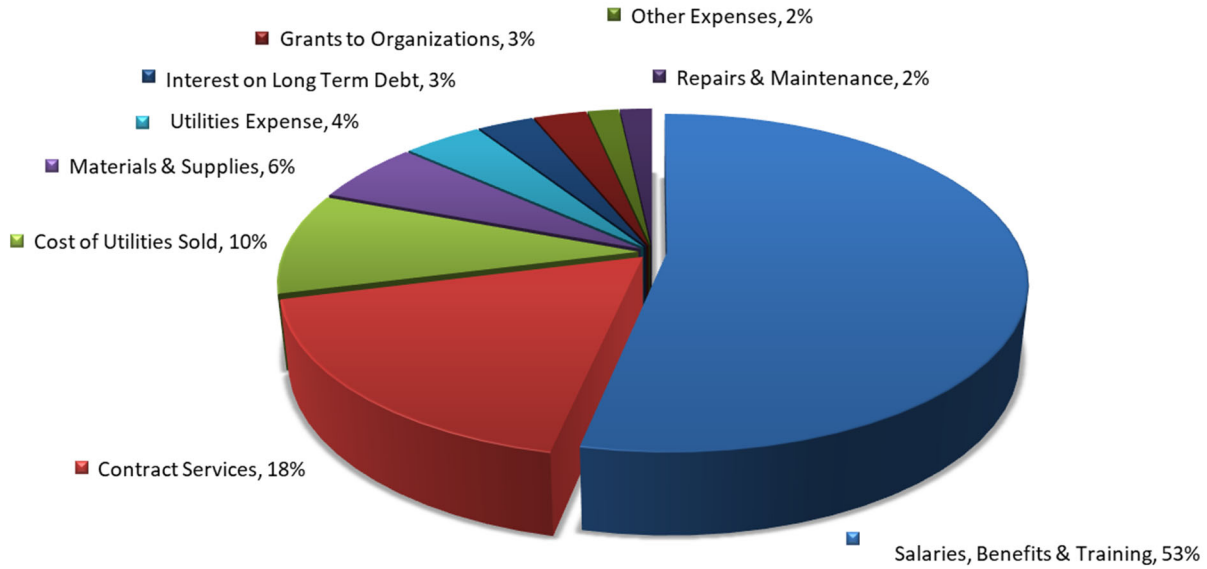
For more information regarding the registry, refer to the Revenue Registry Overview within the Budget Supporting Document.



# 2021 Budget Overview

## 2021 Budgeted Operating Expenditures by Object – \$90.6 Million

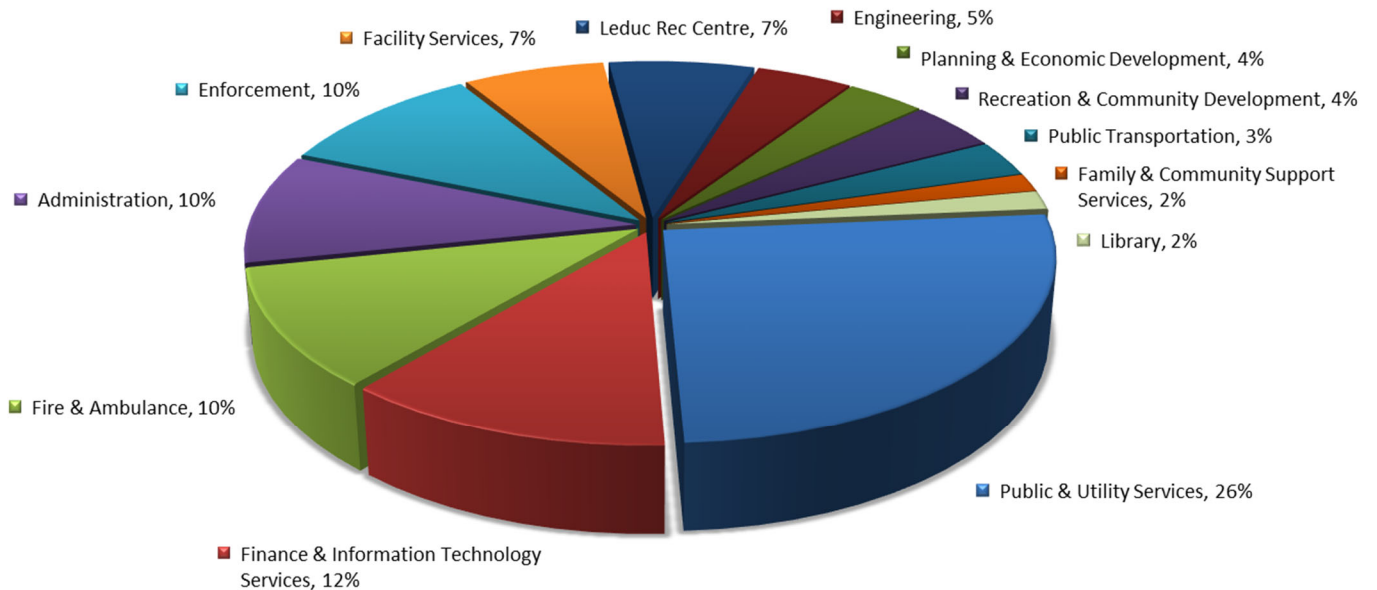
The following graph illustrates the 2021 operating expenses by **object**.



*\*Expenditures do not include Net Interfund Transfers*

## 2021 Budgeted Operating Expenditures by Program – \$90.6 Million

The following graph illustrates the 2021 operating expenses by **department/program**.

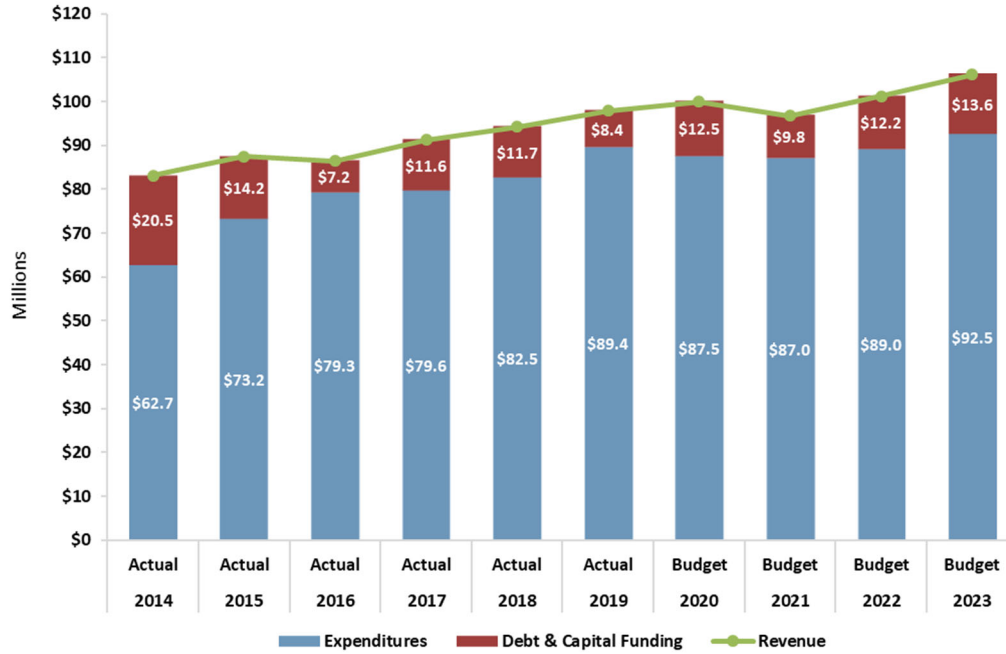


*\*Expenditures do not include Net Interfund Transfers*

# 2021 Budget Overview

## 10 Year Operating Summary

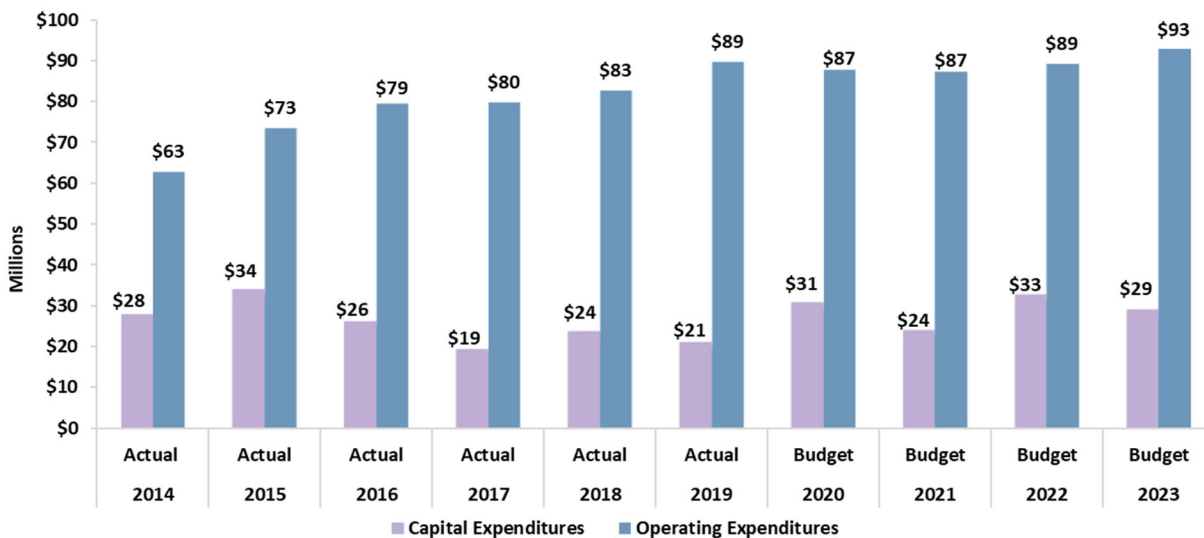
The following graph illustrates the actual expenditures and debt & capital funding for years 2014 to 2019 and for the budgeted years 2020 to 2023.



\*Revenues and expenditures do not include Net Interfund Transfers

## 10 Year Comparison of Operating Expenditures and Capital Expenditures

The following graph illustrates the actual capital and operating expenditures for years 2014 to 2019 and the budgeted operating and capital requirements for years 2020 to 2023.

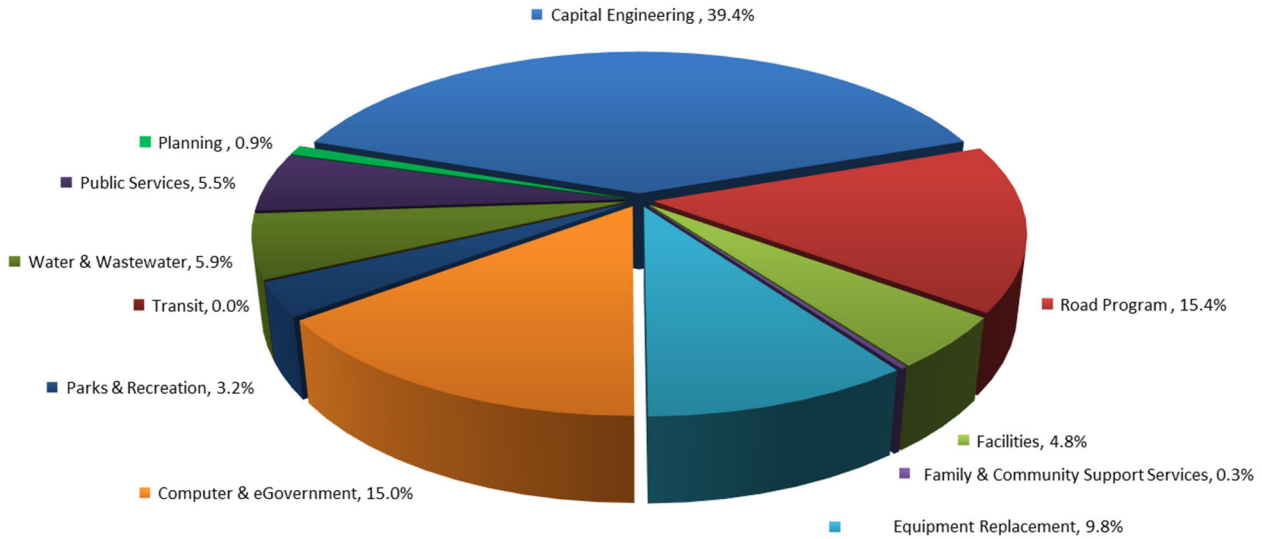


\*Expenditures do not include Net Interfund Transfers

# 2021 Budget Overview

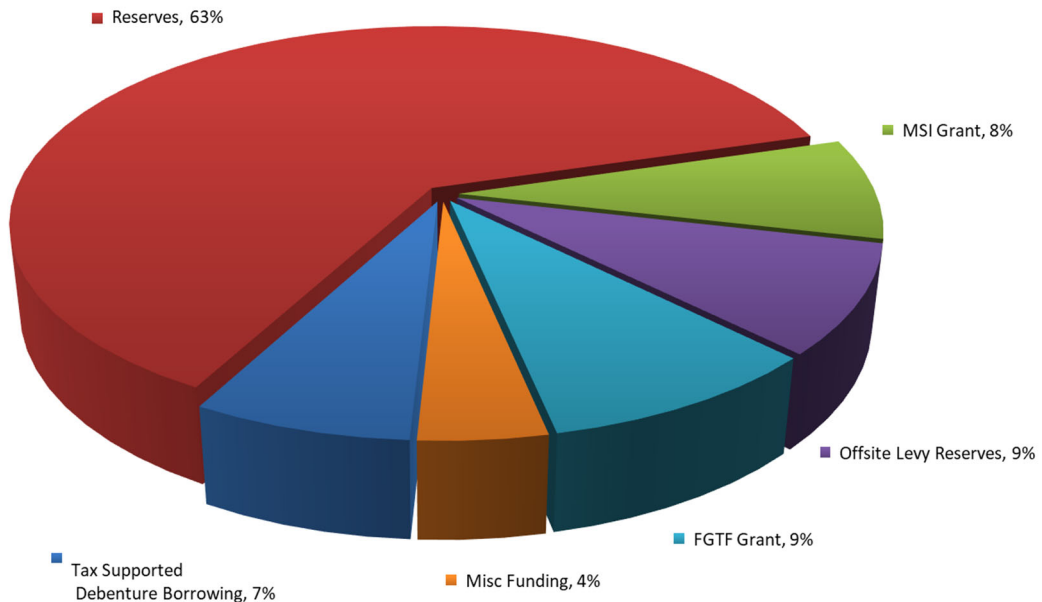
## 2020 Capital Budget – \$23.7 Million

The following graph illustrates the 2020 capital plan by **department/program**.



## 2021 Capital Project Funding Sources Detail – \$23.7 Million

The following graph illustrates the 2020 capital plan by **funding source**.



## 2021 Budget Overview

### Summary of the changes from the proposed to adopted budget:

Throughout the November budget meetings, Council deliberates and makes decisions on various items within the proposed budget. The following is a summary of the changes to the 2021 - 2023 Operating & 2021 – 2030 Capital budget as directed by Council. These changes have been incorporated into the 2021 Approved Budget.

OPERATING	Description	Increase (Decrease) to 2021 Budget
Heritage Coordinator Business Case	Approved Business Case	87,496
Staffing Request addition	Net increase (salaries less projected revenue)	55,600
Grant to Organizations	Increased based on community requests	78,838
Ongoing Community Support	Increased based on community requests	24,750
Employment Engagement Survey	Removed from budget	(25,000)

CAPITAL	Description	Increase (Decrease) to 2021 Budget
Community Reporting - 092.375	Brought forward from 2022 budget to 2021	73,100
Grant MacEwan boulevard fence - 075.067	Addition to project to increase fence to 10ft	64,800
Smart Traffic Pilot - 076.609	New pilot project added to the capital budget	60,000
Environmental Plan Initiatives project - 078.050	Removed from budget	(25,000)
Skating Path at Telford - 080.282	Project removed from budget	(48,000)
Deer Valley Community Garden project 102.065	Reduced scope of the project	(139,000)



# OPERATING 2021 - 2023





## 2021 Operational Summary

In 2020, the COVID-19 public health crisis and resulting economic downturn presented significant challenges to the City of Leduc's preparation of the 2021-2023 operational budget. These events not only created a need for policy and operational changes in response to the changing environment, but also had a significant financial impact on the City and therefore, has played a large role in shaping the proposed 2021-2023 budget.

Council and Administration have recognized the economic hardship faced by residents and as such, their primary goal in developing the budget was to maintain service levels without the need to implement a tax rate increase. Cost savings, streamlined efficiencies, hiring restrictions, a shift in focus from capital growth to capital maintenance, and a reduction in reserve transfers have allowed the City to achieve a tax rate increase of 0%. The proposed budget balances the City of Leduc's current needs with an understanding of future requirements and the importance of remaining attractive for new business and growth in the long-term. Highlights of the 2021 operational budget are discussed below.

### Impacts of COVID-19

The financial and operational impact of the COVID-19 pandemic have resulted in a number of budgetary pressures. The greatest pressure has been on the City's revenues, with an anticipated decrease of \$4.4M in the upcoming year. The largest reduction of revenue is property tax revenue due to anticipated contraction in non-residential assessments and lower expectations of growth. Revenue losses from Leduc Recreation Centre, development permits and transit ticket sales, as well as discontinuation of the Intersection Safety Device Program have also contributed to the overall revenue reduction.

In order to fund the resulting operational gap from these lost revenues, a number of cost savings strategies have been implemented in the 2021-2023 budget. The most significant budget savings are related to personnel costs, which include elimination of cost of living and merit increases and staffing level adjustments to align with current needs. Next, reductions in contract services also helped fund the budget shortfall. Finally, decreases in materials and supplies and training and development costs contributed to the overall reduction of \$3.3M in total operational expenditures. A further reduction of \$2M in 2021 reserve transfers funded the remainder of the operational funding gap not covered by the above reductions of operational expenditures.

### Continued Support for Community Groups

In 2021, the City of Leduc continues to financially support organizations by providing sustainable long-term funding (total of \$470K) to a number of community groups. Some of these groups include, but are not limited, to the following:

- \$100K Leduc Boys & Girls Club
- \$65K Leduc LINX
- \$65K Leduc & District Victim Services
- \$60K Leduc & District Food Bank
- \$43K Rise Up Society Alberta

For the complete list, refer to the Ongoing Community Support table.

## 2021 Operational Summary

Recognizing the importance of community groups, City of Leduc also provides short-term financial support through Grants to Organizations (total of \$520K). Some of these groups include, but are not limited, to the following:

- \$120K Homelessness Initiative (one-time funding)
- \$67K AB Legacy Development Society (Grain Elevator)
- \$50K Downtown Business Association
- \$43K Leduc & District Historical Society
- \$31K Leduc Seniors Centre

For the complete list, refer to the Grants to Organizations table.

### **Continued Focus on Economic Development**

The proposed budget provides a continued focus on enhanced economic development attraction and retention, both regionally and locally. This aligns with Council's goal to be an economically prosperous region. These initiatives include:

- Creating a new Development Agreement template and a new Security Policy to influence developers' decisions to invest
- Increasing the funding allocation to Edmonton Global to undertake additional economic development activities
- Partnering with the Leduc Chamber of Commerce to pursue the Discover Leduc Region project, which will identify and promote tourism

### **Enhanced Service Levels**

Overall, the 2021 budget remains static with respect to service levels with the exception of an enhanced service level that supports the preservation and promotion of the heritage of the City of Leduc. The term Heritage Coordinator position will be made permanent in order to continue the work that has been done to preserve the City's heritage. This position will continue to build the City's archives and encourage collaboration amongst organizations on education opportunities and marketing. This supports Council's strategic goals by capturing and promoting the City's living heritage and by providing support and assistance to the heritage organizations within the community.

# 2021 Operational Summary

## General Fund

The general fund accounts for the widest variety of City activities, including costs of policing, fire, emergency services, streets and roads, transit operations, parks, recreation and building maintenance, as well as the majority of administration costs of the City. The majority of the costs within the general fund are funded by property tax revenues. All departments within the City of Leduc utilize the general fund for their revenues and expenditures. The structure of the City of Leduc as of December 31, 2021 is depicted in the table below:

Function	Department	General Fund
<b>Executive</b>	City Manager	✓
	City Solicitor	✓
	Government Relations & Corporate Planning Strategy	✓
	Mayor & Council	✓
	Office of the City Clerk	✓
<b>Community &amp; Protective Services</b>	Culture & Community Development	✓
	Enforcement Services	✓
	Family & Community Support Services	✓
	Fire Services	✓
	GM Community & Protective Services Admin	✓
	LRC Operations	✓
	Recreation Services	✓
<b>Corporate Services</b>	Communications & Marketing Services	✓
	Finance	✓
	GM Corporate Services Admin	✓
	Human Resources	✓
	Information Technology Services	✓
<b>Infrastructure &amp; Planning</b>	Engineering & Environment	✓
	Facility Services	✓
	GM Infrastructure & Planning Admin	✓
	Planning & Economic Development	✓
	Public Services	✓
	Public Transportation	✓
	Utility Services	✓



## Operating Budget Summary - City Consolidated

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Enforcement Services	843,691	1,124,255	522,676	1,307,741	769,079	769,079	769,079
Government Transfers	8,825,592	9,412,582	11,387,974	9,374,422	9,460,533	9,454,558	9,119,954
Inter-Divisional Revenue	2,308,325	2,554,515	0	2,706,676	3,721,470	3,827,946	3,903,505
Interest & Penalties	1,385,196	2,006,365	302,771	1,022,771	1,397,301	1,480,944	1,514,390
Net Taxes - Revenue	45,848,453	48,047,003	37,322,624	49,065,762	47,712,952	49,948,564	53,305,623
Other Income	3,339,068	1,900,470	674,001	3,229,498	1,273,661	1,423,164	2,236,435
Rent Revenue	2,112,152	2,109,598	1,008,535	1,992,639	2,056,324	2,585,916	2,639,299
Sale of Services	8,845,233	9,251,723	5,951,564	8,835,481	8,324,162	8,888,156	9,067,268
Utility Services Revenue	23,004,374	24,010,725	20,210,149	25,101,572	25,745,533	26,598,633	27,423,733
<b>Total Revenues</b>	<b>96,512,085</b>	<b>100,417,236</b>	<b>77,380,293</b>	<b>102,636,562</b>	<b>100,461,014</b>	<b>104,976,960</b>	<b>109,979,286</b>
<b>Expenditures</b>							
Employee Benefits	6,762,466	7,042,308	6,453,426	7,834,246	7,668,576	8,119,034	8,699,155
Salaries & Wages	33,935,970	37,129,437	31,635,552	38,053,320	37,693,453	39,075,985	41,445,358
<b>Total Staff Costs</b>	<b>40,698,436</b>	<b>44,171,745</b>	<b>38,088,978</b>	<b>45,887,566</b>	<b>45,362,029</b>	<b>47,195,019</b>	<b>50,144,514</b>
Bank Charges & Interest	354,602	398,123	192,748	307,495	299,844	265,820	269,000
Contract Services	13,175,542	15,287,852	11,366,021	15,492,802	15,375,240	15,158,711	15,413,249
Cost of Utilities Sold	7,666,108	7,779,313	6,217,075	8,412,493	8,448,700	8,742,400	9,017,000
General Services	684,403	640,400	507,009	760,822	767,180	842,989	925,197
Grants to Organizations	2,162,837	2,163,870	1,767,041	2,207,373	2,453,862	2,224,929	2,192,003
Inter-Divisional Expenses	2,308,325	2,554,515	0	2,706,676	3,721,474	3,827,942	3,903,509
Interest on Long Term Debt	2,145,590	2,346,052	2,191,655	2,788,992	2,593,937	2,715,841	2,552,248
Materials & Supplies	4,640,115	4,599,190	3,522,879	5,174,112	5,110,112	5,134,713	5,249,837
Other Expenses	148,356	139,526	105,305	143,712	148,023	152,464	157,038
Repairs & Maintenance	1,285,591	1,403,949	1,235,934	1,539,057	1,480,825	1,511,435	1,505,851
Telephone & Communications	155,370	151,788	130,231	178,993	226,677	227,377	224,705
Training & Development	1,011,754	1,109,331	493,282	1,129,756	1,035,043	1,011,337	1,023,386
Utilities - expense	3,272,089	3,358,569	2,552,727	3,443,595	3,652,484	3,769,004	3,848,784
<b>Total Operational Costs</b>	<b>39,010,683</b>	<b>41,932,478</b>	<b>30,281,907</b>	<b>44,285,877</b>	<b>45,313,400</b>	<b>45,584,962</b>	<b>46,281,808</b>
<b>Total Expenditures</b>	<b>79,709,119</b>	<b>86,104,223</b>	<b>68,370,885</b>	<b>90,173,444</b>	<b>90,675,429</b>	<b>92,779,981</b>	<b>96,426,321</b>
<b>Net of Revenue Over Expenditures</b>	<b>16,802,966</b>	<b>14,313,013</b>	<b>9,009,408</b>	<b>12,463,118</b>	<b>9,785,585</b>	<b>12,196,979</b>	<b>13,552,964</b>
<b>Net Interfund Transfers</b>							
Debt Repayment	(3,557,202)	(4,146,412)	(3,561,195)	(4,851,978)	(4,247,917)	(4,584,253)	(4,758,079)
Transfers to Reserves	(18,686,647)	(14,691,375)	(611,000)	(15,062,337)	(10,173,731)	(10,064,761)	(11,401,576)
Transfers from Reserves	5,504,921	4,542,851	611,000	7,451,197	4,636,064	2,452,034	2,606,691
<b>Total Interfund Transfers</b>	<b>(16,738,929)</b>	<b>(14,294,937)</b>	<b>(3,561,195)</b>	<b>(12,463,118)</b>	<b>(9,785,585)</b>	<b>(12,196,979)</b>	<b>(13,552,964)</b>
<b>"Net Surplus (Deficit)"</b>	<b>64,037</b>	<b>18,076</b>	<b>5,448,213</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Dec 03, 2020 09:37 AM

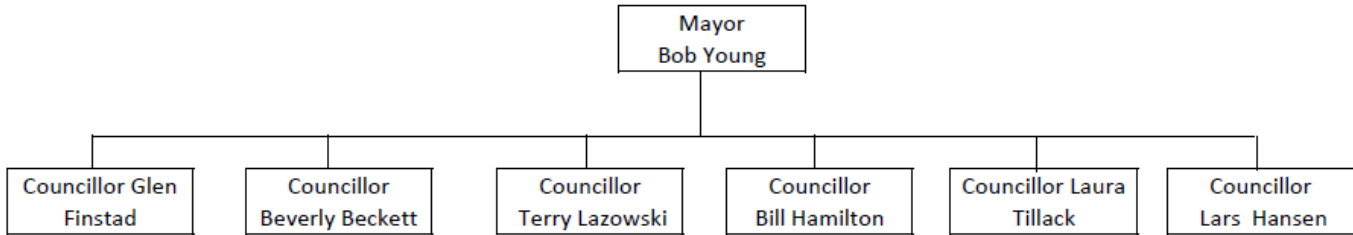
\* 2020 Actual YTD is not representative of year end totals

**MAYOR**



**AND COUNCIL**

**Organizational Chart  
2021**



Metrics	Mayor & Council Administration	Mayor	Council	Total
<b>Number of Positions</b>	1.0	1.0	6.0	<b>8.0</b>
<b>Total Revenue</b>	\$0	\$0	\$0	<b>\$0</b>
<b>Total Expenditures</b>	\$34,030	\$135,570	\$361,430	<b>\$531,030</b>
<b>Net of Revenue Over Expenditures</b>	<b>(\$34,030)</b>	<b>(\$135,570)</b>	<b>(\$361,430)</b>	<b>(\$531,030)</b>
<b>Total Interfund Transfers</b>	\$0	\$0	\$0	<b>\$0</b>
<b>Net Surplus (Deficit)</b>	<b>(\$34,030)</b>	<b>(\$135,570)</b>	<b>(\$361,430)</b>	<b>(\$531,030)</b>

For further information on Mayor & Council please refer to the City of Leduc website, Council page, via icon below.





# Leduc City Council (2017 - 2021)

---

## Mayor Robert (Bob) Young

Bob Young was first elected to city council as a Councillor in 2004 and served as Councillor from 2004 until being elected Mayor in 2017. A resident of Leduc since 1962, Bob attended local schools and, in 1980, obtained his Bachelor of Education degree from Red Deer College and the University of Alberta. He worked as a teacher in the region until his retirement in 2016.

Over the years, Bob has selflessly given of his time and resources as a volunteer in the community, bringing his passion and leadership to numerous sporting organizations and events, including hockey, soccer, baseball, volleyball and basketball. Bob is the oldest son of John and Bev Young and loving husband to his wife Susan for over 40 years. Together, they have two children, Laura and John, a granddaughter, Madeleine, and a grandson, Max.



### Boards, committees and association appointments:

- Airport Accord Oversight Committee
- Capital Region Southwest Water Services Commission\*
- City of Leduc/Leduc County Inter-municipal Development Plan Committee
- COVID-19 Measures Escalation Committee
- Edmonton Global
- Edmonton Metropolitan Region Board
- Edmonton Metropolitan Region Board – Shared Investments for Shared Benefit (SISB) Task Force
- Edmonton Regional Airports Authority – Appointers Committee
- Emergency Advisory Committee
- Leduc Golf and Country Club Advisory Task Force
- Naming Committee
- Student activities and tours
- Traffic Advisory Committee

\*denotes councillor as alternate member



# Leduc City Council (2017 - 2021)

---

## Councillor Beverly Beckett

Beverly Beckett was born and raised in Saskatchewan, moving to Leduc in 1977. Beverly was first elected to city council in 2013. She is a Registered Massage Therapist - certified at MacEwan University - and former downtown business owner for 33 years. She has two adult sons, three stepsons and one stepdaughter, seven grandchildren and two great-grandsons.

She is the current chair of finance at St. David's United Church. Beverly previously served as chair of the Leduc Downtown Progress Association, director of Maclab Centre for the Performing Arts, director of Leduc Regional Chamber of Commerce, director of the Alberta Recreation and Parks Association and director of Caring Communities (United Way). In 2004, Beverly sat on the board responsible for the creation of the City of Leduc Heraldic Coat of Arms, flag and badge.



In 2010 she received the Citizen of Distinction award. Beverly's philosophy is to 'bloom where you are planted'. She enjoys her life serving Leduc in many capacities.

### Boards, committees and association appointments:

- Capital Region Southwest Water Services Commission
- Citizen Recognition Committee
- Community Safety Advisory Committee
- Council Liaison for Infrastructure and Planning
- Leduc Community Drug Action Committee
- Leduc Golf and Country Club Advisory Task Force
- Regional Transit Service Commission\*
- Regional Transit Services Transition Team\*
- Student Activities and Tours

\*denotes councillor as alternate member

# Leduc City Council (2017 - 2021)

---

## Councillor Glen Finstad

Born and raised in Alberta, Glen Finstad was first elected to serve on city council in 2010. He and his wife June moved to Leduc in 1981 and quickly became immersed in the community, including the Black Gold Rodeo and Leduc Lions. Glen has been involved in most of Leduc's minor sports, as a parent, coach and member of the executive for groups like minor hockey, baseball, softball and broomball. Later, Glen and June took time for themselves and joined the Leduc Recreational Ball League and the curling club, where he was president for two years.



Glen and his wife have started, bought and sold several businesses over the past 15 years. He has a passion for coaching and mentoring other business owners and currently provides income security for families, business owners, employees in high-risk occupations, and parents of active youth. He is a past board member with the Leduc Regional Chamber of Commerce and volunteer with the Leduc-Nisku Economic Development Association. This is Glen's third term on city council and he is looking forward to giving to the community that has given so much to his family.

### Boards, committees and association appointments:

- Airport Tax Sharing Agreement Negotiating Committee
- Council Liaison for Community and Protective Services
- Council Remuneration Committee
- Edmonton Global\*
- Edmonton International Airport Noise Committee
- Edmonton Metropolitan Region Board\*
- Edmonton Regional Waste Advisory Committee
- Emergency Advisory Committee
- City of Leduc/Leduc County Inter-municipal Development Plan Committee
- Leduc Community Drug Action Committee\*
- Leduc Downtown Business Association
- Leduc Environmental Advisory Board\*
- Regional Transit Service Commission\*
- Regional Transit Services Transition Team

\*denotes councillor as alternate member

# Leduc City Council (2017 - 2021)

---

## Councillor Bill Hamilton

Bill Hamilton was born and raised in Regina SK, becoming a Leduc resident in 1987 after graduating from Mount Royal University in Calgary with a Diploma in Broadcasting. Bill co-owns and is the sales director for Studio Post in Edmonton. He is married to Shelley and they have two grown children, Rebecca and Owen.

Bill's experience includes serving one previous term on city council as alderman from 2001 – 2004. He has also served the community as a volunteer in various capacities, such as chairperson of the Leduc Parks, Recreation and Culture Board, board member of Leduc Community Lottery Board, public member of Leduc Budget Committee, chairperson of East Elementary Parent Association, chairperson of Leduc Junior High Parent Association, board member for Edmonton International Film Festival Society and board member for Documentary Association of Canada, Edmonton Chapter. Bill is an avid reader and enjoys recreational cycling.



### Boards, committees and association appointments:

- Alberta Capital Region Wastewater Commission
- Council Liaison for Infrastructure and Planning
- Edmonton Metropolitan Region Board – Shared Investments for Shared Benefit (SISB) Task Force
- Family and Community Support Services Advisory Board
- Leduc and District Regional Waste Management Authority\*
- Leduc Regional Chamber of Commerce
- Leduc Regional Housing Foundation

\*denotes councillor as alternate member

# Leduc City Council (2017 - 2021)

---

## Councillor Lars Hansen

Originally from Leduc, Lars attended Leduc Estates School, Leduc Junior High School and graduated from Leduc Composite High School in 2011. Upon completing a degree in Political Science from the University of Alberta in 2016, Lars began working for the Government of Alberta. Lars is serving his first term on city council, having been elected in 2017.

Travelling is one of his passions and has provided him with a global perspective and comfort in working with people of diverse backgrounds. Outside his travels across Canada, Hansen has visited North Africa, Mexico, the United States and has made numerous trips to Europe and the Caribbean.

Hansen has a strong belief in community. He sat as a public representative on the Parks, Recreation and Culture Board. He has played competitive soccer in Leduc and Edmonton. He also has been a volunteer coach for Leduc community soccer. He is very proud of his hometown and has a strong belief in the value of public service and community advocacy.



### Boards, committees and association appointments:

- Capital Region Southwest Water Services Commission
- City of Leduc Library Board
- Council Liaison for Corporate Services
- Grant Application Committee
- Leduc Environmental Advisory Board
- Leduc Regional Chamber of Commerce
- Parks, Recreation and Culture Board
- Youth Council Committee

# Leduc City Council (2017 - 2021)

---

## Councillor Terry Lazowski

Born in Radway, Terry, along with his wife and family, are proud to say they have called Leduc home for the last 24 years. He is currently serving his fifth consecutive term on city council; having been first elected in 2004. Terry hopes to keep building on the fine quality of life attributes this city has to offer, while providing a balanced approach to the different needs in the community. His priorities are fiscal responsibility, enhancing regional government opportunities and continued community engagement with open, transparent government. Terry is an active member of the community with local not-for-profits, such as the Knights of Columbus, and is a past member of the Leduc Minor Hockey Association. Terry enjoys his time with family, friends, and being a grandfather to five grandchildren.



### Boards, committees and association appointments:

- Airport Tax Sharing Agreement Negotiating Committee
- City of Leduc/Leduc County Inter-Municipal Development Plan Committee
- Council Liaison for Corporate Services
- Edmonton Regional Waste Advisory Committee\*
- Grant Application Committee
- Leduc and District Regional Waste Management Authority
- Leduc Downtown Business Association\*
- Parks, Recreation and Culture Board

\*denotes councillor as alternate member

# Leduc City Council (2017 - 2021)

---

## Councillor Laura Tillack

Originally from St. Andrews, NB, Laura Tillack has been an Alberta resident for the last 18 years and is a proud mom of two girls, Kailey and Savannah. For the last decade, she has owned and operated a small business, proudly located in Downtown Leduc.

Laura is an avid volunteer in the community serving on various boards and not-for-profit organizations, such as the Leduc Regional Chamber of Commerce, Downtown Business Association, Deer Valley Playground Committee, the Leduc Arts Foundry, and as a Girl Guide leader. She has coached various sports where her daughters were enrolled and has been involved in numerous charity events throughout the Metro Edmonton Region. She is a strong advocate for arts and culture in Leduc and shares her passion for music through her volunteer work within Leduc's older adult community.



### Boards, committees and association appointments:

- Alberta Capital Region Wastewater Commission\*
- Community Safety Advisory Committee\*
- Council Liaison for Community and Protective Services
- Council Remuneration Committee
- COVID-19 Measures Escalation Committee
- Emergency Advisory Committee
- Family and Community Support Services Advisory Board\*
- Grant Application Committee
- Naming Committee
- Student Activities and Tours
- Traffic Advisory Committee
- Youth Council Committee\*

\*denotes councillor as alternate member



## Operating Budget Summary - MAYOR & COUNCIL

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Remuneration	365,204	407,819	343,815	410,947	410,947	410,947	410,947
Meetings & Public Relations	54,947	53,101	40,280	62,850	63,230	63,330	63,330
Training & Development	61,263	47,945	11,402	68,585	56,853	52,525	52,525
Total Operational Costs	116,209	101,046	51,683	131,435	120,083	115,855	115,855
Total Expenditures	481,413	508,866	395,498	542,382	531,030	526,802	526,802
Net of Revenue Over Expenditures	(481,413)	(508,866)	(395,498)	(542,382)	(531,030)	(526,802)	(526,802)
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(13,000)	0	0	0	0	0	0
Transfers from Reserves	1,283	0	0	0	0	0	0
Total Interfund Transfers	(11,717)	0	0	0	0	0	0
"Net Surplus (Deficit)"	(493,130)	(508,866)	(395,498)	(542,382)	(531,030)	(526,802)	(526,802)

Nov 19, 2020 02:54 PM

\*2020 Actual YTD is not representative of year end totals





## Operating Budget Summary - Council Administration

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Remuneration	1,200	0	0	0	0	0	0
Meetings & Public Relations	37,011	31,750	34,679	33,750	34,030	34,030	34,030
Traning & Development	21,822	0	0	0	0	0	0
Total Operational Costs	58,833	31,750	34,679	33,750	34,030	34,030	34,030
Total Expenditures	60,033	31,750	34,679	33,750	34,030	34,030	34,030
Net of Revenue Over Expenditures	(60,033)	(31,750)	(34,679)	(33,750)	(34,030)	(34,030)	(34,030)
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(13,000)	0	0	0	0	0	0
Transfers from Reserves	1,283	0	0	0	0	0	0
Total Interfund Transfers	(11,717)	0	0	0	0	0	0
Net Surplus (Deficit)	(71,750)	(31,750)	(34,679)	(33,750)	(34,030)	(34,030)	(34,030)

Nov 19, 2020 01:51 PM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Mayor Young

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Remuneration	88,958	102,123	86,274	102,938	102,938	102,938	102,938
Meetings & Public Relations	11,342	11,792	3,784	16,500	16,500	16,500	16,500
Training & Development (Note)	11,993	18,449	4,250	17,250	16,132	16,491	16,491
Total Operational Costs	23,335	30,241	8,034	33,750	32,632	32,991	32,991
Total Expenditures	112,293	132,364	94,308	136,688	135,570	135,929	135,929
Net of Revenue Over Expenditures	(112,293)	(132,364)	(94,308)	(136,688)	(135,570)	(135,929)	(135,929)
Net Surplus (Deficit)	(112,293)	(132,364)	(94,308)	(136,688)	(135,570)	(135,929)	(135,929)

*Note*

2021 includes Federation of Canadian Municipalities, Alberta Urban Municipalities Association, Canadian Sports Tourism Alliance, Alberta Recreation & Parks Association, Mid-Sized Mayors & Chief Administrative Officers conferences and other commitments scheduled throughout the year.



## Operating Budget Summary - Councillor Finstad

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Remuneration	47,560	53,207	44,667	53,365	53,365	53,365	53,365
Meetings & Public Relations	3,431	5,795	1,442	5,000	5,000	5,000	5,000
Training & Development (Note)	9,589	11,828	5,018	20,425	18,963	18,963	18,963
Total Operational Costs	13,020	17,622	6,460	25,425	23,963	23,963	23,963
Total Expenditures	60,579	70,829	51,127	78,790	77,328	77,328	77,328
Net of Revenue Over Expenditures	(60,579)	(70,829)	(51,127)	(78,790)	(77,328)	(77,328)	(77,328)
Net Surplus (Deficit)	(60,579)	(70,829)	(51,127)	(78,790)	(77,328)	(77,328)	(77,328)

*Note*

2021 includes Federation of Canadian Municipalities, Alberta Urban Municipalities Association, Alberta CARE, Recycling Council of Alberta, Business Improvement Areas of BC, International Council of Shopping Centres, Alberta Recreation & Parks Association conferences and other commitments scheduled throughout the year.



## Operating Budget Summary - Councillor Beckett

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Remuneration	42,769	47,281	39,745	47,795	47,795	47,795	47,795
Meetings & Public Relations	1,518	1,506	220	1,520	1,540	1,560	1,560
Training & Development (Note)	3,847	4,946	108	3,640	3,479	3,499	3,499
Total Operational Costs	5,364	6,452	328	5,160	5,019	5,059	5,059
Total Expenditures	48,134	53,733	40,073	52,955	52,814	52,854	52,854
Net of Revenue Over Expenditures	(48,134)	(53,733)	(40,073)	(52,955)	(52,814)	(52,854)	(52,854)
Net Surplus (Deficit)	(48,134)	(53,733)	(40,073)	(52,955)	(52,814)	(52,854)	(52,854)

*Note*

2021 includes Alberta Urban Municipalities Association and Federation of Canadian Municipalities conferences and other commitments throughout the year.



## Operating Budget Summary - Councillor Lazowski

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Remuneration	45,740	50,354	42,533	50,053	50,053	50,053	50,053
Meetings & Public Relations	329	601	0	1,520	1,540	1,560	1,560
Training & Development (Note)	3,221	4,373	0	3,620	3,380	3,494	3,494
Total Operational Costs	3,549	4,974	0	5,140	4,920	5,054	5,054
Total Expenditures	49,289	55,329	42,533	55,193	54,973	55,107	55,107
Net of Revenue Over Expenditures	(49,289)	(55,329)	(42,533)	(55,193)	(54,973)	(55,107)	(55,107)
Net Surplus (Deficit)	(49,289)	(55,329)	(42,533)	(55,193)	(54,973)	(55,107)	(55,107)

*Note*

2021 includes Alberta Urban Municipalities Association and Federation of Canadian Municipalities conferences and other commitments throughout the year.



## Operating Budget Summary - Councillor Hamilton

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Remuneration	47,883	52,576	44,400	53,365	53,365	53,365	53,365
Meetings & Public Relations	357	463	0	1,520	1,540	1,560	1,560
Training & Development (Note)	1,400	318	610	8,640	7,981	3,046	3,046
Total Operational Costs	1,757	781	610	10,160	9,521	4,606	4,606
Total Expenditures	49,640	53,358	45,010	63,525	62,886	57,971	57,971
Net of Revenue Over Expenditures	(49,640)	(53,358)	(45,010)	(63,525)	(62,886)	(57,971)	(57,971)
Net Surplus (Deficit)	(49,640)	(53,358)	(45,010)	(63,525)	(62,886)	(57,971)	(57,971)

*Note*

2021 includes Alberta Urban Municipalities Association and Federation of Canadian Municipalities conferences and other commitments throughout the year.



## Operating Budget Summary - Councillor Tillack

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Remuneration	48,107	52,691	44,542	53,365	53,365	53,365	53,365
Meetings & Public Relations	256	841	70	1,520	1,540	1,560	1,560
Training & Development (Note)	4,879	144	821	8,620	3,439	3,486	3,486
Total Operational Costs	5,134	985	891	10,140	4,979	5,046	5,046
Total Expenditures	53,241	53,677	45,433	63,505	58,344	58,411	58,411
Net of Revenue Over Expenditures	(53,241)	(53,677)	(45,433)	(63,505)	(58,344)	(58,411)	(58,411)
Net Surplus (Deficit)	(53,241)	(53,677)	(45,433)	(63,505)	(58,344)	(58,411)	(58,411)

*Note*

2021 includes Alberta Urban Municipalities Association and Federation of Canadian Municipalities conferences and other commitments throughout the year.





## Operating Budget Summary - Councillor Hansen

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Remuneration	42,988	49,586	41,654	50,067	50,067	50,067	50,067
Meetings & Public Relations	703	353	85	1,520	1,540	1,560	1,560
Training & Development (Note)	4,513	7,887	595	6,390	3,479	3,546	3,546
Total Operational Costs	5,216	8,239	680	7,910	5,019	5,106	5,106
Total Expenditures	48,204	57,826	42,334	57,977	55,086	55,173	55,173
Net of Revenue Over Expenditures	(48,204)	(57,826)	(42,334)	(57,977)	(55,086)	(55,173)	(55,173)
Net Surplus (Deficit)	(48,204)	(57,826)	(42,334)	(57,977)	(55,086)	(55,173)	(55,173)

*Note*

2021 includes Alberta Urban Municipalities Association conference and other commitments throughout the year.

# OFFICE OF THE CITY MANAGER

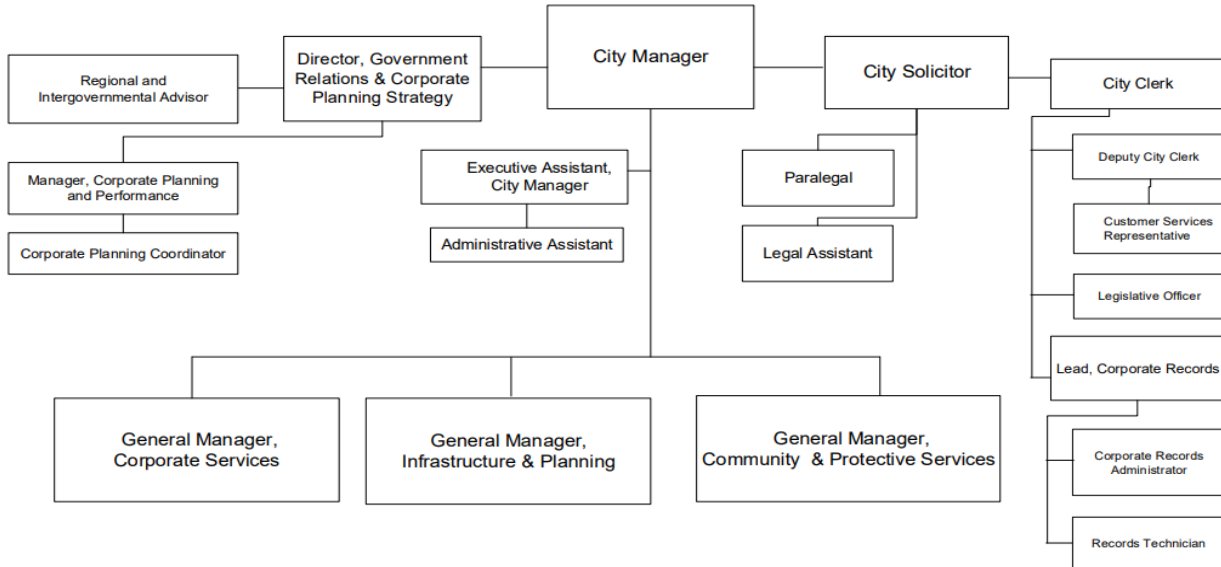




# Office of the City Manager



## Organizational Chart 2021



Metrics	City Manager Administration	City Solicitor Administration	Government Relations & Corporate Planning Strategy	Office of the City Clerk	Total
Staff – Full Time Equivalent (FTE) *	2.6	3.0	4.6	11.0	21.2
Total Revenue	\$0	\$0	\$0	\$7,550	\$7,550
Total Expenditures	\$416,443	\$615,301	\$898,066	\$1,314,785	\$3,244,596
Net of Revenue Over Expenditures	(\$416,443)	(\$615,301)	(\$898,066)	(\$1,307,235)	(\$3,237,046)
Total Interfund Transfers	\$0	\$50,000	\$150,830	\$5,500	\$206,330
Net Surplus (Deficit)	(\$416,443)	(\$565,301)	(\$747,236)	(\$1,301,735)	(\$3,030,716)

\* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE Would be equal to 0.8.

For further information on the Office of the City Manager, please refer to the Budget Supporting Document.

**Budget Supporting  
Document**



## Operating Budget Summary - OFFICE OF THE CITY MANAGER

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Sale of Services	8,897	1,737	3,814	7,120	7,550	7,550	7,550
<b>Total Revenues</b>	<b>8,897</b>	<b>1,737</b>	<b>3,814</b>	<b>7,120</b>	<b>7,550</b>	<b>7,550</b>	<b>7,550</b>
<b>Expenditures</b>							
Employee Benefits	374,566	413,446	349,124	439,682	417,211	416,811	416,811
Salaries & Wages	1,910,080	2,158,509	1,860,404	2,250,654	2,130,688	2,124,688	2,124,688
<b>Total Staff Costs</b>	<b>2,284,646</b>	<b>2,571,955</b>	<b>2,209,528</b>	<b>2,690,335</b>	<b>2,547,899</b>	<b>2,541,499</b>	<b>2,541,499</b>
Contract Services	369,955	318,390	158,764	300,658	460,796	373,084	271,326
General Services	501	616	424	918	750	750	750
Materials & Supplies	127,932	151,012	89,737	175,419	164,086	203,644	182,214
Training & Development	53,727	79,095	42,015	74,605	71,065	56,435	57,816
<b>Total Operational Costs</b>	<b>552,115</b>	<b>549,113</b>	<b>290,941</b>	<b>551,600</b>	<b>696,697</b>	<b>633,913</b>	<b>512,106</b>
<b>Total Expenditures</b>	<b>2,836,761</b>	<b>3,121,068</b>	<b>2,500,469</b>	<b>3,241,935</b>	<b>3,244,596</b>	<b>3,175,412</b>	<b>3,053,605</b>
<b>Net of Revenue Over Expenditures</b>	<b>(2,827,864)</b>	<b>(3,119,331)</b>	<b>(2,496,655)</b>	<b>(3,234,815)</b>	<b>(3,237,046)</b>	<b>(3,167,862)</b>	<b>(3,046,055)</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(115,500)	(120,500)	0	(120,500)	(125,500)	(125,500)	(125,500)
Transfers from Reserves	150,251	31,250	0	75,000	331,830	180,000	50,000
<b>Total Interfund Transfers</b>	<b>34,751</b>	<b>(89,250)</b>	<b>0</b>	<b>(45,500)</b>	<b>206,330</b>	<b>54,500</b>	<b>(75,500)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(2,793,113)</b>	<b>(3,208,581)</b>	<b>(2,496,655)</b>	<b>(3,280,315)</b>	<b>(3,030,716)</b>	<b>(3,113,362)</b>	<b>(3,121,555)</b>

Nov 19, 2020 03:28 PM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - City Manager Administration

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Employee Benefits	59,131	60,114	41,428	42,242	36,352	36,352	36,352
Salaries & Wages	493,010	489,520	443,824	410,475	365,391	365,391	365,391
Total Staff Costs	552,141	549,634	485,251	452,717	401,743	401,743	401,743
Materials & Supplies	4,453	3,331	1,247	4,010	3,700	3,700	3,700
Training & Development	20,325	41,037	8,535	29,131	11,000	11,000	11,000
Total Operational Costs	24,778	44,369	9,783	33,141	14,700	14,700	14,700
Total Expenditures	576,919	594,002	495,034	485,858	416,443	416,443	416,443
Net of Revenue Over Expenditures	(576,919)	(594,002)	(495,034)	(485,858)	(416,443)	(416,443)	(416,443)
<b>Net Interfund Transfers</b>							
Transfers from Reserves	0	8,750	0	0	0	0	0
Total Interfund Transfers	0	8,750	0	0	0	0	0
"Net Surplus (Deficit)"	(576,919)	(585,252)	(495,034)	(485,858)	(416,443)	(416,443)	(416,443)

Nov 19, 2020 01:13 PM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - City Solicitor Administration

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Employee Benefits	77,933	78,688	61,627	80,307	80,307	80,307	80,307
Salaries & Wages	378,555	378,687	310,780	373,712	370,625	370,625	370,625
Total Staff Costs	456,488	457,375	372,407	454,019	450,931	450,931	450,931
Contract Services	145,952	111,100	43,085	153,733	140,500	143,000	145,000
General Services	501	616	424	918	750	750	750
Materials & Supplies	8,047	8,272	6,273	9,184	9,270	9,550	9,800
Training & Development	10,064	12,404	5,707	14,864	13,850	14,450	15,050
Total Operational Costs	164,564	132,392	55,489	178,699	164,370	167,750	170,600
Total Expenditures	621,052	589,768	427,896	632,718	615,301	618,681	621,531
Net of Revenue Over Expenditures	(621,052)	(589,768)	(427,896)	(632,718)	(615,301)	(618,681)	(621,531)
<b>Net Interfund Transfers</b>							
Transfers from Reserves	51,547	0	0	50,000	50,000	50,000	50,000
Total Interfund Transfers	51,547	0	0	50,000	50,000	50,000	50,000
"Net Surplus (Deficit)"	(569,505)	(589,768)	(427,896)	(582,718)	(565,301)	(568,681)	(571,531)

Nov 19, 2020 01:18 PM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Government Relations & Corporate Planning Strategy

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Employee Benefits	96,022	104,694	89,259	124,651	107,670	107,670	107,670
Salaries & Wages	408,541	518,200	426,253	601,671	527,746	527,746	527,746
Total Staff Costs	504,562	622,894	515,513	726,322	635,416	635,416	635,416
Contract Services	182,708	122,066	64,108	100,000	211,000	181,000	76,000
Materials & Supplies	12,149	32,893	4,614	22,075	19,970	45,255	20,545
Training & Development	13,755	11,097	12,446	15,800	31,680	16,180	16,510
Total Operational Costs	208,613	166,056	81,168	137,875	262,650	242,435	113,055
Total Expenditures	713,175	788,950	596,681	864,197	898,066	877,851	748,471
Net of Revenue Over Expenditures	(713,175)	(788,950)	(596,681)	(864,197)	(898,066)	(877,851)	(748,471)
<b>Net Interfund Transfers</b>							
Transfers from Reserves	98,704	22,500	0	25,000	150,830	130,000	0
Total Interfund Transfers	98,704	22,500	0	25,000	150,830	130,000	0
"Net Surplus (Deficit)"	(614,471)	(766,450)	(596,681)	(839,197)	(747,236)	(747,851)	(748,471)

Nov 19, 2020 01:32 PM

\*2020 Actual YTD is not representative of year end totals





## Operating Budget Summary - Office of the City Clerk

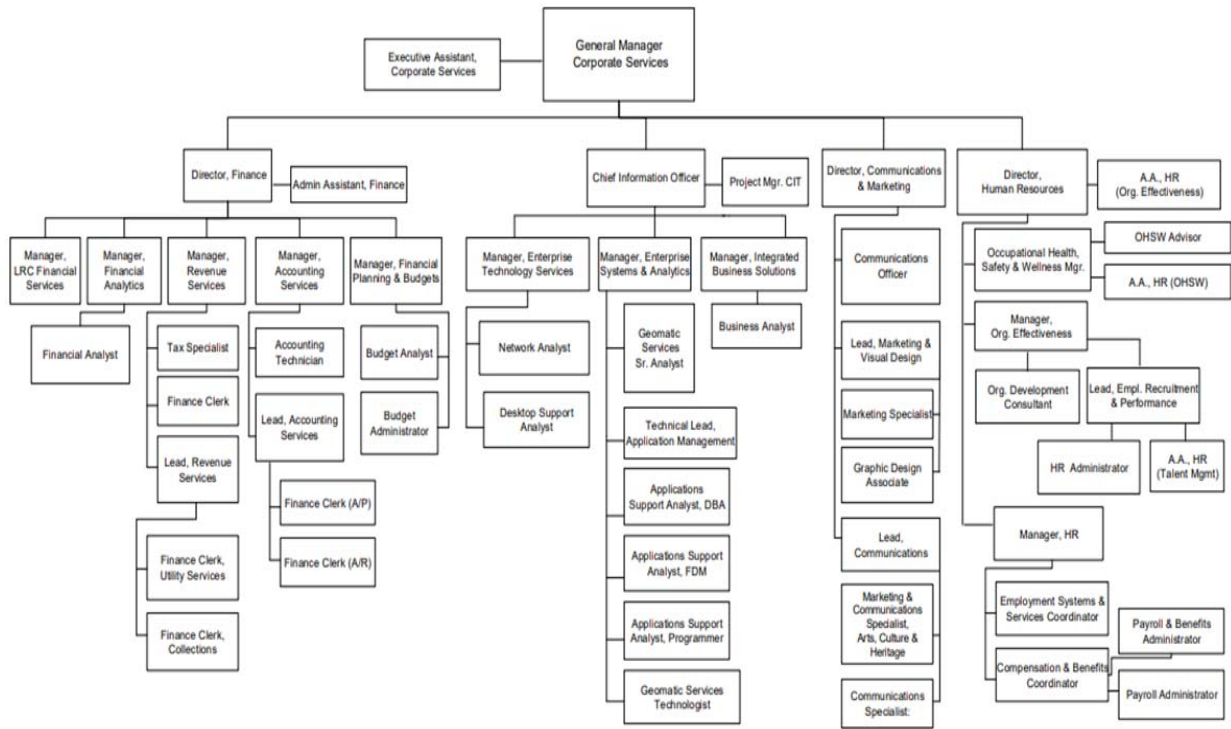
	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Sale of Services	8,897	1,737	3,814	7,120	7,550	7,550	7,550
Total Revenues	8,897	1,737	3,814	7,120	7,550	7,550	7,550
<b>Expenditures</b>							
Employee Benefits	141,480	169,949	156,810	192,483	192,883	192,483	192,483
Salaries & Wages	629,975	772,102	679,547	864,796	866,926	860,926	860,926
Total Staff Costs	771,455	942,052	836,357	1,057,278	1,059,808	1,053,408	1,053,408
Contract Services	41,295	85,224	51,571	46,925	109,296	49,084	50,326
Materials & Supplies	103,282	106,515	77,603	140,150	131,146	145,139	148,169
Training & Development	9,583	14,557	15,326	14,810	14,535	14,805	15,256
Total Operational Costs	154,160	206,296	144,500	201,885	254,977	209,028	213,751
Total Expenditures	925,615	1,148,348	980,858	1,259,163	1,314,785	1,262,436	1,267,159
Net of Revenue Over Expenditures	(916,718)	(1,146,610)	(977,044)	(1,252,043)	(1,307,235)	(1,254,886)	(1,259,609)
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(115,500)	(120,500)	0	(120,500)	(125,500)	(125,500)	(125,500)
Transfers from Reserves	0	0	0	0	131,000	0	0
Total Interfund Transfers	(115,500)	(120,500)	0	(120,500)	5,500	(125,500)	(125,500)
"Net Surplus (Deficit)"	(1,032,218)	(1,267,110)	(977,044)	(1,372,543)	(1,301,735)	(1,380,386)	(1,385,109)

Nov 19, 2020 01:41 PM

\*2020 Actual YTD is not representative of year end totals

# CORPORATE SERVICES





Metrics	Corporate Services Administration	Communications & Marketing Services	Finance	Human Resources	Information Technology Services	Total
Staff – Full Time Equivalent (FTE) *	2.0	8.5	19.5	14.9	18.0	62.9
Total Revenue	\$0	\$59,500	\$60,729,335	\$53,500	\$6,650	\$60,848,985
Total Expenditures	\$350,188	\$1,290,098	\$6,041,468	\$2,150,054	\$4,202,746	\$14,034,554
Net of Revenue Over Expenditures	(\$350,188)	(\$1,230,598)	\$54,687,867	(\$2,096,554)	(\$4,196,096)	\$46,814,431
Total Interfund Transfers	\$0	\$25,000	\$215,277	\$62,476	(\$283,653)	\$19,100
Net Surplus (Deficit)	(\$350,188)	(\$1,205,598)	\$54,903,144	(\$2,034,078)	(\$4,479,749)	\$46,833,531

\* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE Would be equal to 0.8.

For further information on Corporate Services, please refer to the Budget Supporting Document.

Budget Supporting Document



## Operating Budget Summary - CORPORATE SERVICES

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	3,750,806	4,066,423	6,521,768	4,012,423	4,028,469	4,028,469	4,028,469
Interest & Penalties	1,186,486	1,790,681	229,652	942,771	1,186,301	1,269,944	1,300,390
Net Taxes - Revenue	45,840,144	48,047,003	37,322,624	49,065,762	47,712,952	49,948,564	53,305,623
Rent Revenue	0	0	0	(220,438)	0	0	0
Sale of Services	411,296	528,552	368,121	187,047	518,263	521,639	531,903
Utility Services Revenue	6,605,450	6,999,989	6,073,760	7,057,728	7,403,000	7,508,000	7,583,000
<b>Total Revenues</b>	<b>57,794,182</b>	<b>61,432,647</b>	<b>50,515,925</b>	<b>61,045,293</b>	<b>60,848,985</b>	<b>63,276,616</b>	<b>66,749,385</b>
<b>Expenditures</b>							
Employee Benefits	1,343,327	1,420,193	1,178,187	1,496,580	1,518,822	1,937,231	2,519,202
Salaries & Wages	5,441,450	6,332,044	5,038,660	5,789,315	6,454,446	7,871,440	10,161,506
<b>Total Staff Costs</b>	<b>6,784,777</b>	<b>7,752,238</b>	<b>6,216,847</b>	<b>7,285,895</b>	<b>7,973,268</b>	<b>9,808,671</b>	<b>12,680,708</b>
Bank Charges & Interest	162,156	313,205	134,132	150,100	188,300	154,100	157,100
Contract Services	1,673,512	2,074,613	1,928,916	2,434,508	2,360,460	2,506,139	2,645,359
General Services	522,287	525,372	410,081	597,600	630,440	693,300	762,440
Grants to Organizations	1,941,091	1,978,153	1,658,166	2,005,373	2,256,862	2,027,929	1,995,003
Interest on Long Term Debt	10,769	8,097	7,433	7,138	4,886	3,200	4,000
Materials & Supplies	290,529	279,951	181,953	120,220	48,218	50,707	55,146
Other Expenses	14,497	0	0	0	0	0	0
Repairs & Maintenance	83,478	125,804	103,207	112,252	103,552	103,878	98,052
Telephone & Communications	113,171	108,934	92,624	123,562	172,668	172,668	172,668
Training & Development	347,111	353,930	197,687	333,011	295,900	297,145	299,325
<b>Total Operational Costs</b>	<b>5,158,601</b>	<b>5,768,060</b>	<b>4,714,198</b>	<b>5,883,763</b>	<b>6,061,286</b>	<b>6,009,066</b>	<b>6,189,093</b>
<b>Total Expenditures</b>	<b>11,943,378</b>	<b>13,520,298</b>	<b>10,931,045</b>	<b>13,169,658</b>	<b>14,034,554</b>	<b>15,817,737</b>	<b>18,869,802</b>
<b>Net of Revenue Over Expenditures</b>	<b>45,850,804</b>	<b>47,912,349</b>	<b>39,584,880</b>	<b>47,875,635</b>	<b>46,814,431</b>	<b>47,458,879</b>	<b>47,879,583</b>
<b>Net Interfund Transfers</b>							
Debt Repayment	(80,800)	(83,472)	(94,328)	(105,631)	(104,698)	(38,800)	(48,500)
Transfers to Reserves	(8,559,110)	(5,620,290)	(611,000)	(4,418,458)	(1,754,456)	(1,234,628)	(1,775,141)
Transfers from Reserves	3,088,258	1,665,321	611,000	3,341,503	1,878,254	963,278	1,039,426
<b>Total Interfund Transfers</b>	<b>(5,551,652)</b>	<b>(4,038,441)</b>	<b>(94,328)</b>	<b>(1,182,587)</b>	<b>19,100</b>	<b>(310,150)</b>	<b>(784,215)</b>
<b>"Net Surplus (Deficit)"</b>	<b>40,299,152</b>	<b>43,873,908</b>	<b>39,490,552</b>	<b>46,693,048</b>	<b>46,833,531</b>	<b>47,148,729</b>	<b>47,095,369</b>

Dec 02, 2020 08:52 AM

\*2020 Actual YTD is not representative of year end totals





## Operating Budget Summary - Corporate Services Administration

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Employee Benefits	59,476	58,030	49,437	58,471	58,271	58,271	58,271
Salaries & Wages	288,284	290,340	243,502	289,757	281,388	281,388	281,388
Total Staff Costs	347,761	348,370	292,938	348,228	339,658	339,658	339,658
Materials & Supplies	3,330	3,212	2,596	2,500	2,550	2,600	2,600
Training & Development	10,140	6,907	4,411	8,900	7,980	7,980	7,980
Total Operational Costs	13,469	10,119	7,008	11,400	10,530	10,580	10,580
Total Expenditures	361,230	358,489	299,946	359,628	350,188	350,238	350,238
Net of Revenue Over Expenditures	(361,230)	(358,489)	(299,946)	(359,628)	(350,188)	(350,238)	(350,238)
"Net Surplus (Deficit)"	(361,230)	(358,489)	(299,946)	(359,628)	(350,188)	(350,238)	(350,238)

Nov 19, 2020 11:12 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Communication & Marketing Services

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Sale of Services	4,583	53,770	0	34,500	59,500	59,500	59,500
Total Revenues	4,583	53,770	0	34,500	59,500	59,500	59,500
<b>Expenditures</b>							
Employee Benefits	140,537	146,207	130,171	168,454	174,881	174,881	174,881
Salaries & Wages	718,475	822,306	618,939	788,648	809,824	809,824	809,824
Total Staff Costs	859,011	968,513	749,110	957,102	984,705	984,705	984,705
Contract Services	102,558	160,349	101,559	170,000	155,000	190,000	165,000
Materials & Supplies	149,669	159,217	45,268	184,000	133,000	133,000	133,000
Training & Development	18,871	14,954	11,040	18,770	17,393	17,393	17,393
Total Operational Costs	271,098	334,519	157,866	372,770	305,393	340,393	315,393
Total Expenditures	1,130,109	1,303,032	906,976	1,329,872	1,290,098	1,325,098	1,300,098
Net of Revenue Over Expenditures	(1,125,526)	(1,249,261)	(906,976)	(1,295,372)	(1,230,598)	(1,265,598)	(1,240,598)
<b>Net Interfund Transfers</b>							
Transfers from Reserves	0	0	0	10,000	25,000	60,000	35,000
Total Interfund Transfers	0	0	0	10,000	25,000	60,000	35,000
"Net Surplus (Deficit)"	(1,125,526)	(1,249,261)	(906,976)	(1,285,372)	(1,205,598)	(1,205,598)	(1,205,598)

Nov 19, 2020 11:04 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Finance

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	3,740,806	4,064,323	6,521,768	4,012,423	4,028,469	4,028,469	4,028,469
Interest & Penalties	1,186,486	1,790,681	229,652	942,771	1,186,301	1,269,944	1,300,390
Net Taxes - Revenue	45,840,144	48,047,003	37,322,624	49,065,762	47,712,952	49,948,564	53,305,623
Rent Revenue	0	0	0	(220,438)	0	0	0
Sale of Services	376,752	422,036	343,492	121,647	398,613	401,989	412,253
Utility Services Revenue	6,605,450	6,999,989	6,073,760	7,057,728	7,403,000	7,508,000	7,583,000
<b>Total Revenues</b>	<b>57,749,637</b>	<b>61,324,032</b>	<b>50,491,297</b>	<b>60,979,893</b>	<b>60,729,335</b>	<b>63,156,966</b>	<b>66,629,735</b>
<b>Expenditures</b>							
Employee Benefits	484,335	516,443	377,367	485,783	503,560	942,168	1,523,139
Salaries & Wages	1,537,536	2,024,036	1,355,668	1,167,072	2,024,431	3,552,427	5,842,162
<b>Total Staff Costs</b>	<b>2,021,870</b>	<b>2,540,479</b>	<b>1,733,035</b>	<b>1,652,855</b>	<b>2,527,991</b>	<b>4,494,595</b>	<b>7,365,301</b>
Bank Charges & Interest	162,156	313,205	134,132	150,100	188,300	154,100	157,100
Contract Services	574,744	632,166	472,603	627,900	594,475	533,050	549,663
General Services	521,809	525,211	409,762	596,600	629,940	692,800	761,940
Grants to Organizations	1,941,091	1,978,153	1,658,166	2,005,373	2,256,862	2,027,929	1,995,003
Materials & Supplies	91,566	69,707	84,883	(135,250)	(155,850)	(153,450)	(151,050)
Other Expenses	14,497	0	0	0	0	0	0
Training & Development	37,445	51,565	47,524	(2,861)	(250)	1,450	3,250
<b>Total Operational Costs</b>	<b>3,343,309</b>	<b>3,570,007</b>	<b>2,807,069</b>	<b>3,241,862</b>	<b>3,513,477</b>	<b>3,255,879</b>	<b>3,315,906</b>
<b>Total Expenditures</b>	<b>5,365,179</b>	<b>6,110,486</b>	<b>4,540,104</b>	<b>4,894,717</b>	<b>6,041,468</b>	<b>7,750,474</b>	<b>10,681,207</b>
<b>Net of Revenue Over Expenditures</b>	<b>52,384,458</b>	<b>55,213,546</b>	<b>45,951,193</b>	<b>56,085,176</b>	<b>54,687,867</b>	<b>55,406,492</b>	<b>55,948,528</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(8,017,994)	(5,073,126)	(611,000)	(3,871,294)	(1,190,670)	(653,513)	(1,175,959)
Transfers from Reserves	3,015,292	1,262,597	611,000	2,686,868	1,405,947	589,714	750,000
<b>Total Interfund Transfers</b>	<b>(5,002,703)</b>	<b>(3,810,529)</b>	<b>0</b>	<b>(1,184,426)</b>	<b>215,277</b>	<b>(63,799)</b>	<b>(425,959)</b>
<b>"Net Surplus (Deficit)"</b>	<b>47,381,756</b>	<b>51,403,016</b>	<b>45,951,193</b>	<b>54,900,750</b>	<b>54,903,144</b>	<b>55,342,693</b>	<b>55,522,569</b>

Dec 02, 2020 08:50 AM

\*2020 Actual YTD is not representative of year end totals





## Operating Budget Summary - Human Resources

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	10,000	0	0	0	0	0	0
Sale of Services	23,011	45,726	22,308	23,500	53,500	53,500	53,500
<b>Total Revenues</b>	<b>33,011</b>	<b>45,726</b>	<b>22,308</b>	<b>23,500</b>	<b>53,500</b>	<b>53,500</b>	<b>53,500</b>
<b>Expenditures</b>							
Employee Benefits	334,342	341,313	257,715	381,262	369,296	372,796	373,796
Salaries & Wages	1,376,379	1,443,943	1,131,004	1,516,905	1,397,728	1,399,728	1,399,728
<b>Total Staff Costs</b>	<b>1,710,721</b>	<b>1,785,256</b>	<b>1,388,718</b>	<b>1,898,166</b>	<b>1,767,024</b>	<b>1,772,524</b>	<b>1,773,524</b>
Contract Services	111,412	119,495	57,380	163,500	114,000	185,500	138,000
Materials & Supplies	41,212	40,488	31,022	59,900	60,400	60,400	62,400
Training & Development	236,048	201,035	105,733	237,650	208,630	208,630	208,630
<b>Total Operational Costs</b>	<b>388,672</b>	<b>361,019</b>	<b>194,135</b>	<b>461,050</b>	<b>383,030</b>	<b>454,530</b>	<b>409,030</b>
<b>Total Expenditures</b>	<b>2,099,394</b>	<b>2,146,275</b>	<b>1,582,853</b>	<b>2,359,216</b>	<b>2,150,054</b>	<b>2,227,054</b>	<b>2,182,554</b>
<b>Net of Revenue Over Expenditures</b>	<b>(2,066,382)</b>	<b>(2,100,549)</b>	<b>(1,560,544)</b>	<b>(2,335,716)</b>	<b>(2,096,554)</b>	<b>(2,173,554)</b>	<b>(2,129,054)</b>
<b>Net Interfund Transfers</b>							
Transfers from Reserves	56,994	52,538	0	74,976	62,476	62,500	0
<b>Total Interfund Transfers</b>	<b>56,994</b>	<b>52,538</b>	<b>0</b>	<b>74,976</b>	<b>62,476</b>	<b>62,500</b>	<b>0</b>
<b>"Net Surplus (Deficit)"</b>	<b>(2,009,388)</b>	<b>(2,048,011)</b>	<b>(1,560,544)</b>	<b>(2,260,740)</b>	<b>(2,034,078)</b>	<b>(2,111,054)</b>	<b>(2,129,054)</b>

Nov 19, 2020 11:14 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Information Technology Services

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	0	2,100	0	0	0	0	0
Sale of Services	6,950	7,019	2,320	7,400	6,650	6,650	6,650
<b>Total Revenues</b>	<b>6,950</b>	<b>9,119</b>	<b>2,320</b>	<b>7,400</b>	<b>6,650</b>	<b>6,650</b>	<b>6,650</b>
<b>Expenditures</b>							
Employee Benefits	324,637	358,200	343,682	402,612	412,815	389,116	389,116
Salaries & Wages	1,520,776	1,751,420	1,602,005	2,026,932	1,941,075	1,828,073	1,828,404
<b>Total Staff Costs</b>	<b>1,845,413</b>	<b>2,109,620</b>	<b>1,945,687</b>	<b>2,429,544</b>	<b>2,353,890</b>	<b>2,217,190</b>	<b>2,217,520</b>
Contract Services	884,798	1,162,603	1,287,212	1,473,108	1,496,985	1,597,589	1,792,696
General Services	477	162	319	1,000	500	500	500
Interest on Long Term Debt	10,769	8,097	7,433	7,138	4,886	3,200	4,000
Materials & Supplies	4,752	7,328	16,759	9,070	8,118	8,157	8,196
Repairs & Maintenance	83,478	125,804	100,969	112,252	103,552	103,878	98,052
Telephone & Communications	113,171	108,934	92,044	123,562	172,668	172,668	172,668
Training & Development	44,608	79,469	15,261	70,552	62,147	61,692	62,072
<b>Total Operational Costs</b>	<b>1,142,053</b>	<b>1,492,396</b>	<b>1,519,996</b>	<b>1,796,681</b>	<b>1,848,856</b>	<b>1,947,684</b>	<b>2,138,184</b>
<b>Total Expenditures</b>	<b>2,987,466</b>	<b>3,602,016</b>	<b>3,465,683</b>	<b>4,226,225</b>	<b>4,202,746</b>	<b>4,164,874</b>	<b>4,355,705</b>
<b>Net of Revenue Over Expenditures</b>	<b>(2,980,516)</b>	<b>(3,592,897)</b>	<b>(3,463,363)</b>	<b>(4,218,825)</b>	<b>(4,196,096)</b>	<b>(4,158,224)</b>	<b>(4,349,055)</b>
<b>Net Interfund Transfers</b>							
Debt Repayment	(80,800)	(83,472)	(94,328)	(105,631)	(104,698)	(38,800)	(48,500)
Transfers to Reserves	(541,116)	(547,164)	0	(547,164)	(563,786)	(581,115)	(599,182)
Transfers from Reserves	15,972	350,186	0	569,659	384,831	251,064	254,426
<b>Total Interfund Transfers</b>	<b>(605,944)</b>	<b>(280,450)</b>	<b>(94,328)</b>	<b>(83,136)</b>	<b>(283,653)</b>	<b>(368,851)</b>	<b>(393,256)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(3,586,459)</b>	<b>(3,873,347)</b>	<b>(3,557,691)</b>	<b>(4,301,961)</b>	<b>(4,479,749)</b>	<b>(4,527,074)</b>	<b>(4,742,311)</b>

Nov 20, 2020 01:27 PM

\*2020 Actual YTD is not representative of year end totals

# COMMUNITY AND



# PROTECTIVE SERVICES



### Organizational Chart 2021

Chart 1

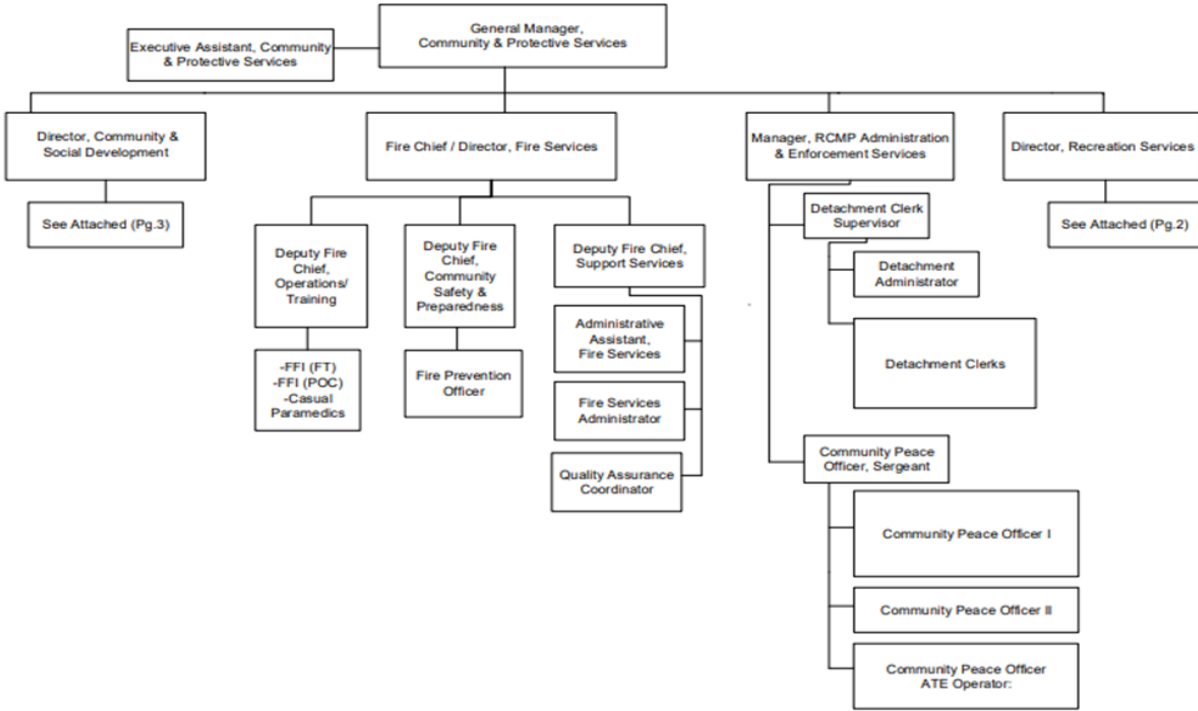
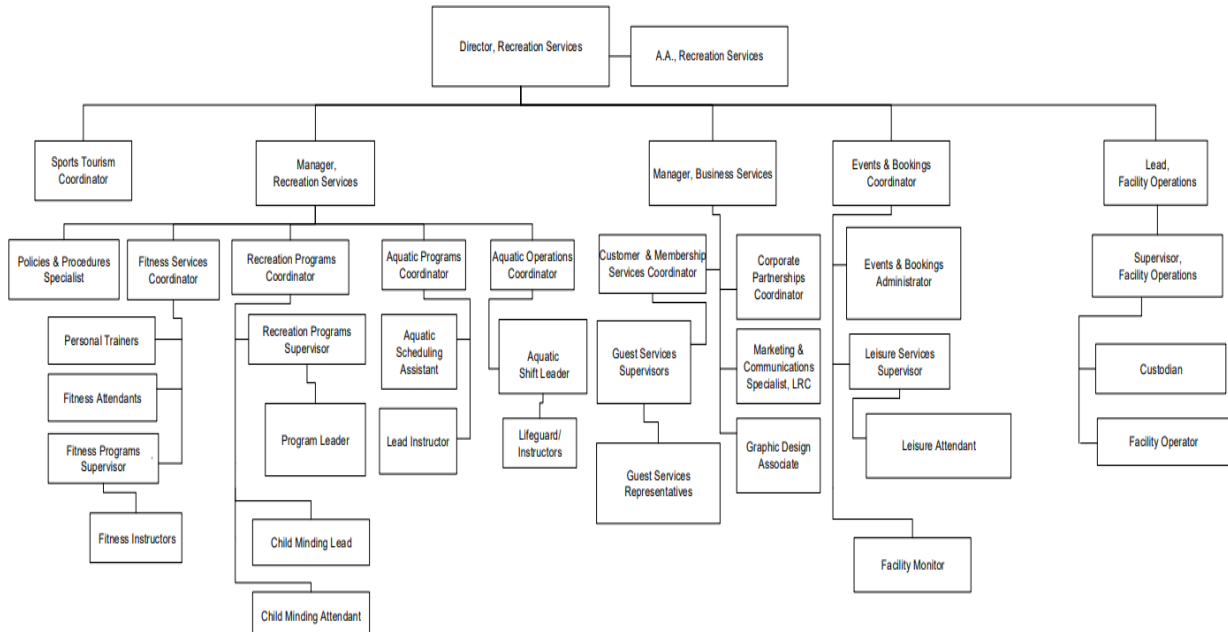
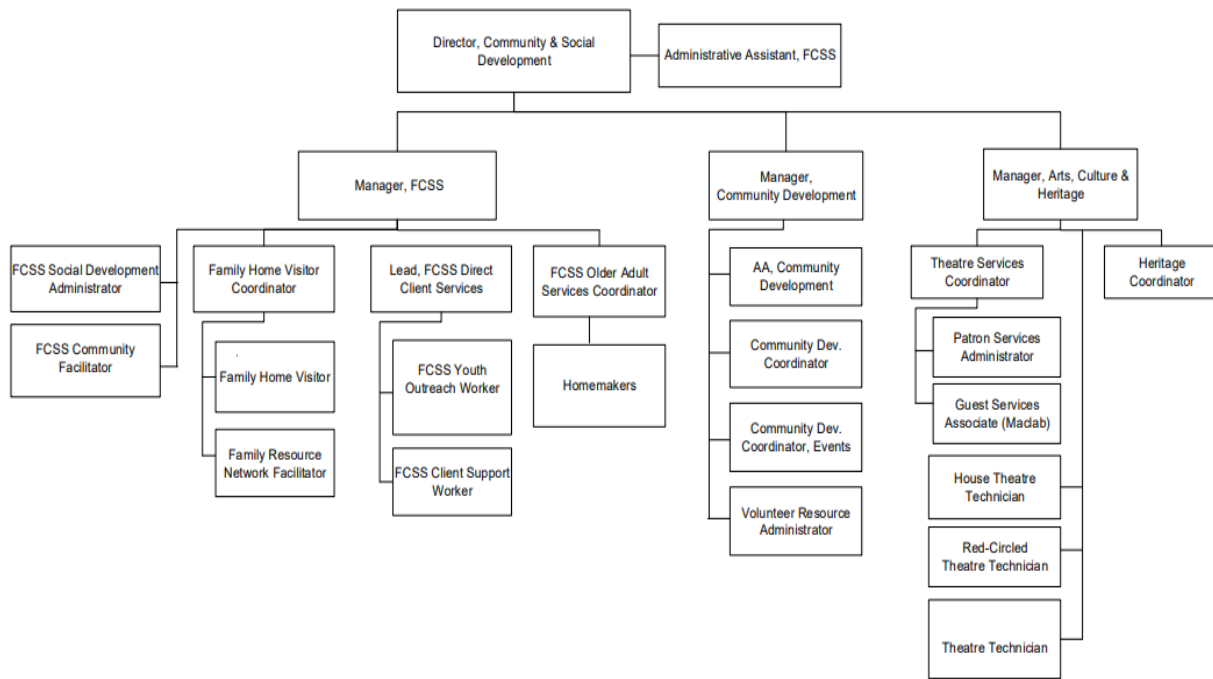


Chart 2



**Chart 3**



Metrics	Community & Protective Services Administration	Culture & Community Development	Enforcement Services	Family & Community Support Services	Fire & Ambulance Services	LRC Operations	Recreation Services	Total
Staff – Full Time Equivalent (FTE) *	2.0	10.0	28.0	13.5	57.4	72.4	14.6	197.9
Total Revenue	\$0	\$258,922	\$1,606,776	\$1,218,674	\$3,735,177	\$3,915,580	\$637,520	\$11,372,649
Total Expenditures	\$348,158	\$1,706,761	\$8,577,274	\$1,768,851	\$9,920,619	\$5,954,910	\$1,967,702	\$30,244,275
Net of Revenue Over Expenditures	(\$348,158)	(\$1,447,839)	(\$6,970,498)	(\$550,177)	(\$6,185,443)	(\$2,039,330)	(\$1,330,182)	(\$18,871,626)
Total Interfund Transfers	\$0	(\$923,368)	\$288,755	(\$14,323)	(\$275,701)	\$0	(\$199,720)	(\$1,124,357)
Net Surplus (Deficit)	(\$348,158)	(\$2,371,207)	(\$6,681,743)	(\$564,500)	(\$6,461,144)	(\$2,039,330)	(\$1,529,902)	(\$19,995,983)

\* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE Would be equal to 0.8.

For further information on Community & Protective Services, please refer to the Budget Supporting Document.

Budget Supporting Document



## Operating Budget Summary - COMMUNITY & PROTECTIVE SERVICES

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Enforcement Services	843,691	1,124,255	522,676	1,307,741	769,079	769,079	769,079
Government Transfers	4,632,580	4,923,293	4,602,662	5,025,185	5,044,050	5,038,484	4,748,671
Other Income	312,800	290,358	191,606	228,787	214,367	230,827	247,287
Rent Revenue	1,788,562	1,776,712	869,606	2,071,515	1,625,000	1,908,500	1,959,750
Sale of Services	3,972,940	4,255,105	1,999,845	4,211,216	3,720,153	4,146,123	4,267,323
<b>Total Revenues</b>	<b>11,550,573</b>	<b>12,369,723</b>	<b>8,186,394</b>	<b>12,844,444</b>	<b>11,372,649</b>	<b>12,093,013</b>	<b>11,992,110</b>
<b>Expenditures</b>							
Employee Benefits	2,593,776	2,671,656	2,641,399	3,272,151	3,201,457	3,240,744	3,238,895
Salaries & Wages	14,290,001	15,601,063	14,001,597	17,092,572	16,899,214	16,920,644	16,995,389
<b>Total Staff Costs</b>	<b>16,883,777</b>	<b>18,272,719</b>	<b>16,642,996</b>	<b>20,364,722</b>	<b>20,100,671</b>	<b>20,161,388</b>	<b>20,234,284</b>
Bank Charges & Interest	165,143	46,253	49,148	137,395	91,544	91,720	91,900
Contract Services	5,507,336	7,061,554	4,726,278	6,847,826	6,660,310	6,345,521	6,322,298
General Services	147,002	101,711	79,273	148,125	116,400	127,800	139,275
Grants to Organizations	221,746	185,717	108,876	202,000	197,000	197,000	197,000
Inter-Divisional Expenses	395,741	422,385	0	486,984	581,736	592,787	604,645
Interest on Long Term Debt	19,905	14,939	6,586	9,934	4,510	0	0
Materials & Supplies	1,298,400	1,416,310	887,049	1,717,223	1,700,398	1,628,616	1,702,951
Repairs & Maintenance	104,820	125,206	178,295	306,956	327,941	333,450	314,678
Telephone & Communications	17,433	20,121	14,317	25,331	23,309	23,309	20,137
Training & Development	320,126	399,962	143,730	432,680	410,576	403,328	410,838
Utilities - expense	0	0	0	29,880	29,880	29,880	29,880
<b>Total Operational Costs</b>	<b>8,197,652</b>	<b>9,794,157</b>	<b>6,193,552</b>	<b>10,344,335</b>	<b>10,143,604</b>	<b>9,773,411</b>	<b>9,833,602</b>
<b>Total Expenditures</b>	<b>25,081,429</b>	<b>28,066,877</b>	<b>22,836,548</b>	<b>30,709,057</b>	<b>30,244,276</b>	<b>29,934,799</b>	<b>30,067,886</b>
<b>Net of Revenue Over Expenditures</b>	<b>(13,530,855)</b>	<b>(15,697,154)</b>	<b>(14,650,153)</b>	<b>(17,864,613)</b>	<b>(18,871,627)</b>	<b>(17,841,786)</b>	<b>(18,075,776)</b>
<b>Net Interfund Transfers</b>							
Debt Repayment	(109,384)	(114,343)	(68,309)	(119,529)	(124,953)	0	0
Transfers to Reserves	(1,803,255)	(1,841,324)	0	(1,717,389)	(1,644,205)	(1,782,154)	(1,798,914)
Transfers from Reserves	123,364	647,973	0	757,704	644,801	25,500	249,675
<b>Total Interfund Transfers</b>	<b>(1,789,275)</b>	<b>(1,307,693)</b>	<b>(68,309)</b>	<b>(1,079,213)</b>	<b>(1,124,357)</b>	<b>(1,756,654)</b>	<b>(1,549,239)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(15,320,130)</b>	<b>(17,004,847)</b>	<b>(14,718,462)</b>	<b>(18,943,826)</b>	<b>(19,995,984)</b>	<b>(19,598,440)</b>	<b>(19,625,015)</b>

Dec 03, 2020 9:46 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Community & Protective Services Admin

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Employee Benefits	59,230	58,037	49,445	58,271	58,271	58,271	58,271
Salaries & Wages	288,075	290,432	242,419	290,057	281,588	281,588	281,588
<b>Total Staff Costs</b>	<b>347,304</b>	<b>348,470</b>	<b>291,864</b>	<b>348,328</b>	<b>339,858</b>	<b>339,858</b>	<b>339,858</b>
Materials & Supplies	2,666	2,224	1,124	2,900	2,100	2,100	2,200
Training & Development	6,422	8,964	2,790	9,400	6,200	6,300	6,300
<b>Total Operational Costs</b>	<b>9,088</b>	<b>11,187</b>	<b>3,914</b>	<b>12,300</b>	<b>8,300</b>	<b>8,400</b>	<b>8,500</b>
<b>Total Expenditures</b>	<b>356,392</b>	<b>359,657</b>	<b>295,777</b>	<b>360,628</b>	<b>348,158</b>	<b>348,258</b>	<b>348,358</b>
Net of Revenue Over Expenditures	(356,392)	(359,657)	(295,777)	(360,628)	(348,158)	(348,258)	(348,358)
"Net Surplus (Deficit)"	(356,392)	(359,657)	(295,777)	(360,628)	(348,158)	(348,258)	(348,358)





## Operating Budget Summary - Culture & Community Development

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Other Income	0	18,658	2,506	21,147	21,147	21,147	21,147
Rent Revenue	4,268	69,222	17,103	70,000	70,000	70,000	70,000
Sale of Services	36,987	226,078	61,568	168,475	167,775	184,775	184,775
<b>Total Revenues</b>	<b>41,255</b>	<b>313,958</b>	<b>81,177</b>	<b>259,622</b>	<b>258,922</b>	<b>275,922</b>	<b>275,922</b>
<b>Expenditures</b>							
Employee Benefits	156,485	130,089	133,138	174,670	180,866	180,866	180,866
Salaries & Wages	747,740	680,975	639,301	814,749	805,519	805,519	805,519
<b>Total Staff Costs</b>	<b>904,225</b>	<b>811,064</b>	<b>772,439</b>	<b>989,420</b>	<b>986,385</b>	<b>986,385</b>	<b>986,385</b>
Bank Charges & Interest	0	9,190	3,343	8,600	8,800	8,976	9,156
Contract Services	161,719	447,761	73,119	323,040	314,669	317,974	324,285
General Services	0	71	1,322	0	600	600	600
Grants to Organizations	121,746	32,388	4,200	40,000	40,000	40,000	40,000
Interest on Long Term Debt	15,802	11,777	4,419	7,767	3,396	0	0
Materials & Supplies	309,424	193,339	94,428	223,402	224,345	207,172	206,950
Repairs & Maintenance	14,583	24,529	9,149	64,166	70,041	72,050	74,228
Telephone & Communications	0	552	633	2,600	1,080	1,080	1,080
Training & Development	20,696	21,634	5,503	27,670	27,565	28,130	28,140
Utilities - expense	0	0	0	29,880	29,880	29,880	29,880
<b>Total Operational Costs</b>	<b>643,971</b>	<b>741,240</b>	<b>196,117</b>	<b>727,125</b>	<b>720,376</b>	<b>705,862</b>	<b>714,319</b>
<b>Total Expenditures</b>	<b>1,548,195</b>	<b>1,552,304</b>	<b>968,556</b>	<b>1,716,545</b>	<b>1,706,761</b>	<b>1,692,247</b>	<b>1,700,704</b>
<b>Net of Revenue Over Expenditures</b>	<b>(1,506,941)</b>	<b>(1,238,346)</b>	<b>(887,379)</b>	<b>(1,456,923)</b>	<b>(1,447,839)</b>	<b>(1,416,325)</b>	<b>(1,424,782)</b>
<b>Net Interfund Transfers</b>							
Debt Repayment	(93,161)	(97,179)	(50,150)	(101,369)	(105,741)	0	0
Transfers to Reserves	(837,312)	(839,927)	0	(839,927)	(839,927)	(961,111)	(961,111)
Transfers from Reserves	27,872	69,417	0	139,140	22,300	1,000	1,000
<b>Total Interfund Transfers</b>	<b>(902,601)</b>	<b>(867,689)</b>	<b>(50,150)</b>	<b>(802,156)</b>	<b>(923,368)</b>	<b>(960,111)</b>	<b>(960,111)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(2,409,542)</b>	<b>(2,106,035)</b>	<b>(937,529)</b>	<b>(2,259,080)</b>	<b>(2,371,207)</b>	<b>(2,376,436)</b>	<b>(2,384,893)</b>

Nov 19, 2020 10:23 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Enforcement Services

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Enforcement Services	843,691	1,124,255	522,676	1,307,741	769,079	769,079	769,079
Government Transfers	735,820	870,635	759,144	762,448	771,697	781,131	790,742
Sale of Services	102,393	139,459	57,629	151,000	66,000	66,000	66,000
<b>Total Revenues</b>	<b>1,681,904</b>	<b>2,134,349</b>	<b>1,339,448</b>	<b>2,221,189</b>	<b>1,606,776</b>	<b>1,616,210</b>	<b>1,625,821</b>
<b>Expenditures</b>							
Employee Benefits	423,002	450,470	417,319	483,198	485,850	485,850	485,850
Salaries & Wages	1,873,562	2,071,478	1,761,998	2,108,073	2,060,192	2,061,237	2,062,309
<b>Total Staff Costs</b>	<b>2,296,564</b>	<b>2,521,948</b>	<b>2,179,317</b>	<b>2,591,271</b>	<b>2,546,042</b>	<b>2,547,087</b>	<b>2,548,159</b>
Bank Charges & Interest	200	0	0	1,000	1,000	1,000	1,000
Contract Services	4,921,275	6,015,234	4,349,701	6,000,853	5,810,947	5,464,269	5,437,334
Inter-Divisional Expenses	98,894	79,741	0	84,616	132,298	134,811	137,508
Materials & Supplies	42,068	94,836	28,342	64,220	42,287	43,787	46,487
Repairs & Maintenance	22,806	24,794	21,690	27,200	27,200	23,200	19,200
Training & Development	24,440	27,499	12,256	23,750	17,500	17,500	17,500
<b>Total Operational Costs</b>	<b>5,109,682</b>	<b>6,242,104</b>	<b>4,411,989</b>	<b>6,201,639</b>	<b>6,031,232</b>	<b>5,684,567</b>	<b>5,659,029</b>
<b>Total Expenditures</b>	<b>7,406,246</b>	<b>8,764,052</b>	<b>6,591,306</b>	<b>8,792,910</b>	<b>8,577,275</b>	<b>8,231,655</b>	<b>8,207,188</b>
<b>Net of Revenue Over Expenditures</b>	<b>(5,724,342)</b>	<b>(6,629,703)</b>	<b>(5,251,858)</b>	<b>(6,571,721)</b>	<b>(6,970,499)</b>	<b>(6,615,445)</b>	<b>(6,581,367)</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(150,000)	(150,000)	0	(90,125)	(66,245)	(66,550)	(66,850)
Transfers from Reserves	28,930	7,710	0	179,194	355,000	10,000	10,000
<b>Total Interfund Transfers</b>	<b>(121,070)</b>	<b>(142,290)</b>	<b>0</b>	<b>89,069</b>	<b>288,755</b>	<b>(56,550)</b>	<b>(56,850)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(5,845,412)</b>	<b>(6,771,993)</b>	<b>(5,251,858)</b>	<b>(6,482,652)</b>	<b>(6,681,744)</b>	<b>(6,671,995)</b>	<b>(6,638,217)</b>

Dec 03, 2020 9:59 AM

\*2020 Actual YTD is not representative of year end totals



# Operating Budget Summary - FCSS

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	804,678	830,464	986,839	1,092,341	1,184,924	1,184,924	885,500
Sale of Services	52,013	45,222	38,271	46,350	33,750	37,750	37,750
<b>Total Revenues</b>	<b>856,691</b>	<b>875,686</b>	<b>1,025,110</b>	<b>1,138,691</b>	<b>1,218,674</b>	<b>1,222,674</b>	<b>923,250</b>
<b>Expenditures</b>							
Employee Benefits	174,748	179,876	167,663	240,753	253,163	253,163	207,333
Salaries & Wages	901,960	849,132	784,183	1,043,603	1,101,285	1,101,285	913,939
<b>Total Staff Costs</b>	<b>1,076,708</b>	<b>1,029,009</b>	<b>951,846</b>	<b>1,284,356</b>	<b>1,354,447</b>	<b>1,354,447</b>	<b>1,121,272</b>
Bank Charges & Interest	22,399	1,043	27	2,000	1,000	1,000	1,000
Contract Services	76,631	97,186	38,895	67,550	78,800	78,800	70,825
General Services	0	0	0	1,125	1,500	1,500	375
Grants to Organizations	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Materials & Supplies	174,575	145,895	87,930	156,652	167,591	167,691	148,469
Repairs & Maintenance	148	0	15,363	18,950	25,200	25,200	6,450
Telephone & Communications	0	0	225	3,172	4,229	4,229	1,057
Training & Development	16,952	24,014	13,408	35,165	36,084	36,084	26,618
<b>Total Operational Costs</b>	<b>390,706</b>	<b>368,139</b>	<b>255,849</b>	<b>384,614</b>	<b>414,403</b>	<b>414,503</b>	<b>354,794</b>
<b>Total Expenditures</b>	<b>1,467,414</b>	<b>1,397,147</b>	<b>1,207,696</b>	<b>1,668,970</b>	<b>1,768,851</b>	<b>1,768,951</b>	<b>1,476,066</b>
<b>Net of Revenue Over Expenditures</b>	<b>(610,723)</b>	<b>(521,461)</b>	<b>(182,586)</b>	<b>(530,279)</b>	<b>(550,177)</b>	<b>(546,277)</b>	<b>(552,816)</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(13,905)	(13,905)	0	(13,905)	(14,323)	(14,323)	(14,323)
Transfers from Reserves	40,000	95,888	0	10,000	0	0	0
<b>Total Interfund Transfers</b>	<b>26,095</b>	<b>81,983</b>	<b>0</b>	<b>(3,905)</b>	<b>(14,323)</b>	<b>(14,323)</b>	<b>(14,323)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(584,628)</b>	<b>(439,478)</b>	<b>(182,586)</b>	<b>(534,184)</b>	<b>(564,500)</b>	<b>(560,600)</b>	<b>(567,139)</b>

Nov 19, 2020 10:39 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Fire Services

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	2,651,908	2,653,397	2,432,281	2,653,396	2,650,429	2,650,429	2,650,429
Sale of Services	1,111,918	1,114,425	832,123	1,052,800	1,084,748	1,084,748	1,084,748
<b>Total Revenues</b>	<b>3,763,826</b>	<b>3,767,822</b>	<b>3,264,404</b>	<b>3,706,196</b>	<b>3,735,177</b>	<b>3,735,177</b>	<b>3,735,177</b>
<b>Expenditures</b>							
Employee Benefits	1,125,342	1,090,769	1,032,578	1,241,468	1,176,234	1,176,234	1,176,234
Salaries & Wages	6,678,520	7,229,808	6,238,034	7,418,333	7,387,238	7,287,163	7,387,238
<b>Total Staff Costs</b>	<b>7,803,862</b>	<b>8,320,577</b>	<b>7,270,613</b>	<b>8,659,801</b>	<b>8,563,473</b>	<b>8,463,398</b>	<b>8,563,473</b>
Bank Charges & Interest	135,103	29,219	46,433	124,795	79,744	79,744	79,744
Contract Services	194,012	220,124	147,685	212,293	206,404	199,788	206,404
Inter-Divisional Expenses	296,847	342,644	0	330,871	340,359	346,825	353,762
Interest on Long Term Debt	4,103	3,162	2,167	2,167	1,114	0	0
Materials & Supplies	351,657	469,555	335,067	448,263	452,995	366,011	452,895
Repairs & Maintenance	20,881	24,059	14,597	23,500	23,500	23,500	23,500
Telephone & Communications	17,433	19,569	13,459	19,559	18,000	18,000	18,000
Training & Development	185,035	232,573	81,952	238,830	235,030	222,619	242,035
<b>Total Operational Costs</b>	<b>1,205,069</b>	<b>1,340,906</b>	<b>641,360</b>	<b>1,400,278</b>	<b>1,357,146</b>	<b>1,256,487</b>	<b>1,376,340</b>
<b>Total Expenditures</b>	<b>9,008,931</b>	<b>9,661,483</b>	<b>7,911,973</b>	<b>10,060,079</b>	<b>9,920,619</b>	<b>9,719,885</b>	<b>9,939,813</b>
<b>Net of Revenue Over Expenditures</b>	<b>(5,245,105)</b>	<b>(5,893,661)</b>	<b>(4,647,570)</b>	<b>(6,353,883)</b>	<b>(6,185,443)</b>	<b>(5,984,708)</b>	<b>(6,204,637)</b>
<b>Net Interfund Transfers</b>							
Debt Repayment	(16,223)	(17,164)	(18,159)	(18,159)	(19,212)	0	0
Transfers to Reserves	(457,977)	(514,531)	0	(514,531)	(510,490)	(510,490)	(510,490)
Transfers from Reserves	0	283,161	0	268,934	254,001	0	233,675
<b>Total Interfund Transfers</b>	<b>(474,200)</b>	<b>(248,533)</b>	<b>(18,159)</b>	<b>(263,756)</b>	<b>(275,701)</b>	<b>(510,490)</b>	<b>(276,815)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(5,719,306)</b>	<b>(6,142,195)</b>	<b>(4,665,729)</b>	<b>(6,617,639)</b>	<b>(6,461,144)</b>	<b>(6,495,198)</b>	<b>(6,481,452)</b>

Nov 19, 2020 10:47 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - LRC Operations

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	115,078	222,600	131,304	127,000	187,000	157,000	157,000
Rent Revenue	1,776,220	1,700,265	755,042	1,815,515	1,407,000	1,652,500	1,694,750
Sale of Services	2,619,301	2,689,888	832,797	2,746,791	2,321,580	2,726,550	2,847,750
<b>Total Revenues</b>	<b>4,510,599</b>	<b>4,612,752</b>	<b>1,719,143</b>	<b>4,689,306</b>	<b>3,915,580</b>	<b>4,536,050</b>	<b>4,699,500</b>
<b>Expenditures</b>							
Employee Benefits	562,287	595,457	549,777	827,736	811,237	850,524	894,504
Salaries & Wages	3,337,704	3,637,686	2,906,895	4,276,637	4,178,844	4,299,304	4,460,248
<b>Total Staff Costs</b>	<b>3,899,992</b>	<b>4,233,143</b>	<b>3,456,672</b>	<b>5,104,373</b>	<b>4,990,081</b>	<b>5,149,828</b>	<b>5,354,752</b>
Bank Charges & Interest	7,441	6,800	(758)	1,000	1,000	1,000	1,000
Contract Services	129,202	102,308	27,642	121,140	106,540	111,740	116,500
General Services	147,002	100,908	77,951	147,000	114,300	125,700	138,300
Inter-Divisional Expenses	0	0	0	59,867	93,121	94,890	96,788
Materials & Supplies	375,005	391,015	215,577	437,100	451,000	468,225	469,600
Repairs & Maintenance	43,511	50,643	74,155	124,245	129,600	135,600	135,900
Training & Development	55,385	64,548	14,682	71,865	69,268	72,250	70,850
<b>Total Operational Costs</b>	<b>757,545</b>	<b>716,221</b>	<b>409,249</b>	<b>962,217</b>	<b>964,829</b>	<b>1,009,405</b>	<b>1,028,938</b>
<b>Total Expenditures</b>	<b>4,657,537</b>	<b>4,949,364</b>	<b>3,865,921</b>	<b>6,066,590</b>	<b>5,954,910</b>	<b>6,159,233</b>	<b>6,383,690</b>
<b>Net of Revenue Over Expenditures</b>	<b>(146,938)</b>	<b>(336,611)</b>	<b>(2,146,778)</b>	<b>(1,377,284)</b>	<b>(2,039,330)</b>	<b>(1,623,183)</b>	<b>(1,684,190)</b>
<b>Net Interfund Transfers</b>							
Transfers from Reserves	13,500	83,687	0	51,246	0	0	0
<b>Total Interfund Transfers</b>	<b>13,500</b>	<b>83,687</b>	<b>0</b>	<b>51,246</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>"Net Surplus (Deficit)"</b>	<b>(133,438)</b>	<b>(252,924)</b>	<b>(2,146,778)</b>	<b>(1,326,038)</b>	<b>(2,039,330)</b>	<b>(1,623,183)</b>	<b>(1,684,190)</b>

Nov 19, 2020 10:56 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Recreation Services

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	325,096	346,197	194,767	390,000	250,000	265,000	265,000
Other Income	312,800	271,700	181,100	207,640	193,220	209,680	226,140
Rent Revenue	8,075	7,225	80,382	186,000	148,000	186,000	195,000
Sale of Services	50,329	40,035	26,803	45,800	46,300	46,300	46,300
<b>Total Revenues</b>	<b>696,300</b>	<b>665,157</b>	<b>483,052</b>	<b>829,440</b>	<b>637,520</b>	<b>706,980</b>	<b>732,440</b>
<b>Expenditures</b>							
Employee Benefits	92,683	166,958	187,414	246,055	235,836	235,836	235,836
Salaries & Wages	462,440	841,551	851,570	1,141,119	1,084,548	1,084,548	1,084,548
<b>Total Staff Costs</b>	<b>555,122</b>	<b>1,008,509</b>	<b>1,038,984</b>	<b>1,387,174</b>	<b>1,320,385</b>	<b>1,320,385</b>	<b>1,320,385</b>
Contract Services	24,497	178,942	88,061	122,950	142,950	172,950	166,950
General Services	0	732	0	0	0	0	0
Grants to Organizations	0	53,329	2,176	62,000	57,000	57,000	57,000
Inter-Divisional Expenses	0	0	0	11,630	15,958	16,261	16,587
Materials & Supplies	43,006	119,447	73,550	384,686	360,080	373,630	376,350
Repairs & Maintenance	2,892	1,181	37,643	48,895	52,400	53,900	55,400
Training & Development	11,196	20,731	4,705	26,000	18,929	20,445	19,395
<b>Total Operational Costs</b>	<b>81,591</b>	<b>374,360</b>	<b>206,134</b>	<b>656,161</b>	<b>647,317</b>	<b>694,186</b>	<b>691,682</b>
<b>Total Expenditures</b>	<b>636,713</b>	<b>1,382,869</b>	<b>1,245,118</b>	<b>2,043,335</b>	<b>1,967,702</b>	<b>2,014,571</b>	<b>2,012,067</b>
<b>Net of Revenue Over Expenditures</b>	<b>59,587</b>	<b>(717,713)</b>	<b>(762,067)</b>	<b>(1,213,895)</b>	<b>(1,330,182)</b>	<b>(1,307,591)</b>	<b>(1,279,627)</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(344,061)	(322,961)	0	(258,901)	(213,220)	(229,680)	(246,140)
Transfers from Reserves	13,062	108,110	0	109,190	13,500	14,500	5,000
<b>Total Interfund Transfers</b>	<b>(330,999)</b>	<b>(214,851)</b>	<b>0</b>	<b>(149,711)</b>	<b>(199,720)</b>	<b>(215,180)</b>	<b>(241,140)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(271,412)</b>	<b>(932,564)</b>	<b>(762,067)</b>	<b>(1,363,606)</b>	<b>(1,529,902)</b>	<b>(1,522,771)</b>	<b>(1,520,767)</b>

Nov 19, 2020 10:59 AM

\*2020 Actual YTD is not representative of year end totals

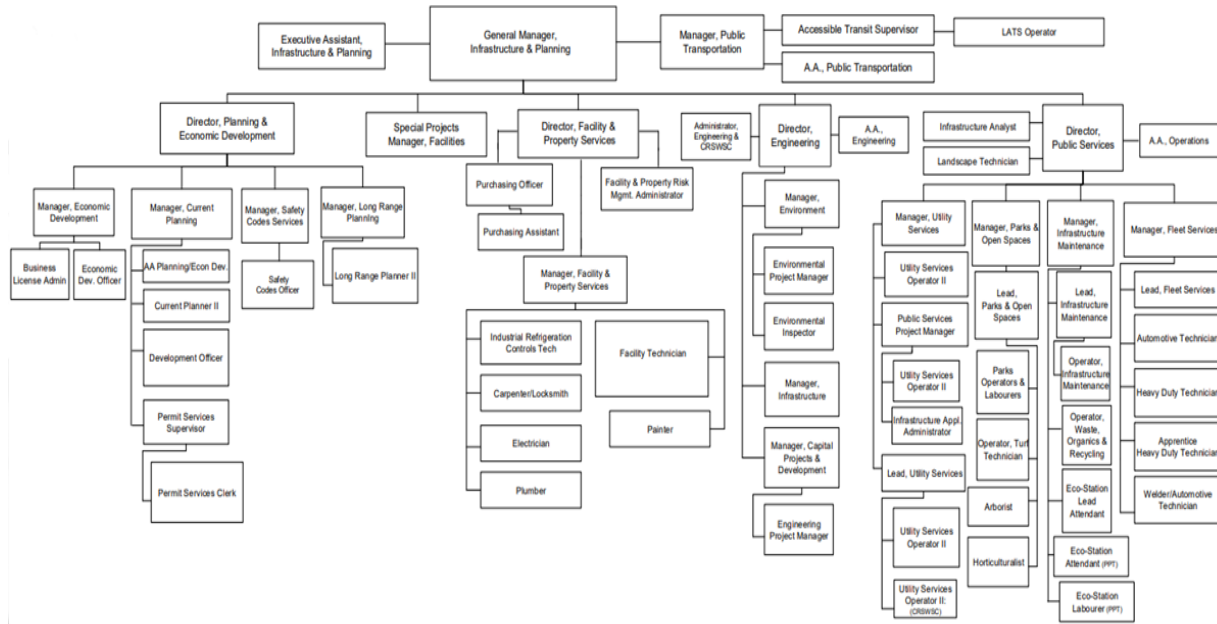
# INFRASTRUCTURE AND PLANNING





# Infrastructure & Planning

## Organizational Chart 2021



Metrics	Infrastructure & Planning Administration	Economic Development	Engineering	Facility Services	Planning	Public Services	Public Transportation	Utility Services	Total
Staff – Full Time Equivalent (FTE) *	2.0	3.0	12.5	12.5	19.1	62.0	9.9	11.3	132.3
Total Revenue	\$0	\$0	\$3,139,400	\$501,024	\$2,565,844	\$4,151,670	\$224,420	\$16,252,281	\$26,834,639
Total Expenditures	\$346,784	\$626,724	\$4,074,211	\$5,763,130	\$2,429,192	\$13,492,093	\$2,675,672	\$11,774,975	\$41,182,781
Net of Revenue Over Expenditures	(\$346,784)	(\$626,724)	(\$934,811)	(\$5,262,106)	\$136,651	(\$9,340,423)	(\$2,451,252)	\$4,477,306	(\$14,348,142)
Total Interfund Transfers	\$0	\$0	(\$1,594,032)	(\$3,766,330)	(\$1,183,224)	(\$1,264,903)	(\$225,900)	(\$893,269)	(\$8,927,659)
Net Surplus (Deficit)	(\$346,784)	(\$626,724)	(\$2,528,843)	(\$9,028,436)	(\$1,046,573)	(\$10,605,326)	(\$2,677,152)	\$3,584,036	(\$23,275,801)

\* Full Time Equivalent (FTE) is a common measure of staff levels and is defined as the ratio of the total number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee. For example, if an employee worked 4 days out of 5, the FTE Would be equal to 0.8.

For further information on Infrastructure & Planning, please refer to the Budget Supporting Document.

Budget Supporting Document





## Operating Budget Summary - INFRASTRUCTURE & PLANNING

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	164,511	156,081	0	71,000	125,200	124,791	80,000
Inter-Divisional Revenue	2,308,325	2,554,515	0	2,706,676	3,721,470	3,827,946	3,903,505
Interest & Penalties	198,709	215,684	70,619	80,000	211,000	211,000	214,000
Net Taxes - Revenue	8,309	0	0	0	0	0	0
Other Income	3,026,268	1,610,112	482,395	3,000,711	1,059,294	1,192,337	1,989,148
Rent Revenue	321,140	330,416	133,513	139,862	429,624	675,716	677,849
Sale of Services	3,375,525	3,321,364	2,623,180	3,290,268	2,945,518	3,075,425	3,118,499
Utility Services Revenue	16,398,925	17,010,736	14,120,840	18,043,844	18,342,533	19,090,633	19,840,733
<b>Total Revenues</b>	<b>25,801,712</b>	<b>25,198,907</b>	<b>17,430,548</b>	<b>27,332,361</b>	<b>26,834,639</b>	<b>28,197,848</b>	<b>29,823,734</b>
<b>Expenditures</b>							
Employee Benefits	2,261,310	2,340,783	2,087,521	2,401,411	2,309,571	2,302,733	2,302,733
Salaries & Wages	11,217,126	11,888,008	9,677,665	11,758,083	11,061,214	11,011,321	11,015,883
<b>Total Staff Costs</b>	<b>13,478,436</b>	<b>14,228,791</b>	<b>11,765,185</b>	<b>14,159,494</b>	<b>13,370,785</b>	<b>13,314,055</b>	<b>13,318,617</b>
Bank Charges & Interest	27,303	38,665	9,732	20,000	20,000	20,000	20,000
Contract Services	5,526,592	5,721,187	4,406,845	5,828,021	5,811,932	5,852,226	6,092,525
Cost of Utilities Sold	7,666,108	7,779,313	6,217,075	8,412,493	8,448,700	8,742,400	9,017,000
General Services	12,459	9,699	14,066	11,079	16,490	17,939	19,532
Inter-Divisional Expenses	1,912,584	2,132,130	0	2,219,692	3,139,738	3,235,155	3,298,864
Interest on Long Term Debt	2,114,916	2,323,016	2,177,637	2,771,920	2,584,541	2,712,641	2,548,248
Materials & Supplies	2,676,519	2,506,438	2,146,892	2,904,790	2,926,455	2,988,178	3,047,358
Repairs & Maintenance	1,097,293	1,152,940	912,221	1,119,849	1,049,332	1,074,107	1,093,121
Telephone & Communications	21,026	19,249	18,999	25,600	26,200	26,700	27,200
Training & Development	219,319	219,093	85,218	216,115	196,004	197,372	198,350
Utilities - expense	3,272,089	3,358,569	2,300,384	3,413,715	3,622,604	3,739,124	3,818,904
<b>Total Operational Costs</b>	<b>24,546,210</b>	<b>25,260,299</b>	<b>18,289,069</b>	<b>26,943,274</b>	<b>27,841,996</b>	<b>28,605,842</b>	<b>29,181,102</b>
<b>Total Expenditures</b>	<b>38,024,646</b>	<b>39,489,090</b>	<b>30,054,254</b>	<b>41,102,768</b>	<b>41,212,781</b>	<b>41,919,897</b>	<b>42,499,719</b>
<b>Net of Revenue Over Expenditures</b>	<b>(12,222,934)</b>	<b>(14,290,183)</b>	<b>(12,623,706)</b>	<b>(13,770,407)</b>	<b>(14,378,142)</b>	<b>(13,722,048)</b>	<b>(12,675,985)</b>
<b>Net Interfund Transfers</b>							
Debt Repayment	(3,367,019)	(3,948,598)	(3,398,558)	(4,626,818)	(4,018,267)	(4,545,453)	(4,709,579)
Transfers to Reserves	(8,171,055)	(7,073,631)	0	(8,790,990)	(6,634,570)	(6,907,479)	(7,687,021)
Transfers from Reserves	2,132,266	2,179,160	0	3,261,990	1,755,178	1,264,856	1,250,589
<b>Total Interfund Transfers</b>	<b>(9,405,808)</b>	<b>(8,843,070)</b>	<b>(3,398,558)</b>	<b>(10,155,818)</b>	<b>(8,897,659)</b>	<b>(10,188,075)</b>	<b>(11,146,011)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(21,628,742)</b>	<b>(23,133,252)</b>	<b>(16,022,264)</b>	<b>(23,926,225)</b>	<b>(23,275,801)</b>	<b>(23,910,124)</b>	<b>(23,821,996)</b>

Nov 23, 2020 08:58 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Infrastructure & Planning Administration

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Employee Benefits	49,126	48,393	41,317	48,691	48,691	48,691	48,691
Salaries & Wages	288,703	290,906	247,229	293,657	285,288	285,288	285,288
Total Staff Costs	337,829	339,298	288,547	342,349	333,979	333,979	333,979
Materials & Supplies	1,449	2,383	174	1,950	2,050	2,050	2,050
Training & Development	8,963	13,450	4,077	10,450	10,755	10,755	10,755
Total Operational Costs	10,412	15,833	4,250	12,400	12,805	12,805	12,805
Total Expenditures	348,241	355,132	292,797	354,749	346,784	346,784	346,784
Net of Revenue Over Expenditures	(348,241)	(355,132)	(292,797)	(354,749)	(346,784)	(346,784)	(346,784)
"Net Surplus (Deficit)"	(348,241)	(355,132)	(292,797)	(354,749)	(346,784)	(346,784)	(346,784)

Nov 19, 2020 11:33 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Economic Development

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Expenditures</b>							
Employee Benefits	26,760	38,509	50,668	60,548	60,548	60,548	60,548
Salaries & Wages	123,098	204,031	233,004	274,398	271,726	271,726	271,726
Total Staff Costs	149,859	242,540	283,672	334,945	332,274	332,274	332,274
Contract Services	352,239	196,720	128,774	201,450	247,500	222,000	275,500
Materials & Supplies	59,143	35,632	28,203	70,300	63,000	63,200	63,200
Repairs & Maintenance	0	2,025	0	4,050	0	0	0
Training & Development	13,870	12,542	6,837	16,600	13,950	14,200	14,200
Total Operational Costs	425,252	246,918	163,815	292,400	324,450	299,400	352,900
Total Expenditures	575,111	489,459	447,487	627,345	656,724	631,674	685,174
Net of Revenue Over Expenditures	(575,111)	(489,459)	(447,487)	(627,345)	(656,724)	(631,674)	(685,174)
<b>Net Interfund Transfers</b>							
Transfers from Reserves	0	0	0	5,000	30,000	0	0
Total Interfund Transfers	0	0	0	5,000	30,000	0	0
Net Surplus (Deficit)	(575,111)	(489,459)	(447,487)	(622,345)	(626,724)	(631,674)	(685,174)

Nov 19, 2020 11:43 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Engineering

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	0	0	0	0	45,200	44,791	0
Sale of Services	326,362	278,108	247,081	301,250	309,400	314,524	319,591
Utility Services Revenue	2,454,116	2,539,860	2,131,037	2,691,774	2,784,800	2,862,300	2,944,800
<b>Total Revenues</b>	<b>2,780,479</b>	<b>2,817,968</b>	<b>2,378,118</b>	<b>2,993,024</b>	<b>3,139,400</b>	<b>3,221,615</b>	<b>3,264,391</b>
<b>Expenditures</b>							
Employee Benefits	247,644	270,290	246,006	277,356	274,637	274,637	274,637
Salaries & Wages	1,094,662	1,171,870	1,074,493	1,302,311	1,250,228	1,250,478	1,250,728
<b>Total Staff Costs</b>	<b>1,342,306</b>	<b>1,442,160</b>	<b>1,320,499</b>	<b>1,579,667</b>	<b>1,524,865</b>	<b>1,525,115</b>	<b>1,525,365</b>
Contract Services	1,765,068	1,899,117	1,553,750	1,989,238	1,973,885	2,037,885	2,103,885
Cost of Utilities Sold	95,920	99,525	94,394	95,493	102,700	104,400	108,000
Inter-Divisional Expenses	0	0	0	4,349	5,711	5,819	5,936
Interest on Long Term Debt	24,026	15,231	4,482	246,821	195,211	464,648	447,323
Materials & Supplies	126,305	145,517	81,211	165,605	224,870	206,420	219,850
Training & Development	51,279	48,464	24,882	50,190	46,969	47,589	48,264
<b>Total Operational Costs</b>	<b>2,062,598</b>	<b>2,207,854</b>	<b>1,758,720</b>	<b>2,551,696</b>	<b>2,549,346</b>	<b>2,866,761</b>	<b>2,933,258</b>
<b>Total Expenditures</b>	<b>3,404,905</b>	<b>3,650,014</b>	<b>3,079,219</b>	<b>4,131,363</b>	<b>4,074,211</b>	<b>4,391,876</b>	<b>4,458,622</b>
<b>Net of Revenue Over Expenditures</b>	<b>(624,426)</b>	<b>(832,046)</b>	<b>(701,101)</b>	<b>(1,138,339)</b>	<b>(934,811)</b>	<b>(1,170,261)</b>	<b>(1,194,231)</b>
<b>Net Interfund Transfers</b>							
Debt Repayment	(779,902)	(788,693)	(397,674)	(1,050,097)	(309,701)	(695,821)	(713,146)
Transfers to Reserves	(1,684,335)	(1,614,435)	0	(1,574,935)	(1,620,105)	(1,641,505)	(1,663,305)
Transfers from Reserves	808,647	863,808	0	1,100,842	335,774	335,774	335,774
<b>Total Interfund Transfers</b>	<b>(1,655,590)</b>	<b>(1,539,319)</b>	<b>(397,674)</b>	<b>(1,524,190)</b>	<b>(1,594,032)</b>	<b>(2,001,552)</b>	<b>(2,040,677)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(2,280,016)</b>	<b>(2,371,365)</b>	<b>(1,098,775)</b>	<b>(2,662,530)</b>	<b>(2,528,843)</b>	<b>(3,171,812)</b>	<b>(3,234,908)</b>

Nov 23, 2020 08:45 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Facility Services

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Rent Revenue	317,540	326,816	130,296	136,262	426,024	672,116	674,249
Sale of Services	325	288	0	0	75,000	75,000	75,000
<b>Total Revenues</b>	<b>317,865</b>	<b>327,104</b>	<b>130,296</b>	<b>136,262</b>	<b>501,024</b>	<b>747,116</b>	<b>749,249</b>
<b>Expenditures</b>							
Employee Benefits	418,509	416,479	242,347	291,525	261,345	261,345	261,345
Salaries & Wages	1,986,168	2,128,410	1,113,410	1,359,899	1,197,849	1,198,684	1,199,536
<b>Total Staff Costs</b>	<b>2,404,676</b>	<b>2,544,889</b>	<b>1,355,757</b>	<b>1,651,424</b>	<b>1,459,194</b>	<b>1,460,029</b>	<b>1,460,881</b>
Contract Services	65,581	70,749	21,443	27,561	78,800	29,526	30,272
Inter-Divisional Expenses	107,949	128,440	0	61,134	85,537	87,161	88,905
Interest on Long Term Debt	1,928,535	2,102,792	1,956,691	2,183,114	2,056,777	1,929,813	1,797,538
Materials & Supplies	272,451	263,740	137,540	235,250	237,307	246,837	256,147
Repairs & Maintenance	410,876	350,146	176,090	221,868	253,696	263,738	267,765
Training & Development	17,978	26,322	5,155	14,000	13,405	13,653	13,906
Utilities - expense	1,671,450	1,603,012	1,016,380	1,478,895	1,578,414	1,667,294	1,708,949
<b>Total Operational Costs</b>	<b>4,474,820</b>	<b>4,545,201</b>	<b>3,313,299</b>	<b>4,221,822</b>	<b>4,303,936</b>	<b>4,238,022</b>	<b>4,163,482</b>
<b>Total Expenditures</b>	<b>6,879,497</b>	<b>7,090,090</b>	<b>4,669,057</b>	<b>5,873,246</b>	<b>5,763,130</b>	<b>5,698,051</b>	<b>5,624,362</b>
<b>Net of Revenue Over Expenditures</b>	<b>(6,561,632)</b>	<b>(6,762,986)</b>	<b>(4,538,761)</b>	<b>(5,736,984)</b>	<b>(5,262,106)</b>	<b>(4,950,935)</b>	<b>(4,875,113)</b>
<b>Net Interfund Transfers</b>							
Debt Repayment	(2,436,105)	(2,902,142)	(2,706,903)	(3,091,617)	(3,213,332)	(3,340,026)	(3,472,035)
Transfers to Reserves	(451,348)	(551,518)	0	(952,547)	(842,057)	(887,122)	(823,244)
Transfers from Reserves	2,585	491,499	0	657,489	289,058	38,124	37,857
<b>Total Interfund Transfers</b>	<b>(2,884,868)</b>	<b>(2,962,161)</b>	<b>(2,706,903)</b>	<b>(3,386,675)</b>	<b>(3,766,330)</b>	<b>(4,189,025)</b>	<b>(4,257,422)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(9,446,500)</b>	<b>(9,725,147)</b>	<b>(7,245,663)</b>	<b>(9,123,658)</b>	<b>(9,028,436)</b>	<b>(9,139,959)</b>	<b>(9,132,536)</b>

Nov 19, 2020 11:31 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Planning

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	43,000	21,500	0	0	0	0	0
Other Income	3,026,268	1,610,112	482,395	3,000,711	1,059,294	1,192,337	1,989,148
Sale of Services	1,918,802	1,809,155	1,626,559	1,817,300	1,506,550	1,531,675	1,552,800
<b>Total Revenues</b>	<b>4,988,070</b>	<b>3,440,767</b>	<b>2,108,954</b>	<b>4,818,011</b>	<b>2,565,844</b>	<b>2,724,012</b>	<b>3,541,948</b>
<b>Expenditures</b>							
Employee Benefits	421,012	388,090	321,199	439,582	390,275	379,813	379,813
Salaries & Wages	2,006,202	2,025,227	1,479,549	2,091,541	1,814,111	1,723,350	1,723,350
<b>Total Staff Costs</b>	<b>2,427,214</b>	<b>2,413,318</b>	<b>1,800,748</b>	<b>2,531,123</b>	<b>2,204,385</b>	<b>2,103,163</b>	<b>2,103,163</b>
Contract Services	10,267	42,624	78	40,000	38,000	38,000	38,000
General Services	4,956	1,685	893	2,000	2,000	2,000	2,000
Inter-Divisional Expenses	94,756	93,594	0	108,419	124,107	126,465	128,994
Materials & Supplies	45,388	34,959	11,460	26,300	20,250	20,250	20,250
Training & Development	49,455	37,264	14,456	44,900	40,450	40,650	40,650
<b>Total Operational Costs</b>	<b>204,823</b>	<b>210,126</b>	<b>26,887</b>	<b>221,619</b>	<b>224,807</b>	<b>227,365</b>	<b>229,894</b>
<b>Total Expenditures</b>	<b>2,632,037</b>	<b>2,623,443</b>	<b>1,827,635</b>	<b>2,752,742</b>	<b>2,429,192</b>	<b>2,330,528</b>	<b>2,333,057</b>
<b>Net of Revenue Over Expenditures</b>	<b>2,356,033</b>	<b>817,324</b>	<b>281,319</b>	<b>2,065,269</b>	<b>136,651</b>	<b>393,484</b>	<b>1,208,891</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(3,312,671)	(1,856,955)	0	(3,277,961)	(1,286,544)	(1,424,407)	(2,238,718)
Transfers from Reserves	132,279	109,857	0	103,320	103,320	0	0
<b>Total Interfund Transfers</b>	<b>(3,180,392)</b>	<b>(1,747,098)</b>	<b>0</b>	<b>(3,174,641)</b>	<b>(1,183,224)</b>	<b>(1,424,407)</b>	<b>(2,238,718)</b>
<b>Net Surplus (Deficit)</b>	<b>(824,358)</b>	<b>(929,774)</b>	<b>281,319</b>	<b>(1,109,372)</b>	<b>(1,046,573)</b>	<b>(1,030,923)</b>	<b>(1,029,827)</b>

Nov 19, 2020 11:39 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Public Services

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	121,511	134,581	0	71,000	80,000	80,000	80,000
Inter-Divisional Revenue	2,308,325	2,554,515	0	2,706,676	3,721,470	3,827,946	3,903,505
Rent Revenue	3,600	3,600	751	3,600	3,600	3,600	3,600
Sale of Services	339,164	430,220	157,202	353,600	346,600	346,600	346,600
<b>Total Revenues</b>	<b>2,772,599</b>	<b>3,122,916</b>	<b>157,953</b>	<b>3,134,876</b>	<b>4,151,670</b>	<b>4,258,146</b>	<b>4,333,705</b>
<b>Expenditures</b>							
Employee Benefits	760,864	806,516	792,017	885,378	896,235	896,235	896,235
Salaries & Wages	4,061,963	4,248,211	3,723,359	4,519,255	4,442,230	4,442,230	4,442,230
<b>Total Staff Costs</b>	<b>4,822,828</b>	<b>5,054,727</b>	<b>4,515,376</b>	<b>5,404,633</b>	<b>5,338,465</b>	<b>5,338,465</b>	<b>5,338,465</b>
Contract Services	1,529,357	1,468,018	1,302,335	1,432,200	1,402,700	1,418,500	1,446,400
Inter-Divisional Expenses	1,340,571	1,539,065	0	1,611,104	2,417,103	2,499,743	2,549,740
Materials & Supplies	1,671,496	1,577,864	1,545,367	1,904,800	1,900,800	1,945,000	1,965,600
Repairs & Maintenance	532,989	570,482	606,374	613,600	590,300	601,000	611,850
Telephone & Communications	19,148	17,464	16,713	25,000	26,000	26,500	27,000
Training & Development	66,215	71,014	25,823	65,025	56,825	56,825	56,825
Utilities - expense	1,429,931	1,556,676	1,130,248	1,675,400	1,759,900	1,783,530	1,800,760
<b>Total Operational Costs</b>	<b>6,589,707</b>	<b>6,800,584</b>	<b>4,626,860</b>	<b>7,327,129</b>	<b>8,153,628</b>	<b>8,331,098</b>	<b>8,458,175</b>
<b>Total Expenditures</b>	<b>11,412,535</b>	<b>11,855,311</b>	<b>9,142,235</b>	<b>12,731,762</b>	<b>13,492,093</b>	<b>13,669,563</b>	<b>13,796,640</b>
<b>Net of Revenue Over Expenditures</b>	<b>(8,639,936)</b>	<b>(8,732,395)</b>	<b>(8,984,283)</b>	<b>(9,596,886)</b>	<b>(9,340,423)</b>	<b>(9,411,417)</b>	<b>(9,462,935)</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(1,208,148)	(1,395,280)	0	(1,264,403)	(1,264,903)	(1,298,012)	(1,300,686)
Transfers from Reserves	246,117	9,000	0	189,445	0	9,000	0
<b>Total Interfund Transfers</b>	<b>(962,031)</b>	<b>(1,386,280)</b>	<b>0</b>	<b>(1,074,958)</b>	<b>(1,264,903)</b>	<b>(1,289,012)</b>	<b>(1,300,686)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(9,601,967)</b>	<b>(10,118,675)</b>	<b>(8,984,283)</b>	<b>(10,671,844)</b>	<b>(10,605,326)</b>	<b>(10,700,429)</b>	<b>(10,763,621)</b>

Nov 19, 2020 11:48 AM

\*2020 Actual YTD is not representative of year end totals



## Operating Budget Summary - Public Transportation

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Sale of Services	330,196	315,791	117,696	339,570	224,420	320,078	321,813
<b>Total Revenues</b>	<b>330,196</b>	<b>315,791</b>	<b>117,696</b>	<b>339,570</b>	<b>224,420</b>	<b>320,078</b>	<b>321,813</b>
<b>Expenditures</b>							
Employee Benefits	153,118	170,636	135,508	180,231	163,667	163,667	163,667
Salaries & Wages	669,530	716,003	530,566	770,026	706,571	707,071	707,571
<b>Total Staff Costs</b>	<b>822,648</b>	<b>886,639</b>	<b>666,074</b>	<b>950,256</b>	<b>870,238</b>	<b>870,738</b>	<b>871,238</b>
Contract Services	977,900	1,030,475	472,290	1,204,052	1,071,747	1,140,805	1,188,693
General Services	7,503	8,014	13,174	9,079	14,490	15,939	17,532
Inter-Divisional Expenses	92,415	168,553	0	167,797	250,433	254,241	258,326
Materials & Supplies	257,836	234,466	116,860	264,710	249,578	266,191	282,586
Repairs & Maintenance	153,428	230,286	121,195	280,331	205,336	209,369	213,506
Telephone & Communications	1,878	1,786	1,066	600	200	200	200
Training & Development	11,559	10,035	3,928	14,950	13,650	13,700	13,750
<b>Total Operational Costs</b>	<b>1,502,519</b>	<b>1,683,615</b>	<b>728,512</b>	<b>1,941,519</b>	<b>1,805,434</b>	<b>1,900,445</b>	<b>1,974,593</b>
<b>Total Expenditures</b>	<b>2,325,167</b>	<b>2,570,254</b>	<b>1,394,587</b>	<b>2,891,775</b>	<b>2,675,672</b>	<b>2,771,183</b>	<b>2,845,831</b>
<b>Net of Revenue Over Expenditures</b>	<b>(1,994,971)</b>	<b>(2,254,463)</b>	<b>(1,276,891)</b>	<b>(2,552,205)</b>	<b>(2,451,252)</b>	<b>(2,451,105)</b>	<b>(2,524,018)</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(283,560)	(303,083)	0	(303,083)	(259,300)	(259,300)	(259,300)
Transfers from Reserves	552,752	66,838	0	51,350	33,400	0	0
<b>Total Interfund Transfers</b>	<b>269,192</b>	<b>(236,245)</b>	<b>0</b>	<b>(251,733)</b>	<b>(225,900)</b>	<b>(259,300)</b>	<b>(259,300)</b>
<b>"Net Surplus (Deficit)"</b>	<b>(1,725,779)</b>	<b>(2,490,708)</b>	<b>(1,276,891)</b>	<b>(2,803,938)</b>	<b>(2,677,152)</b>	<b>(2,710,405)</b>	<b>(2,783,318)</b>

Nov 19, 2020 11:50 AM

\*2020 Actual YTD is not representative of year end totals





## Operating Budget Summary - Utility Services

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Interest & Penalties	198,709	215,684	70,619	80,000	211,000	211,000	214,000
Net Taxes - Revenue	8,309	0	0	0	0	0	0
Sale of Services	460,676	487,802	458,141	478,548	483,548	487,548	502,695
Utility Services Revenue	13,944,808	14,470,876	11,989,565	15,352,070	15,557,733	16,228,333	16,895,933
<b>Total Revenues</b>	<b>14,612,503</b>	<b>15,174,361</b>	<b>12,518,325</b>	<b>15,910,618</b>	<b>16,252,281</b>	<b>16,926,881</b>	<b>17,612,628</b>
<b>Expenditures</b>							
Employee Benefits	184,276	201,870	179,819	218,101	214,174	217,797	217,797
Salaries & Wages	986,800	1,103,351	923,592	1,146,997	1,093,212	1,132,495	1,135,455
<b>Total Staff Costs</b>	<b>1,171,075</b>	<b>1,305,220</b>	<b>1,103,410</b>	<b>1,365,098</b>	<b>1,307,386</b>	<b>1,350,292</b>	<b>1,353,252</b>
Bank Charges & Interest	27,303	38,665	9,732	20,000	20,000	20,000	20,000
Contract Services	826,180	1,013,484	894,560	933,520	999,300	965,510	1,009,775
Cost of Utilities Sold	7,570,188	7,679,788	6,122,681	8,317,000	8,346,000	8,638,000	8,909,000
Inter-Divisional Expenses	276,893	202,478	0	266,889	256,847	261,726	266,963
Interest on Long Term Debt	162,355	204,994	216,464	341,985	332,552	318,180	303,388
Materials & Supplies	242,452	211,877	217,380	235,875	228,600	238,230	237,675
Utilities - expense	170,708	198,881	153,755	259,420	284,290	288,300	309,195
<b>Total Operational Costs</b>	<b>9,276,079</b>	<b>9,550,167</b>	<b>7,614,572</b>	<b>10,374,689</b>	<b>10,467,589</b>	<b>10,729,946</b>	<b>11,055,996</b>
<b>Total Expenditures</b>	<b>10,447,154</b>	<b>10,855,387</b>	<b>8,717,982</b>	<b>11,739,786</b>	<b>11,774,975</b>	<b>12,080,239</b>	<b>12,409,248</b>
<b>Net of Revenue Over Expenditures</b>	<b>4,165,349</b>	<b>4,318,974</b>	<b>3,800,343</b>	<b>4,170,832</b>	<b>4,477,306</b>	<b>4,846,642</b>	<b>5,203,380</b>
<b>Net Interfund Transfers</b>							
Debt Repayment	(151,012)	(257,763)	(293,981)	(485,104)	(495,233)	(509,605)	(524,397)
Transfers to Reserves	(1,230,993)	(1,352,361)	0	(1,418,061)	(1,361,661)	(1,397,133)	(1,401,768)
Transfers from Reserves	389,886	638,157	0	1,154,545	963,625	881,958	876,958
<b>Total Interfund Transfers</b>	<b>(992,119)</b>	<b>(971,967)</b>	<b>(293,981)</b>	<b>(748,621)</b>	<b>(893,269)</b>	<b>(1,024,780)</b>	<b>(1,049,207)</b>
<b>"Net Surplus (Deficit)"</b>	<b>3,173,230</b>	<b>3,347,007</b>	<b>3,506,362</b>	<b>3,422,211</b>	<b>3,584,036</b>	<b>3,821,862</b>	<b>4,154,172</b>

Nov 19, 2020 11:52 AM

\*2020 Actual YTD is not representative of year end totals

# LIBRARY





## Operating Budget Summary - LIBRARY

	2018 Actual	2019 Actual	2020 Actual YTD*	2020 Budget	2021 Budget	2022 Budget	2023 Budget
<b>Revenue</b>							
Government Transfers	277,696	266,785	263,544	265,814	262,814	262,814	262,814
Rent Revenue	2,450	2,471	616	1,700	1,700	1,700	1,700
Sale of Services	1,076,576	1,144,965	847,107	1,139,830	1,132,678	1,137,419	1,141,993
<b>Total Revenues</b>	<b>1,356,721</b>	<b>1,414,221</b>	<b>1,111,267</b>	<b>1,407,344</b>	<b>1,397,192</b>	<b>1,401,933</b>	<b>1,406,507</b>
<b>Expenditures</b>							
Employee Benefits	137,551	143,860	123,846	168,575	165,667	165,667	165,667
Salaries & Wages	764,046	794,362	639,656	807,597	792,792	792,792	792,792
<b>Total Staff Costs</b>	<b>901,597</b>	<b>938,223</b>	<b>763,502</b>	<b>976,171</b>	<b>958,458</b>	<b>958,458</b>	<b>958,458</b>
Contract Services	98,146	112,109	78,595	81,789	81,741	81,741	81,741
General Services	2,154	3,001	3,163	3,100	3,100	3,200	3,200
Materials & Supplies	185,257	185,882	122,359	184,000	198,000	190,400	189,000
Other Expenses	133,859	139,526	105,305	143,712	148,023	152,464	157,038
Telephone & Communications	3,740	3,483	3,398	4,500	4,500	4,700	4,700
Training & Development	16,740	15,801	2,210	14,370	14,370	14,370	14,370
<b>Total Operational Costs</b>	<b>439,896</b>	<b>459,803</b>	<b>315,030</b>	<b>431,471</b>	<b>449,734</b>	<b>446,875</b>	<b>450,049</b>
<b>Total Expenditures</b>	<b>1,341,493</b>	<b>1,398,025</b>	<b>1,078,532</b>	<b>1,407,642</b>	<b>1,408,192</b>	<b>1,405,333</b>	<b>1,408,507</b>
<b>Net of Revenue Over Expenditures</b>	<b>15,228</b>	<b>16,196</b>	<b>32,735</b>	<b>(298)</b>	<b>(11,000)</b>	<b>(3,400)</b>	<b>(2,000)</b>
<b>Net Interfund Transfers</b>							
Transfers to Reserves	(24,728)	(35,630)	0	(15,000)	(15,000)	(15,000)	(15,000)
Transfers from Reserves	9,500	19,147	0	15,000	26,000	18,400	17,000
<b>Total Interfund Transfers</b>	<b>(15,228)</b>	<b>(16,483)</b>	<b>0</b>	<b>0</b>	<b>11,000</b>	<b>3,400</b>	<b>2,000</b>
<b>"Net Surplus (Deficit)"</b>	<b>0</b>	<b>(287)</b>	<b>32,735</b>	<b>(298)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Nov 19, 2020 11:23 AM

\*2020 Actual YTD is not representative of year end totals

# ONGOING COMMUNITY SUPPORT & GRANTS TO ORGANIZATIONS



Provides assistance to Leduc non-profit organizations whose activities benefit Leduc citizens.

- Recreation/amateur sport, arts, culture, parks, and other community activities: reviewed by Parks, Recreation & Culture Board (PRCB)
- Social services programs & initiatives: reviewed by the Family & Community Support Services (FCSS) board.
- Requests falling outside of the above mandates: reviewed by an ad hoc Grants to Organizations Committee, comprised of representatives from Council, PRCB and the FCSS board.
- After reviewing the applications, the appropriate board will make a recommendation to City Council on whether or not funding should be granted, and if so, how much.

## Ongoing Community Support

Organizations	2021	2022	2023
<b>Finance Section: Additional Community Support in Operational Base</b>			
Black Gold Citizens on Patrol (under contract)	10,000	10,000	10,000
Leduc Art Foundry	20,000	20,000	20,000
Leduc Golf & Country Club (under contract)	11,000	11,000	11,000
Leduc Boys & Girls Club (under contract)	100,000	100,000	100,000
Leduc & District Food Bank	60,000	60,000	60,000
Leduc & District Emergency Shelter Association (HUB)	49,750	49,750	49,750
Leduc & District Victim Services	65,000	65,000	65,000
Leduc Community Living Association	25,000	25,000	25,000
St. Vincent de Paul	5,000	5,000	5,000
Santa's Helpers Society	5,000	5,000	5,000
Leduc LINX	65,000	65,000	65,000
Family Violence Prevention Team	11,800	11,800	11,800
Rise Up Society Alberta	42,552	42,552	42,552
<b>Total Community Support in Operational Base</b>	<b>470,102</b>	<b>470,102</b>	<b>470,102</b>
<b>Total Funding Approved in the Base</b>	<b>470,102</b>	<b>470,102</b>	<b>470,102</b>

**Notes: These organizations are part of the operational base**

## Grants to Organizations

Organizations	2021	2022	2023
<b>Ad Hoc Committee</b>			
Downtown Business Association - operational	50,000	50,000	50,000
<b>Parks, Recreation and Culture Board</b>			
AB Legacy Dev. Society - Grain Elevator	66,997	-	-
Alberta Dairy Congress & Trade Show Society	10,000	30,000	30,000
Black Gold Rodeo & Exhibition Assoc.	30,000	30,000	30,000
Leduc & District Historical Society	42,997	0	0
Leduc 4-H Beef Club	1,100	1,100	1,100
Leduc Art Club	8,950	0	0
One Time Funding ( <i>operational expenses: rental, supplies and instructor costs</i> )	(8,950)	-	-
Leduc Drama Society	12,500	12,500	12,500
Leduc Happy Homesteaders	6,400	6,400	6,400
Leduc Riggers Jr. B Hockey Club ( <i>2021 increased from \$7.5K to \$8.0K</i> )	8,000	8,000	8,000
Leduc Track Club	4,000	4,000	-
Royal Canadian Legion Br. 108	10,000	15,000	15,000
Canadian Energy Musuem ( <b>new</b> )	25,000	25,000	25,000
Leduc Female Hockey Association ( <b>new</b> )	11,000	8,000	8,000
Royal Canadian Legion Br. 108 (additional funds)	10,000	-	-
One Time Funding ( <i>operational expenses: loss of revenue due to COVID-19</i> )	(10,000)	-	-
Leduc Seniors Centre ( <b>new</b> )	30,838	-	-
One Time Funding ( <i>operational expenses: salary and facility costs</i> )	(30,838)	-	-
Triton Competitive Swim Society	4,400	-	-
One Time Funding ( <i>operational expenses: swimming lanes and coaches</i> )	(4,400)	-	-
West Antique Society	10,000	-	-
One Time Funding ( <i>operational expenses: site maintenance and other operational costs</i> )	(10,000)	-	-
Parkinsons Association of Alberta ( <b>new</b> )	2,000	-	-
One Time Funding ( <i>operational expenses</i> )	(2,000)	-	-
United Community Resource Collaboration	37,500	37,500	-
One Time Funding ( <i>operational expenses</i> )	(37,500)	(37,500)	-
Homelessness Initiative	120,000	-	-
One Time Funding ( <i>operational expenses</i> )	(120,000)	-	-
Miscellaneous	-	58,508	62,508
<b>Family and Community Support Services</b>			
Jack & Jill Preschool	18,000	-	-
<b>Total Grant Requests</b>	<b>519,682</b>	<b>286,008</b>	<b>248,508</b>
Less One Time Grant Requests	(223,688)	(37,500)	-
<b>Total Funding Required</b>	<b>295,994</b>	<b>248,508</b>	<b>248,508</b>
<b>Total Funding Approved in Budget</b>	<b>295,994</b>	<b>248,508</b>	<b>248,508</b>

# CAPITAL





## Capital Budgets Explained

A capital asset is an asset that has a useful life greater than one year and is not intended for sale during the normal course of operations. A capital budget consists of estimated expenditures needed to pay for such assets as land, construction of buildings and roadways, and other major permanent improvements. All City services, from parks and community facilities to streets, sidewalks and water, require buildings and other infrastructure to support them.

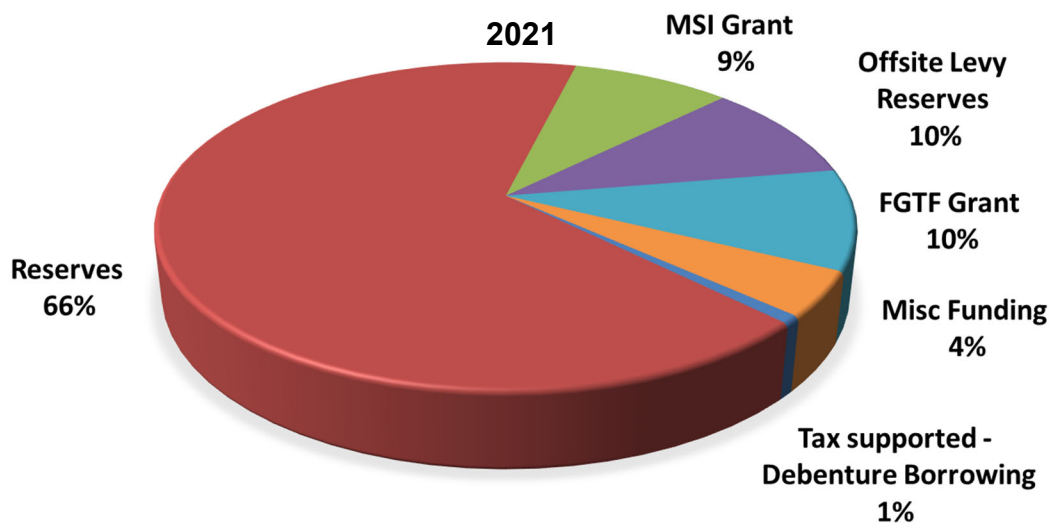
The City of Leduc recognizes the need to plan sustainably and does so through a comprehensive and integrated capital program that focuses on the use of smart debt management, reserve optimization, continued grant advocacy and an asset management program. The various departmental master plans also guide the City’s investment strategies. This ensures appropriate planning for required projects and demonstrates the complete impact of major and multi-year projects. This measured approach provides for growth requirements, as well as the maintenance of the City’s capital investments, which is historically valued at just over \$1 billion.

Due to the financial pressures as a result of COVID-19 and the slower growth of the City, a shift in philosophy was done for the 2021 year to primarily focus on maintenance projects versus growth projects. Growth projects have been postponed to 2022 and beyond. The delay in projects has allowed for the City to temporarily decrease transfer to reserves which has contributed to the overall cost savings in 2021 – 2023 operational budget.



## 2021 Capital Budget

The following document is the [City of Leduc 2021-2030 Capital Plan](#), which encompasses total spending of \$247 million with \$49 million currently unfunded. It is important to note that only the 2021 capital plan has been approved by Council. The 2022-2030 capital plans have been approved in principle and are subject to change. The 2021 capital plan of \$23.8 million is funded as follows:



Below are highlights from the City's 2021 capital plan (not an all-inclusive listing):

## *eGovernance and Future Studies*

- \$2.7M Integrated Enterprise Finance & HR System

## *Engineering*

- \$3.6M Corinthia Park
- \$2.4M Arterials and Collectors
- \$750K Back-Lane Capital Program
- \$400K Block Wall Repair
- \$350K Downtown Storm Main Access Upgrade

## *Equipment Services*

- \$468K Fire Ambulance
- \$310K Gravel Truck
- \$300K Bucket Truck

## *Facilities*

- \$268K Energy Efficiency Projects
- \$250K LRC Chiller

## *Offsite Levies*

- \$2.9M Grant MacEwan South (50<sup>th</sup> Ave to Black Gold Drive)
- \$690K 50<sup>th</sup> Ave Widening (Fire Hall to 47<sup>th</sup> Street)

## *Parks and Public Services*

- \$300K Railway Crossing Rehabilitation

## *Water Department*

- \$728K Cross Connection Control Program

## **Unfunded Capital Projects Explained**

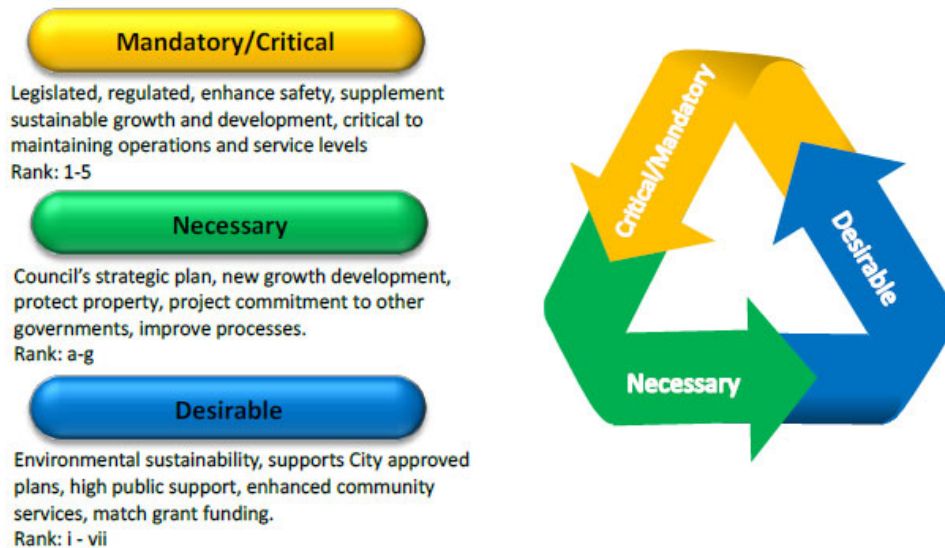
Unfunded projects are projects that have been flagged for future consideration, but are not considered approved at this time. This may be due to the nature of these projects, timing or lack of available resources. These projects are included in the 10-year capital plan as a placeholder, however there is no intent to begin these without appropriate planning. The costs included are high-level estimates and would be refined if the projects are initiated.

The 2021 to 2030 capital plan encompasses total spending of \$247 million with \$49 million currently unfunded. These projects include, but are not limited to:

- Snow Storage Site - \$5.6M (2022-25)
- North Fire Hall - \$6.0M (2023-2025)
- Golf Course Site Development - \$2.70M (2023-24)
- Downtown Redevelopment Plan - \$6.0M (2025-2027)
- Crystal Creek Site Servicing - \$10.0M (2026-2028)
- West Campus Twin Field Houses - \$15.0M (2026-2027)

## Infrastructure Investment Strategy

As can be seen in the 10-year capital plan, capital projects are ranked according to the Infrastructure Investment Strategy Policy in order to allow the City to identify those that are of highest priority and focus its efforts where it is most needed. Application of this policy results in the evaluation of competing capital needs and the optimization of finite municipal resources. The following is the ranking criteria outlined in the Infrastructure Investment Strategy.



Following the 10-year capital plan is the [City of Leduc 2021 Capital and One-Time Projects Funding](#) document, which details the funding sources for each of the projects in the 2021 capital plan.

## Capital Impacts on Operations

### Macro View:

The City of Leduc analyzes the impacts of growth on the operating budget starting with a macro view. From 2016 to 2020, the City received \$165M cumulatively in contributed assets, which equates to an annual contribution of \$33M. The following map is a high-level representation of the City of Leduc's projected contributed assets. To provide perspective, the 2021 capital budget is \$23.7M. This growth has an impact on operations, in the form of additional staffing, repairs and maintenance, or contracted service costs for example, and the impact is incorporated into the 2021-2023 operating budget.

The City of Leduc also has a number of Council approved master plans, which help to guide the operating and capital budgets. The Long-Term Facilities Master Plan, Parks, Open Space & Trails Master Plan and Transportation Master Plan are a few examples of the many long-range plans used by the City to budget for the future. Due to size restraints, these documents are not included in the budget binder, but can be viewed on the City of Leduc's website at: <https://www.leduc.ca/pdf/master-plans>. Growth studies also provide important long-range information about the City that drives the budgeting of capital initiatives and the corresponding operating impacts of those initiatives.

Year	Service Area (ha)	Service Area Added (ha)	Increase
2020	2,078	23	1.07%
2021	2,101	31	1.46%
2022	2,132	17	0.80%

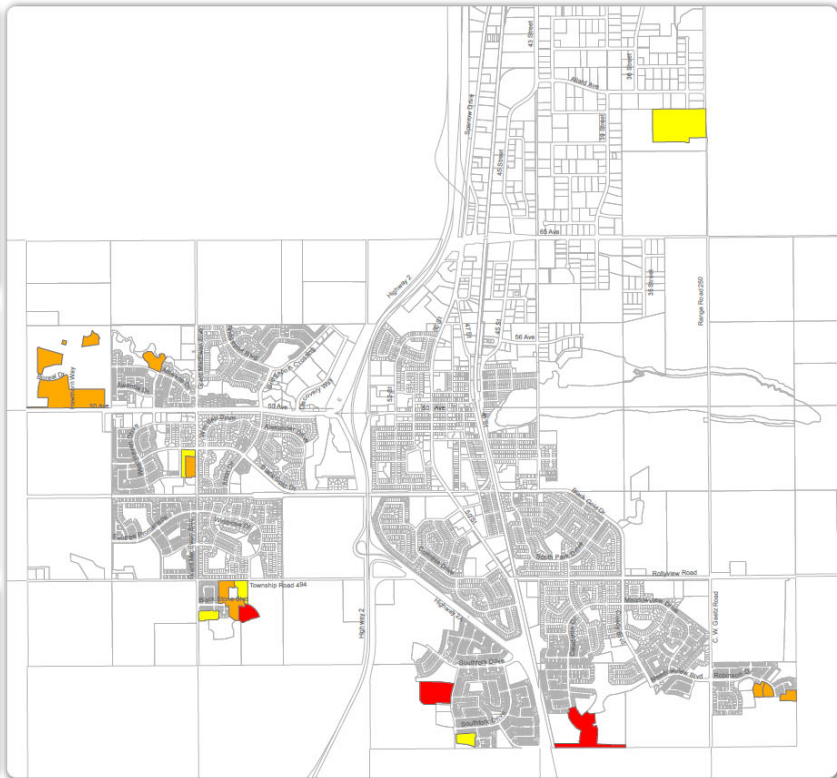
Service area does not include Highway 2 road right-of-way or any lands that are currently undeveloped.

Year	Road (km)	Water (km)	Sanitary (km)	Storm (km)	Park (m <sup>2</sup> )
2020	6	6	6	3	33,500
2021	7	7	7	4	36,000
2022	3	3	3	3	10,000
<b>TOTAL</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>10</b>	<b>79,500</b>

**Leduc Growth (2020 to 2022)**

- 2022
- 2021
- 2020

2020 Year End Summary - Map Updated: Sept 28, 2020



### Micro View:

In addition, the City also assesses the capital impact on operating when new projects are added to the capital budget. Based on historical data and the expertise of Administration, the costs of implementing new capital projects are determined and the associated operational implications are incorporated into the operating budget.

For example, in 2021, the City of Leduc is looking to source an enterprise resource planning (ERP) system to replace its finance system with an integrated finance and human resource system to meet the City’s business and organizational needs. The project has both an operating and a capital impact.

### Capital

- \$2.7M Integrated Enterprise Finance & Human Resource System

### Operating

- Salaries and benefits - hiring an Applications analyst to support the new ERP project
- Software and maintenance expenses implemented into 2022 budget onward

The Integrated Enterprise Finance & Human Resource System project goes beyond the operational and capital impact to the budget. The City has implemented a change management plan and utilized a project manager to set up for success.



## City of Leduc 2021 - 2030 Capital by Program

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b>65th Ave Capital Program</b>												
075.050 - 65th Avenue West (Discovery Way to QE II) - 2L #74	5	-	1,994,350	-	-	-	-	-	-	-	-	1,994,350
075.064 - 65th Avenue East (35th Street to Spine Road) - 2L #27	5	-	223,000	917,000	-	-	-	-	-	-	-	1,140,000
075.066 - Grant MacEwan Construction (65th Ave to Bridgeport) #52	5	-	-	2,000,000	-	-	-	-	-	-	-	2,000,000
075.074 - 65th Avenue/Discovery Traffic Signal #63	5	-	329,000	-	-	-	-	-	-	-	-	329,000
075.075 - 65th Avenue West (Discovery to Grant MacEwan) #23	5	-	-	2,842,750	-	-	-	-	-	-	-	2,842,750
<b>Total: 65th Ave Capital Program</b>		-	<b>2,546,350</b>	<b>5,759,750</b>	-	-	-	-	-	-	-	<b>8,306,100</b>
<b>Capital Engineering Program (076/077)</b>												
076.158 - Water Distribution System Upgrades	2	-	-	-	-	-	750,000	-	-	-	-	750,000
076.160 - Snow Storage Site	b	-	1,170,000	-	400,000	4,000,000	-	-	-	-	-	5,570,000
076.180 - Infrastructure Condition Assessments	3	188,000	-	190,000	-	192,000	-	195,000	-	197,000	-	962,000
077.290 - Back-Lane Capital Program	4	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	7,500,000
077.485 - Capital Engineering	4	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
077.527 - MPMA- Data Collection	3	-	100,000	-	-	140,000	-	-	108,000	-	-	348,000
077.541 - Transportation Master Plan	b	-	-	520,000	-	-	-	-	-	-	525,000	1,045,000
076.191 - Utility Liners and Spot Repairs	3	306,000	-	312,000	-	324,000	-	330,000	-	336,000	-	1,608,000
077.560 - Traffic Signal Upgrades	4	-	250,000	-	-	250,000	-	-	250,000	-	-	750,000
077.562 - New Traffic Signal Installation	b	-	290,000	-	-	-	-	-	-	-	-	290,000
076.198 - Sanitary over sizing for land outside of City limits (West)	b	-	-	-	-	550,000	-	-	-	-	-	550,000
076.295 - Stormwater Master Plan	b	-	400,000	-	-	-	-	-	-	-	-	400,000
076.296 - 48A Street (Civic Center) Utility Upgrades	3	-	-	2,500,000	-	-	-	-	-	-	-	2,500,000
076.299 - Sanitary Master Plan Update	5	-	-	-	-	-	225,000	-	-	-	-	225,000
076.300 - Water Master Plan Update	5	-	-	-	-	-	-	200,000	-	-	-	200,000
076.302 - Community Parks Parking Lot	v	-	-	-	-	-	-	300,000	-	300,000	-	600,000
076.305 - Multiway Development	i	-	-	-	350,000	-	490,000	-	405,000	-	-	1,245,000
077.586 - Future Road Program	4	-	-	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	48,000,000
077.587 - Future Roadway	4	-	10,000,000	-	-	-	-	-	-	-	-	10,000,000
076.561 - Lions Park Secondary Trails	iv	-	-	-	-	100,000	-	-	-	-	-	100,000
080.278 - Civic Centre Concrete Replacement	4	100,000	-	-	-	-	-	-	-	-	-	100,000
076.564 - Roadway Utility Projects	4	200,000	500,000	-	1,000,000	1,000,000	-	400,000	400,000	400,000	400,000	4,300,000
076.566 - Lions Park Lookout	a	-	-	-	-	200,000	-	-	-	-	-	200,000
076.567 - Lede Park Multiway	a	-	-	300,000	-	-	-	-	-	-	-	300,000
076.568 - Community Development Capital Engineering	a	-	60,000	70,000	225,000	98,000	60,000	81,000	60,000	-	-	654,000
076.570 - Rugby Club Parking Lot	v	-	-	-	-	525,000	-	-	-	-	-	525,000
076.588 - 2022 Capital Road Program	3	-	6,000,000	-	-	-	-	-	-	-	-	6,000,000
076.592 - Telford Lake Draw Down Wells	2	200,000	-	-	-	-	-	-	-	-	-	200,000
076.593 - Hydrovac Site Cleanup	2	-	-	-	-	-	250,000	250,000	-	-	-	500,000
076.594 - Elks Park Draw Down Wells	2	-	200,000	-	-	-	-	-	-	-	-	200,000
076.595 - Erosion Monitoring (whitemud/blackmud)	1	-	-	-	-	-	10,000	-	-	-	-	10,000



## City of Leduc 2021 - 2030 Capital by Program

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
076.596 - Downtown Crosswalks	i	80,000	-	-	-	-	-	-	-	-	-	80,000
076.598 - Hydrovac Site Analysis	2	25,000	-	-	-	-	-	-	-	-	-	25,000
076.600 - 50th Street and Athapaskan Dr - Traffic Lights*	b	-	300,000	-	-	-	-	-	-	-	-	300,000
076.602 - Skateboard Park	c	200,000	-	-	-	600,000	-	-	-	-	-	800,000
076.603 - Corinthia Park	4	3,600,000	-	-	-	-	-	-	-	-	-	3,600,000
076.604 - Arterials and Collectors	4	2,400,000	-	-	-	-	-	-	-	-	-	2,400,000
076.605 - Block Wall Repair	2	400,000	-	-	-	-	-	-	-	-	-	400,000
076.608 - Downtown Storm Main Access Upgrade	3	350,000	-	-	-	-	-	-	-	-	-	350,000
076.609 - Smart Traffic Lights Pilot	2	60,000	-	-	-	-	-	-	-	-	-	60,000
077.588 - Caledonia Park Multiway	4	100,000	-	-	-	-	-	-	-	-	-	100,000
<b>Total: Capital Engineering Program (076/077)</b>		<b>9,259,000</b>	<b>20,320,000</b>	<b>10,942,000</b>	<b>9,025,000</b>	<b>15,029,000</b>	<b>8,835,000</b>	<b>8,806,000</b>	<b>8,273,000</b>	<b>8,283,000</b>	<b>7,975,000</b>	<b>106,747,000</b>

\* Assuming that the City of Leduc pays \$150,000 while the developer pays the remainder

### Computer Services Capital Program (015)

015.160 - Network Renewal (Evergreen)	3	35,000	25,000	25,000	25,000	25,000	30,000	30,000	30,000	30,000	30,000	285,000
015.180 - Desktop Computer Renewal (Evergreen) - Hardware	3	109,853	161,389	257,734	184,462	160,004	161,389	242,474	191,955	112,312	211,540	1,793,112
015.186 - Server Renewal (Evergreen) - Hardware	3	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	260,000
015.280 - Desktop Computer Renewal (Evergreen) - Software	3	32,940	21,060	27,270	18,630	21,870	36,720	26,460	19,710	12,150	24,570	241,380
015.286 - Server Renewal (Evergreen) - Software	3	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	90,000
015.289 - Firewall Upgrade (Evergreen)	3	-	-	30,000	-	-	-	35,000	-	-	40,000	105,000
015.290 - Paperless Council	3	21,000	-	-	-	21,000	-	-	-	21,000	-	63,000
092.381 - Digital Signs Evergreen (Outdoor/Indoor)	3	6,000	-	-	-	27,000	-	-	-	-	35,000	68,000
015.291 - Email Upgrade	3	-	-	35,000	-	-	-	40,000	-	-	-	75,000
<b>Total: Computer Services Capital Program (015)</b>		<b>239,793</b>	<b>242,449</b>	<b>410,004</b>	<b>263,092</b>	<b>289,874</b>	<b>263,109</b>	<b>408,934</b>	<b>276,665</b>	<b>210,462</b>	<b>376,110</b>	<b>2,980,492</b>

### eGovernment Strategies (092)

092.240 - Integrated Enterprise Finance & HR System	3	2,725,000	-	150,000	-	30,000	-	-	30,000	-	-	2,935,000
092.355 - Content Management Software - Intranet	iv	-	50,000	75,000	-	-	-	75,000	100,000	-	-	300,000
092.360 - IT Governance	3	75,000	75,000	75,000	50,000	50,000	-	-	-	-	-	325,000
092.373 - Planning Software	g	-	-	10,000	10,000	10,000	10,000	10,000	10,000	-	-	60,000
092.375 - Community Reporting	g	73,100	-	-	10,000	-	10,000	-	10,000	-	-	130,000
092.376 - EDRMS (Electronic Document Records Management)	g	30,000	-	-	270,000	-	-	-	-	-	-	300,000
092.377 - OH&S Software	g	-	40,000	-	10,000	-	10,000	-	10,000	-	10,000	80,000
092.378 - Technology Investment Projects	3	177,500	100,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	-	677,500
092.379 - Financial Software Upgrades	3	25,000	-	25,000	-	25,000	-	25,000	-	25,000	-	125,000
092.380 - Municipal Broadband/Fiber Optic Network Expansion	3	150,000	150,000	150,000	-	-	-	-	-	-	-	450,000
<b>Total: eGovernment Strategies (092)</b>		<b>3,255,600</b>	<b>415,000</b>	<b>585,000</b>	<b>400,000</b>	<b>165,000</b>	<b>80,000</b>	<b>160,000</b>	<b>210,000</b>	<b>75,000</b>	<b>10,000</b>	<b>5,382,500</b>





## City of Leduc 2021 - 2030 Capital by Program

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b>Environmental Services Capital Program (078)</b>												
078.042 - First Level Environmental Audit	c	-	-	16,000	-	-	34,000	-	-	16,000	-	66,000
078.048 - Environmental Sustainability Plan	ii	-	70,000	-	-	-	-	-	-	-	-	70,000
078.050 - Environmental Plan Initiatives	a	52,000	27,000	39,000	-	12,000	-	12,000	-	12,000	-	154,000
078.054 - Annual Cart Purchases	d	45,000	91,000	47,000	92,000	49,000	50,000	100,000	51,000	52,000	103,000	680,000
078.056 - Three stream sorting stations	ii	-	30,000	-	-	-	-	-	-	-	-	30,000
<b>Total: Environmental Services Capital Program (078)</b>		<b>97,000</b>	<b>218,000</b>	<b>102,000</b>	<b>92,000</b>	<b>61,000</b>	<b>84,000</b>	<b>112,000</b>	<b>51,000</b>	<b>80,000</b>	<b>103,000</b>	<b>1,000,000</b>
<b>Equipment Services Capital Program (083)</b>												
083.122 - Speed Plow (Plow Assembly Only)	4	-	10,000	-	-	-	-	-	-	-	-	10,000
083.123 - 2012 Gravel Truck - Unit 409	4	310,000	-	-	-	-	-	-	-	-	-	310,000
083.125 - 4 X 4 Fire Unit	b	-	-	-	124,000	-	142,000	125,000	-	50,000	-	441,000
083.126 - Aerator	4	-	40,000	-	-	-	-	-	-	-	-	40,000
083.128 - Backhoe/Loader	4	-	-	-	-	185,000	-	-	-	-	-	185,000
083.129 - Protective Services Vehicle	4	-	-	92,000	-	-	184,000	-	-	-	-	276,000
083.134 - Graco Line Painter Unit 409	4	30,000	-	-	-	-	-	-	-	-	-	30,000
083.135 - Grader	4	-	554,000	-	-	-	-	-	554,000	554,000	-	1,662,000
083.138 - Half-ton for Facilities Technician	4	-	-	-	155,000	-	-	-	-	110,000	-	265,000
083.140 - Loader 938G	4	-	-	-	487,000	-	-	-	487,000	-	-	974,000
083.141 - Mower	4	-	135,000	-	-	-	-	240,000	-	-	-	375,000
083.142 - Mule	4	100,000	36,000	-	48,000	-	-	36,000	20,000	40,000	-	280,000
083.143 - Olympia	4	-	-	-	190,000	-	190,000	-	-	-	-	380,000
083.145 - Planning Truck	4	-	82,500	45,000	-	96,000	85,000	48,000	48,000	-	-	404,500
083.154 - Snow Blower	4	-	240,000	-	-	-	240,000	-	-	-	-	480,000
083.156 - Sweeper & Vac Unit*	4	-	398,000	350,000	-	-	-	-	-	-	400,000	1,148,000
083.158 - Top Dresser	4	-	45,000	-	-	-	-	-	-	-	-	45,000
083.159 - Turf Mower	4	-	-	-	-	135,000	-	-	-	-	-	135,000
083.162 - Water Tank	4	-	95,000	-	-	-	-	-	-	-	-	95,000
083.165 - 1993 Kubota Tractor	4	-	-	-	-	-	-	-	120,000	240,000	-	360,000
083.167 - Fire Engines	4	-	-	-	-	-	-	1,300,000	-	-	2,350,000	3,650,000
083.168 - Fire Ambulance unit 252	4	468,000	-	-	-	-	-	-	-	-	-	468,000
083.169 - Fire ATP - Unit 353	4	-	-	90,000	-	-	-	-	-	-	-	90,000
083.170 - Special Transportation	4	226,000	-	452,000	-	-	226,000	-	-	40,000	-	944,000
083.171 - Injection Patcher	4	-	-	-	-	-	-	-	300,000	-	-	300,000
083.173 - Skid Steer	g	-	-	-	-	-	95,000	-	-	95,000	-	190,000
083.174 - Pickup Trucks for Public Services	4	110,000	160,000	55,000	-	-	-	110,000	-	445,000	-	880,000
083.175 - One Tons for Public Services	4	-	-	-	100,000	245,000	-	-	-	86,000	-	431,000
083.176 - Bucket Truck	4	300,000	-	-	-	-	-	-	-	-	-	300,000
083.177 - Vehicle for Refrig Controls Tech	4	-	-	-	-	-	-	52,000	-	-	-	52,000
083.178 - Tandem	4	-	310,000	310,000	-	-	310,000	-	-	-	402,000	1,332,000
083.184 - Multipurpose Utility Vehicle	4	-	-	-	-	125,000	-	-	-	-	-	125,000





## City of Leduc 2021 - 2030 Capital by Program

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
083.187 - Truck for Facilities Dept	4	-	-	58,000	-	-	-	58,000	-	-	-	116,000
083.191 - Tore 580 Mower	4	150,000	-	-	-	-	-	-	-	-	-	150,000
083.192 - Toro 4000D Mower	4	210,000	-	-	-	-	-	-	-	-	-	210,000
083.193 - Small Detail Mower	4	15,000	-	-	-	-	-	-	-	-	-	15,000
083.199 - Asphalt Hot Box Trailer	4	-	-	-	74,000	-	-	-	-	-	-	74,000
083.200 - One-Ton Truck With Plow & Slip-In Sander	4	-	-	120,000	-	-	-	-	-	-	-	120,000
083.202 - Parade Float Chassis	4	-	-	20,000	-	-	-	-	-	-	-	20,000
083.206 - Fleet Services Service Truck	3	-	-	-	160,000	-	-	-	-	-	-	160,000
083.208 - Ice Breaker Attachment	g	-	-	-	-	-	60,000	-	-	-	60,000	120,000
083.209 - Water Commission Vehicles	4	100,000	-	-	-	-	-	-	-	-	-	100,000
083.211 - Turf Vac Sweep	g	-	-	-	-	-	41,000	-	-	-	-	41,000
083.212 - Utility Roller	g	-	-	-	-	-	50,000	-	-	-	-	50,000
083.213 - Heavy Duty Truck & Box	4	-	-	-	-	-	-	120,000	-	-	-	120,000
083.215 - Joint Venture Transit Busses**	4	-	-	100,000	1,100,000	100,000	100,000	-	-	-	-	1,400,000
083.216 - Ice Resurfacer Attachment	b	-	-	-	-	-	-	-	15,000	-	-	15,000
083.217 - Emergency Lighting Retrofit	1	-	40,000	-	-	-	-	-	-	-	-	40,000
083.219 - Major Vehicle Rehabilitation	4	-	-	-	-	-	-	-	-	-	-	-
083.220 - Specialized Parks Vehicle (Mini Truck)	g	-	-	-	-	-	-	-	21,000	21,000	21,000	63,000
083.224 - Lake Weed Harvester Refurbishment	4	185,000	-	-	-	-	-	-	-	-	-	185,000
083.225 - 3/4 Ton Truck	4	-	-	-	-	-	-	-	52,500	-	-	52,500
083.226 - Truck - Fire Safety Codes Officer	4	-	-	-	-	-	-	-	50,000	-	-	50,000
083.227 - Truck - Operator Infrastructure Maintenance	4	-	-	-	-	-	-	-	52,500	-	-	52,500
083.231 - Fire Pump Testing Apparatus*	3	-	120,000	-	-	-	-	-	-	-	-	120,000
083.234 - Engineering Vehicle	g	-	-	-	-	-	-	-	-	45,000	-	45,000
083.241 - Specialty & Small Area Mower	g	-	-	-	-	-	-	110,000	-	-	-	110,000
083.243 - Steep Slope Mower (2021 New Addition)	2	60,000	-	-	-	-	-	-	-	-	-	60,000
083.244 - Plexi Glass for Buses	2	64,000	-	-	-	-	-	-	-	-	-	64,000
<b>Total: Equipment Services Capital Program (083)</b>		<b>2,328,000</b>	<b>2,265,500</b>	<b>1,692,000</b>	<b>2,438,000</b>	<b>886,000</b>	<b>1,723,000</b>	<b>2,199,000</b>	<b>1,720,000</b>	<b>1,726,000</b>	<b>3,233,000</b>	<b>20,210,500</b>

\*Partnership with Leduc County 50/50 assumption

\*\*Partnership with Leduc County 65/35

<b>Facilities - Major Facilities (087)</b>												
087.151 - City of Leduc Facilities Master Plan	b	-	-	-	-	-	125,000	-	-	-	-	125,000
087.161 - North Fire Hall - Includes land *	1	-	-	1,000,000	400,000	4,600,000	-	-	-	-	-	6,000,000
087.173 - Golf Course Site Development	vi	-	-	1,500,000	1,200,000	-	-	-	-	-	-	2,700,000
<b>Total: Facilities - Major Facilities (087)</b>		<b>-</b>	<b>-</b>	<b>2,500,000</b>	<b>1,600,000</b>	<b>4,600,000</b>	<b>125,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,825,000</b>

\* Pursuing Partnership opportunity



## City of Leduc 2021 - 2030 Capital by Program

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b>Facilities - Restorations and Improvements (086)</b>												
087.145 - Capital Equipment Renewal LRC	4	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
086.261 - Telford House Facility Rehabilitation	4	-	-	-	43,000	-	-	26,496	-	-	51,907	121,403
086.262 - Civic Centre Capital Renewal	4	-	12,801	-	33,622	-	-	-	-	350,000	-	396,423
086.263 - Alexandra Arena Capital Renewal	4	39,642	631,000	-	-	-	-	48,248	-	-	-	718,890
086.264 - Dr. Wood Museum Capital Renewal	4	18,623	-	-	-	-	-	-	-	-	-	18,623
086.266 - LRC Capital Renewal Project	4	222,778	-	249,448	44,381	12,445	458,015	15,075	1,139,603	120,996	298,789	2,561,530
086.267 - Protective Services Building Capital Renewal	4	-	-	-	-	-	-	81,220	-	-	56,860	138,080
086.274 - LRC Pool Old Mechanical Room Renovations PHII	4	47,298	10,000	38,989	1,080,331	304,405	24,398	25,336	32,718	399,740	360,626	2,323,841
086.275 - LRC Program Space Expansion	iv	100,000	1,400,000	-	-	-	-	-	-	-	-	1,500,000
086.295 - Stageworks Capital renewals	4	-	-	-	-	-	-	21,980	-	-	-	21,980
086.303 - Energy Efficiency Projects	ii	168,421	-	-	-	-	-	-	-	-	-	168,421
086.303 - Energy Efficiency Projects	ii	100,000	-	-	-	-	-	-	-	-	-	100,000
086.304 - Building Security Enhancements	2	-	50,000	-	50,000	-	50,000	-	50,000	-	50,000	250,000
086.305 - OPS Capital Renewals	4	90,760	-	-	-	-	-	-	-	-	-	90,760
102.061 - Lede Park (Concession, Washroom, Shelter)	i	-	200,000	-	-	-	-	-	-	-	-	200,000
086.378 - Alexandra Pool and Splash Park	v	-	18,669	12,923	-	-	-	-	14,621	-	-	46,213
086.380 - LRC Chiller	3	250,000	-	-	-	-	-	-	-	-	-	250,000
<b>Total: Facilities - Restorations and Improvements (086)</b>		<b>1,087,521</b>	<b>2,372,470</b>	<b>351,360</b>	<b>1,301,334</b>	<b>366,850</b>	<b>582,413</b>	<b>268,355</b>	<b>1,286,942</b>	<b>920,736</b>	<b>868,182</b>	<b>9,406,163</b>
<b>FCSS Capital Program (085)</b>												
085.005 - Social Needs Assessment	a	60,000	-	-	-	60,000	-	-	-	-	60,000	180,000
<b>Total: FCSS Capital Program (085)</b>		<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,000</b>	<b>180,000</b>
<b>GIS (104)</b>												
104.001 - Aerial Data	4	41,000	44,000	20,000	40,000	24,000	44,000	24,000	40,000	24,000	48,000	349,000
104.002 - LiDAR Data Collection Project	g	-	-	-	45,000	-	-	-	-	70,000	-	115,000
<b>Total: GIS (104)</b>		<b>41,000</b>	<b>44,000</b>	<b>20,000</b>	<b>85,000</b>	<b>24,000</b>	<b>44,000</b>	<b>24,000</b>	<b>40,000</b>	<b>94,000</b>	<b>48,000</b>	<b>464,000</b>
<b>MacLab Centre (106)</b>												
106.580 - MacLab Centre Equipment Replacement Plan	a	22,000	-	70,300	10,878	30,625	-	73,830	-	56,020	71,795	335,448
<b>Total: MacLab Centre (106)</b>		<b>22,000</b>	<b>-</b>	<b>70,300</b>	<b>10,878</b>	<b>30,625</b>	<b>-</b>	<b>73,830</b>	<b>-</b>	<b>56,020</b>	<b>71,795</b>	<b>335,448</b>
<b>Office Equipment Replacement Program (091)</b>												
091.040 - Furniture/Workstation Replacement	4	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
091.150 - Equipment Replacement - other	4	-	30,000	-	30,000	-	30,000	-	-	30,000	-	120,000
<b>Total: Office Equipment Replacement Program (091)</b>		<b>20,000</b>	<b>50,000</b>	<b>20,000</b>	<b>50,000</b>	<b>20,000</b>	<b>50,000</b>	<b>20,000</b>	<b>20,000</b>	<b>50,000</b>	<b>20,000</b>	<b>320,000</b>



## City of Leduc 2021 - 2030 Capital by Program

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b>Offsite Levies (075) **</b>												
075.045 - Coady Boulevard (Meadowview Blvd to SE Boundary Road)	5	-	-	-	-	-	1,856,500	-	-	1,856,500	-	3,713,000
075.054 - 50th Avenue (Deer Valley Drive to west of Fire Hall access)	5	-	-	-	-	552,000	-	-	-	-	-	552,000
075.056 - Spine Road (Allard Avenue to 65th Avenue East) - 2L #64*	5	-	546,000	2,177,550	-	-	-	-	-	-	-	2,723,550
075.058 - Southeast Boundary Road (Hwy 2A to Coady Blvd.) - #43	5	-	-	-	-	-	-	-	-	2,131,000	-	2,131,000
075.067 - Grant MacEwan South (50th Ave to Black Gold Drive) 2L-4L	5	1,464,800	-	-	-	-	-	-	-	-	-	1,464,800
075.067 - Grant MacEwan South (50th Ave to Black Gold Drive) 2L-4L	5	1,500,000	-	-	-	-	-	-	-	-	-	1,500,000
075.070 - 50 Ave Widening (Fire Hall to 74 Street) #18	5	690,000	700,000	-	-	-	-	-	-	-	-	1,390,000
075.071 - 74th Street (50th Avenue to Crystal Creek) - #12	5	-	-	-	-	-	1,234,440	-	-	-	-	1,234,440
075.072 - 74th Street (50th Ave to Woodbend) - #10	5	-	-	1,234,440	-	-	-	-	-	-	-	1,234,440
075.073 - Traffic Signal - Spine Road and Airport Road - #65	5	-	-	164,500	-	-	-	-	-	-	-	164,500
075.077 - Spine Road - 65th Avenue East to Lakeside Industrial - #70	5	-	108,000	-	-	-	-	-	-	-	-	108,000
075.084 - Tribute Water Main Highway Crossing - W4	5	-	-	-	623,000	-	-	-	-	-	-	623,000
075.083 - Water Distribution Main across HWY2 for 65th Ave	5	-	-	-	-	2,633,000	-	-	-	-	-	2,633,000
075.086 - 50 Street turn bay - #87	5	-	-	-	144,000	-	-	-	-	-	-	144,000
075.088 - Traffic Signals - 74th Street and 50th Ave - #25	5	-	-	-	-	-	-	-	262,000	-	-	262,000
075.089 - Traffic Signal - 65 Ave/ Spine Road - #69	5	-	-	-	-	-	-	-	262,000	-	-	262,000
075.090 - Traffic Signal - Grant MacEwan and 65 Ave - #73	5	-	-	-	-	-	-	-	262,000	-	-	262,000
<b>Total: Offsite Levies (075)</b>		<b>3,654,800</b>	<b>1,354,000</b>	<b>3,576,490</b>	<b>767,000</b>	<b>3,185,000</b>	<b>3,090,940</b>	-	<b>786,000</b>	<b>3,987,500</b>	-	<b>20,401,730</b>

\*Partnership with Leduc County 50/50 assumption

\*\*Offsite levy projects are only initiated upon the substantial completion of a development agreement

<b>Parks Development Capital - Growth Related Projects (102)</b>												
102.002 - Alexandra Park Redevelopment	iv	-	-	-	10,000	-	-	10,000	-	-	-	20,000
102.008 - Community Sign Replacement	4	20,000	10,000	20,000	10,000	20,000	10,000	20,000	20,000	10,000	-	140,000
102.012 - Streetscape Development	iv	15,000	30,000	15,000	30,000	15,000	30,000	15,000	30,000	15,000	30,000	225,000
102.019 - Cultural Village	vi	-	-	20,000	-	-	20,000	-	-	-	-	40,000
102.024 - John Bole Field Facility	4	-	-	10,000	50,000	-	-	10,000	-	-	40,000	110,000
102.027 - Lede Park Improvements	i	-	-	-	-	255,000	-	55,000	-	255,000	55,000	620,000
102.038 - Fred Johns Park	iv	10,000	-	-	10,000	-	-	85,000	-	-	10,000	115,000
102.041 - Lions Club Outdoor Rink	4	-	-	-	20,000	-	-	-	-	-	-	20,000
102.044 - Public Art Project	a	-	-	33,500	-	-	34,000	-	-	34,000	-	101,500
102.045 - Outdoor Rinks	iv	-	-	10,000	-	10,000	-	10,000	-	-	-	30,000
102.050 - Leduc Lions Park	a	-	25,000	-	-	175,000	96,000	-	10,000	-	-	306,000
102.066 - Playground Equipment - Growth Related	i	-	125,000	-	100,000	-	-	-	-	150,000	-	375,000
<b>Total: Parks Development Capital - Growth Related Projects (102)</b>		<b>45,000</b>	<b>190,000</b>	<b>108,500</b>	<b>230,000</b>	<b>475,000</b>	<b>190,000</b>	<b>205,000</b>	<b>60,000</b>	<b>464,000</b>	<b>135,000</b>	<b>2,102,500</b>

<b>Parks Development Capital - Sustainability Projects (103)</b>												
103.003 - Playground Equipment	4	-	125,000	-	150,000	-	50,000	-	50,000	-	-	375,000
103.005 - Park Enhancement Program	4	105,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	15,000	-	295,000
103.015 - Leduc Golf Club	vi	-	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	-	600,000
<b>Total: Parks Development Capital - Sustainability Projects (103)</b>		<b>105,000</b>	<b>225,000</b>	<b>100,000</b>	<b>250,000</b>	<b>100,000</b>	<b>150,000</b>	<b>100,000</b>	<b>150,000</b>	<b>90,000</b>	-	<b>1,270,000</b>



## City of Leduc 2021 - 2030 Capital by Program

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b>Planning Department Capital Program (079)</b>												
079.030 - 50 Year Growth Study	e	60,000	-	-	-	-	-	-	-	-	-	60,000
079.040 - Municipal Development Plan	1	-	-	-	-	-	-	75,000	-	-	-	75,000
079.060 - Land Use Bylaw	g	-	-	-	-	-	-	45,000	-	-	-	45,000
079.128 - Mature Area Redevelopment Plans & Servicing Analysis	i	150,000	-	50,000	-	-	-	-	-	-	-	200,000
079.132 - Long Term Financial Sustainability Plan	a	-	-	30,000	-	-	30,000	-	-	30,000	-	90,000
079.134 - Downtown Revitalization Plan	a	-	-	-	-	3,000,000	1,500,000	1,500,000	-	-	-	6,000,000
079.153 - Promenade Preliminary Design	a	-	-	-	300,000	-	-	-	-	-	-	300,000
079.154 - Intermunicipal Development Plan	4	-	75,000	-	-	-	-	-	-	-	-	75,000
079.155 - Agriculture Master Plan	1	-	25,000	-	-	-	-	-	-	-	-	25,000
<b>Total: Planning Department Capital Program (079)</b>		<b>210,000</b>	<b>100,000</b>	<b>80,000</b>	<b>300,000</b>	<b>3,000,000</b>	<b>1,530,000</b>	<b>1,620,000</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>6,870,000</b>
<b>Protective Services Capital Program (089)</b>												
095.024 - Enforcement Services Equipment	1	-	60,000	-	-	20,000	40,000	-	25,000	-	45,000	190,000
089.185 - Thermal Imaging Camera Upgrade	2	-	-	15,000	-	-	-	-	-	-	-	15,000
089.188 - Wildland Skid Unit	2	-	-	-	25,000	-	-	-	-	-	-	25,000
089.204 - Outfitting of Engine - North Fire Station	2	-	-	-	70,000	-	-	-	-	-	-	70,000
089.205 - Engine - North Fire Station*	2	-	-	-	900,000	-	-	-	-	-	-	900,000
089.214 - Training Equipment	1	-	-	-	310,000	-	-	-	-	-	-	310,000
089.215 - Replacement stretchers	1	-	-	-	-	-	100,000	-	-	-	-	100,000
<b>Total: Protective Services Capital Program (089)</b>		<b>-</b>	<b>60,000</b>	<b>15,000</b>	<b>1,305,000</b>	<b>20,000</b>	<b>140,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>45,000</b>	<b>1,610,000</b>
<i>* Pursuing Partnership opportunity</i>												
<b>Public Services Capital Program (080)</b>												
080.220 - Traffic Control Device Improvements	2	71,400	72,828	74,285	75,770	77,286	78,831	80,408	82,016	83,660	85,330	781,814
080.231 - Parking Lot Repairs & Refurbishment	4	176,080	52,020	100,000	54,122	100,000	56,308	86,151	57,434	87,900	59,800	829,815
080.232 - Multiway Overlays	4	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,500	121,900	1,116,863
080.243 - Side Walk Replacement Program	4	111,200	113,600	116,100	118,700	121,400	124,142	127,000	129,540	133,400	136,100	1,231,182
080.247 - Cemetery - Columbarium	b	-	50,000	-	50,000	-	50,000	-	50,000	-	50,000	250,000
080.248 - Seasonal Lights	4	20,000	20,000	-	20,000	-	20,000	-	20,000	-	20,000	120,000
080.252 - Portable Electronic Signs	2	35,000	-	-	35,000	-	-	35,000	-	-	35,000	140,000
080.253 - Pedestrian Crosswalk Signals	2	66,586	67,917	69,276	70,661	72,074	73,515	74,985	76,485	78,000	79,560	729,059
080.259 - Railway Crossing Rehabilitation	4	300,000	-	-	-	100,000	-	-	-	-	-	400,000
080.263 - Tree Injections	4	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
080.264 - Speed Awareness Signs	2	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	120,000
080.268 - Resurface Tennis Courts	4	-	-	45,000	-	-	-	-	-	-	-	45,000
080.277 - Cemetery Development*	b	-	600,000	1,245,000	3,000,000	-	-	-	-	-	-	4,845,000
080.281 - Strategic Safe Community Initiatives	2	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
080.282 - Outdoor Skate Path	iv	-	-	10,000	-	-	10,000	-	-	-	-	20,000
080.285 - Fountain Replacement	4	15,000	-	15,000	-	-	-	-	-	-	-	30,000
080.287 - Tree Replacement	4	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
080.291 - Cityworks Development	g	15,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	465,000
080.292 - AVL Technology Migration	4	50,000	-	-	-	-	-	-	-	-	-	50,000
102.065 - Deer Valley Community Garden	iv	166,000	-	-	-	-	-	-	-	-	-	166,000
<b>Total: Public Services Capital Program (080)</b>		<b>1,300,266</b>	<b>1,302,405</b>	<b>2,002,782</b>	<b>3,754,496</b>	<b>803,168</b>	<b>747,412</b>	<b>740,413</b>	<b>754,641</b>	<b>724,460</b>	<b>809,690</b>	<b>12,939,733</b>



## City of Leduc 2021 - 2030 Capital by Program

	Rank	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
<b>Recreation Capital Program (105)</b>												
092.367 - LRC Live Leduc System	4	80,000	-	-	-	-	-	-	-	-	-	80,000
105.001 - Aquatics Equipment Renewal	4	218,500	100,000	100,000	140,000	98,000	95,000	85,500	85,000	71,000	53,000	1,046,000
105.002 - Fitness Equipment Renewal	4	102,000	118,000	110,000	107,000	116,000	95,400	80,500	115,000	112,500	95,300	1,051,700
105.003 - LRC Lease Space Reconfiguration	v	50,000	-	-	-	-	-	-	-	-	-	50,000
105.004 - General Equipment Renewal LRC	4	149,500	80,500	70,000	58,000	53,000	90,500	65,000	43,500	61,000	52,500	723,500
<b>Total: Recreation Capital Program (105)</b>		<b>600,000</b>	<b>298,500</b>	<b>280,000</b>	<b>305,000</b>	<b>267,000</b>	<b>280,900</b>	<b>231,000</b>	<b>243,500</b>	<b>244,500</b>	<b>200,800</b>	<b>2,951,200</b>
<b>Telephone Upgrade (101)</b>												
101.001 - Telephone Replacement	4	-	-	-	-	-	-	-	60,000	60,000	-	120,000
<b>Total: Telephone Upgrade (101)</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,000</b>	<b>60,000</b>	<b>-</b>	<b>120,000</b>
<b>Wastewater Capital Program (082)</b>												
082.030 - Infiltration Reduction Program	4	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,800	60,995	558,526
082.040 - Service Connection Repair	4	-	160,000	-	163,000	-	166,000	-	170,000	-	173,000	832,000
082.042 - Lift Station Upgrades	3	-	-	-	-	-	-	-	220,000	-	-	220,000
082.044 - New Sanitary Lateral Augers	4	-	-	-	-	45,000	-	-	-	-	-	45,000
082.045 - Industrial Park Storm Lift Upgrade	3	95,000	-	-	-	-	-	-	-	-	-	95,000
<b>Total: Wastewater Capital Program (082)</b>		<b>146,000</b>	<b>212,020</b>	<b>53,060</b>	<b>217,122</b>	<b>100,204</b>	<b>222,308</b>	<b>57,434</b>	<b>448,583</b>	<b>59,800</b>	<b>233,995</b>	<b>1,750,526</b>
<b>Water Department Capital Program (081)</b>												
081.070 - Distribution System Upgrades-Contract Services/Equipment	3	65,000	70,000	75,000	80,000	85,000	90,000	95,000	100,000	105,000	110,000	875,000
081.080 - Reservoir Improvements	3	-	-	-	-	-	-	-	135,000	-	-	135,000
081.083 - Water Meter Annual Purchases	d	150,000	154,500	159,135	163,900	168,825	173,890	179,110	184,480	190,015	195,715	1,719,570
081.087 - Cross Connection Control Program	1	727,741	-	-	-	-	-	-	-	-	-	727,741
081.088 - Neighborhood Leak Detection	g	90,000	-	-	-	-	-	-	-	-	-	90,000
081.093 - Mainline Valve Replacement	3	180,000	110,282	112,485	114,737	117,033	119,373	121,761	124,196	127,000	129,540	1,256,407
081.094 - Leak Detection Software Module	v	40,000	-	-	75,000	-	-	-	-	-	-	115,000
<b>Total: Water Department Capital Program (081)</b>		<b>1,252,741</b>	<b>334,782</b>	<b>346,620</b>	<b>433,637</b>	<b>370,858</b>	<b>383,263</b>	<b>395,871</b>	<b>543,676</b>	<b>422,015</b>	<b>435,255</b>	<b>4,918,718</b>
<b>West Campus Capital Program</b>												
102.048 - West Campus High School Sports Fields	b	-	-	-	-	-	1,225,000	-	-	-	-	1,225,000
076.316 - Crystal Creek Site Servicing*	b	-	-	-	-	-	5,000,000	-	5,000,000	-	-	10,000,000
087.162 - West Public Works Satellite Shop (no land cost included)	g	-	-	-	-	-	152,000	1,117,000	-	-	-	1,269,000
087.166 - Twin field houses West Campus	b	-	-	-	-	-	1,200,000	13,800,000	-	-	-	15,000,000
<b>Total: West Campus Capital Program</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,577,000</b>	<b>14,917,000</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>	<b>27,494,000</b>
<i>* Assuming that the proceeds from land sale or commercial being serviced by third parties has decreased the projected servicing costs</i>												
<b>Total Expense</b>		<b>23,723,721</b>	<b>32,550,476</b>	<b>29,014,866</b>	<b>22,827,559</b>	<b>29,853,579</b>	<b>26,098,345</b>	<b>30,338,837</b>	<b>19,949,007</b>	<b>17,577,493</b>	<b>14,624,827</b>	<b>246,585,610</b>
<b>Debenture Funded</b>		<b>1,668,421</b>	<b>10,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,668,421</b>
<b>Unfunded</b>		<b>-</b>	<b>1,170,000</b>	<b>2,500,000</b>	<b>2,300,000</b>	<b>12,325,000</b>	<b>9,077,000</b>	<b>16,417,000</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>	<b>48,789,000</b>

*Note: All project costs after 2021 could have a range of +/- 20% as a result of detailed design not being completed. These are high level estimates only.*

# 2021 CAPITAL FUNDING





# City of Leduc 2021 Capital and One-Time Projects Funding

Capital Program and Project	Project Number	Total	MSI Grant	Federal Gas Tax Fund	Road Reserve	Others or Developer Contributions	Storm Drainage	General Contingency Reserve	Water Reserve	Sewer Reserve	Recreation Levy - Due to City	Federal Funding	Waste Minimization Reserve
<b>Capital Engineering Program</b>													
Corinthia Park	076.603	3,600,000	1,200,000	500,000	-	1,000,000	-	900,000	-	-	-	-	-
Arterials and Collectors	076.604	2,400,000	-	1,370,000	1,030,000	-	-	-	-	-	-	-	-
Back-Lane Capital Program	077.290	750,000	750,000	-	-	-	-	-	-	-	-	-	-
Block Wall Repair	076.605	400,000	-	-	-	-	400,000	-	-	-	-	-	-
Downtown Storm Main Access Upgrade	076.608	350,000	-	-	-	-	70,000	-	-	-	-	280,000	-
Utility Liners and Spot Repairs	076.191	306,000	-	-	-	-	306,000	-	-	-	-	-	-
Capital Engineering	077.485	300,000	-	-	300,000	-	-	-	-	-	-	-	-
Elks Park Draw Down Wells	076.594	200,000	-	-	-	-	-	-	-	-	-	135,880	64,120
Skateboard Park	076.602	200,000	-	-	-	-	-	-	-	-	40,000	160,000	-
Capital Road Utility	076.564	200,000	-	-	-	-	70,000	-	-	130,000	-	-	-
Infrastructure Condition Assessments	076.180	188,000	-	-	-	-	-	-	-	188,000	-	-	-
Caledonia Park Multiway	077.588	100,000	-	-	-	-	-	-	-	-	100,000	-	-
Civic Centre Concrete Replacement	080.278	100,000	-	-	100,000	-	-	-	-	-	-	-	-
Downtown Crosswalks	076.596	80,000	-	-	80,000	-	-	-	-	-	-	-	-
Smart Traffic Lights Pilot	076.609	60,000	-	-	60,000	-	-	-	-	-	-	-	-
Hydrovac Site Analysis	076.598	25,000	-	-	25,000	-	-	-	-	-	-	-	-
<b>Grand Total</b>		<b>9,259,000</b>	<b>1,950,000</b>	<b>1,870,000</b>	<b>1,595,000</b>	<b>1,000,000</b>	<b>846,000</b>	<b>900,000</b>	<b>-</b>	<b>318,000</b>	<b>140,000</b>	<b>575,880</b>	<b>64,120</b>
<b>Water Department Capital Program</b>													
Cross Connection Control Program	081.087	727,741	-	-	-	-	590,000	-	137,741	-	-	-	-
Mainline Valve Replacement	081.093	180,000	-	180,000	-	-	-	-	-	-	-	-	-
Water Meter Annual Purchases	081.083	150,000	-	150,000	-	-	-	-	-	-	-	-	-
Neighborhood Leak Detection	081.088	90,000	-	-	-	-	-	-	90,000	-	-	-	-
Distribution System Upgrades-Contract Services/Equipment	081.070	65,000	-	-	-	-	-	-	65,000	-	-	-	-
Leak Detection Software Module	081.094	40,000	-	-	-	-	-	-	40,000	-	-	-	-
<b>Grand Total</b>		<b>1,252,741</b>	<b>-</b>	<b>330,000</b>	<b>-</b>	<b>-</b>	<b>590,000</b>	<b>-</b>	<b>332,741</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Wastewater Capital Program</b>													
Industrial Park Storm Lift Upgrade	082.045	95,000	-	-	-	-	-	-	-	95,000	-	-	-
Infiltration Reduction Program	082.030	51,000	-	-	-	-	51,000	-	-	-	-	-	-
<b>Grand Total</b>		<b>146,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51,000</b>	<b>-</b>	<b>-</b>	<b>95,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Environmental Services</b>													
Environmental Plan Initiatives	078.050	52,000	-	-	-	-	-	-	-	-	-	-	52,000
Annual Cart Purchases	078.054	45,000	-	-	-	-	-	-	-	-	-	-	45,000
<b>Grand Total</b>		<b>97,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>97,000</b>





# City of Leduc 2021 Capital and One-Time Projects Funding

Capital Program and Project	Project Number	Total	Safe Communities Reserve	Public Services Capital Reserve	Protective Services Large Equipment Reserve	Public Services Equipment Replacement Reserve	General Contingency Reserve	Recreation Levy - Due to City	Federal Funding	Information Systems Reserve	Waste Minimization Reserve	Office Equipment Reserve
<b>Public Services Capital Program</b>												
Railway Crossing Rehabilitation	080.259	300,000	-	300,000	-	-	-	-	-	-	-	-
Parking Lot Repairs & Refurbishment	080.231	176,080	-	176,080	-	-	-	-	-	-	-	-
Deer Valley Community Garden	102.065	166,000	-	-	-	-	-	166,000	-	-	-	-
Side Walk Replacement Program	080.243	111,200	-	111,200	-	-	-	-	-	-	-	-
Multiway Overlays	080.232	102,000	-	102,000	-	-	-	-	-	-	-	-
Strategic Safe Community Initiatives	080.281	100,000	100,000	-	-	-	-	-	-	-	-	-
Traffic Control Device Improvements	080.220	71,400	71,400	-	-	-	-	-	-	-	-	-
Pedestrian Crosswalk Signals	080.253	66,586	66,586	-	-	-	-	-	-	-	-	-
Tree Replacement	080.287	50,000	-	50,000	-	-	-	-	-	-	-	-
AVL Technology Migration	080.292	50,000	-	-	-	-	-	-	-	50,000	-	-
Portable Electronic Signs	080.252	35,000	-	35,000	-	-	-	-	-	-	-	-
Seasonal Lights	080.248	20,000	-	20,000	-	-	-	-	-	-	-	-
Cityworks Development	080.291	15,000	-	-	-	-	-	-	-	15,000	-	-
Fountain Replacement	080.285	15,000	-	-	-	-	-	15,000	-	-	-	-
Speed Awareness Signs	080.264	12,000	12,000	-	-	-	-	-	-	-	-	-
Tree Injections	080.263	10,000	-	10,000	-	-	-	-	-	-	-	-
Outdoor Skate Path	080.282	-	-	-	-	-	-	-	-	-	-	-
<b>Grand Total</b>		<b>1,300,266</b>	<b>249,986</b>	<b>804,280</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>181,000</b>	<b>-</b>	<b>65,000</b>	<b>-</b>	<b>-</b>
<b>Equipment Services Capital Program</b>												
Fire Ambulance unit 252	083.168	468,000	-	-	468,000	-	-	-	-	-	-	-
2012 Gravel Truck - Unit 409	083.123	310,000	-	-	-	310,000	-	-	-	-	-	-
Bucket Truck	083.176	300,000	-	-	-	300,000	-	-	-	-	-	-
Special Transportation	083.170	226,000	-	-	-	135,600	-	-	90,400	-	-	-
Toro 4000D Mower	083.192	210,000	-	-	-	210,000	-	-	-	-	-	-
Lake Weed Harvester Refurbishment	083.224	185,000	-	-	-	185,000	-	-	-	-	-	-
Tore 580 Mower	083.191	150,000	-	-	-	150,000	-	-	-	-	-	-
Pickup Trucks for Public Services	083.174	110,000	-	-	-	110,000	-	-	-	-	-	-
Mule	083.142	100,000	-	-	-	100,000	-	-	-	-	-	-
Water Commission Vehicles	083.209	100,000	-	-	-	-	-	-	-	-	100,000	-
Plexi glass for buses	083.244	64,000	-	-	-	-	12,800	-	51,200	-	-	-
Steep Slope Mower (2021 New Addition)	083.243	60,000	-	-	-	60,000	-	-	-	-	-	-
Graco Line Painter	083.134	30,000	-	30,000	-	-	-	-	-	-	-	-
Small Detail Mower	083.193	15,000	-	-	-	15,000	-	-	-	-	-	-
<b>Grand Total</b>		<b>2,328,000</b>	<b>-</b>	<b>30,000</b>	<b>468,000</b>	<b>1,575,600</b>	<b>12,800</b>	<b>-</b>	<b>141,600</b>	<b>-</b>	<b>100,000</b>	<b>-</b>
<b>Office Equipment Replacement Program</b>												
Furniture/Workstation Replacement	091.040	20,000	-	-	-	-	-	-	-	-	-	20,000
<b>Grand Total</b>		<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>
<b>Recreation Capital Program</b>												
Aquatics Equipment Renewal	105.001	218,500	-	-	-	-	218,500	-	-	-	-	-
General Equipment Renewal LRC	105.004	149,500	-	-	-	-	149,500	-	-	-	-	-
Fitness Equipment Renewal	105.002	102,000	-	-	-	-	102,000	-	-	-	-	-
LRC Live Leduc System	092.367	80,000	-	-	-	-	-	-	-	80,000	-	-
LRC Lease Space Reconfiguration	105.003	50,000	-	-	-	-	50,000	-	-	-	-	-
<b>Grand Total</b>		<b>600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>520,000</b>	<b>-</b>	<b>-</b>	<b>80,000</b>	<b>-</b>	<b>-</b>





## City of Leduc 2021 Capital and One-Time Projects Funding

<b>Computer Services Capital Program</b>	<b>Project Number</b>	<b>Total</b>	<b>Information Systems Reserve</b>	<b>Office Equipment Reserve</b>	<b>General Contingency Reserve</b>
<b>Computer Services Capital Program</b>					
Desktop Computer Renewal (Evergreen) - Hardware	015.180	109,853	-	109,853	-
Network Renewal (Evergreen)	015.160	35,000	-	35,000	-
Desktop Computer Renewal (Evergreen) - Software	015.280	32,940	-	32,940	-
Server Renewal (Evergreen) - Hardware	015.186	26,000	-	26,000	-
Paperless Council	015.290	21,000	-	21,000	-
Server Renewal (Evergreen) - Software	015.286	9,000	-	9,000	-
Digital Signs Evergreen (Outdoor/Indoor)	092.381	6,000	6,000	-	-
<b>Grand Total</b>		<b>239,793</b>	<b>6,000</b>	<b>233,793</b>	<b>-</b>
<b>eGovernment Strategies</b>					
Integrated Enterprise Finance & HR System	092.240	2,725,000	-	-	2,725,000
Technology Investment Projects	092.378	177,500	177,500	-	-
Municipal Broadband/Fiber Optic Network Expansion	092.380	150,000	150,000	-	-
IT Governance	092.360	75,000	75,000	-	-
Community Reporting	092.375	73,100	73,100	-	-
EDRMS (Electronic Document Records Management Sys	092.376	30,000	-	-	30,000
Financial Software Upgrades	092.379	25,000	25,000	-	-
<b>Grand Total</b>		<b>3,255,600</b>	<b>500,600</b>	<b>-</b>	<b>2,755,000</b>
<b>GIS</b>					
Aerial Data	104.001	41,000	41,000	-	-
<b>Grand Total</b>		<b>41,000</b>	<b>41,000</b>	<b>-</b>	<b>-</b>



## City of Leduc 2021 Capital and One-Time Projects Funding

Capital Program and Project	Project Number	Total	Debtenture Borrowing	Facilities Reserve	General Contingency Reserve	Federal Funding
<b>Facilities - Restorations and Improvements</b>						
Energy Efficiency Projects	086.303	<b>268,421</b>	168,421	-	100,000	-
LRC Chiller	086.380	<b>250,000</b>	-	-	50,000	200,000
LRC Capital Renewal Project	086.266	<b>222,778</b>	-	222,778	-	-
LRC Program Space Expansion	086.275	<b>100,000</b>	-	-	100,000	-
OPS Capital Renewals	086.305	<b>90,760</b>	-	-	90,760	-
Capital Equipment Renewal LRC	087.145	<b>50,000</b>	-	50,000	-	-
LRC Pool Old Mechanical Room Renovations PHII	086.274	<b>47,298</b>	-	47,298	-	-
Alexandra Arena Capital Renewal	086.263	<b>39,642</b>	-	39,642	-	-
Dr. Wood Museum Capital Renewal	086.264	<b>18,623</b>	-	18,623	-	-
<b>Grand Total</b>		<b>1,087,521</b>	<b>168,421</b>	<b>378,341</b>	<b>340,760</b>	<b>200,000</b>

<b>MacLab Centre</b>						
MacLab Centre Equipment Replacement Plan	106.580	<b>22,000</b>	-	22,000	-	-
<b>Grand Total</b>		<b>22,000</b>	-	<b>22,000</b>	-	-

Capital Program and Project	Project Number	Total	Planning Reserve
<b>Planning Department Capital Program</b>			
Mature Area Redevelopment Plans & Servicing Analysis	079.128	<b>150,000</b>	150,000
50 Year Growth Study	079.030	<b>60,000</b>	60,000
<b>Grand Total</b>		<b>210,000</b>	<b>210,000</b>
<b>FCSS Capital Program</b>			
Social Needs Assessment	085.005	<b>60,000</b>	60,000
<b>Grand Total</b>		<b>60,000</b>	<b>60,000</b>



## City of Leduc 2021 Capital and One-Time Projects Funding

Capital Program and Project	Project Number	Total	Parks Planning Capital Reserve	Federal Funding	Other Capital Funding
<b>Parks Development Capital - Growth Related Projects</b>					
Community Sign Replacement	102.008	20,000	20,000	-	-
Streetscape Development	102.012	15,000	15,000	-	-
Fred Johns Park	102.038	10,000	10,000	-	-
<b>Grand Total</b>		<b>45,000</b>	<b>45,000</b>	-	-
<b>Parks Development Capital - Sustainability Projects</b>					
Park Enhancement Program	103.005	105,000	55,000	40,000	10,000
<b>Grand Total</b>		<b>105,000</b>	<b>55,000</b>	<b>40,000</b>	<b>10,000</b>

Capital Program and Project	Project Number	Total	Transportation Offsite Levies Roads	Debenture Borrowing
<b>Offsite Levies</b>				
Grant MacEwan South (50th Ave to Black Gold Drive) 2L-4L - #75	075.067	2,964,800	1,464,800	1,500,000
50 Ave Widening (Fire Hall to 74 Street) #18	075.070	690,000	690,000	-
<b>Grand Total</b>		<b>3,654,800</b>	<b>2,154,800</b>	<b>1,500,000</b>



# RESERVES

Reserves are approved by Council for specified purposes through its reserve policy. The reserves are used to offset impacts of major expenditures and stabilize the operating and capital budgets.

The City maintains both operating and capital reserves. The operating reserves are used to fund unexpected or emergency expenditures, to smooth the impact of financial changes on tax payers and set aside for specific future liabilities. The capital reserves are primarily used to support the City's long-term capital planning.

Reserves are funds established by Administration and approved by Council for future capital and operating expenditures. Reserves are supported by a 10-year projection for receipt and disbursement of funds. These projections are updated annually as part of the budget process. Reserve funds are key to any municipality as a means for long-term financial planning and financial stability. These funds have the ability to offset major expenditures and to stabilize impacts to the operating and capital budgets.

The City has three types of reserves: operating, capital and offsite levy (developer contributions).

### Operating Reserve:

- Generally established to fund one-time expenditures of an operating nature
  - E.g. Election costs are every 4 years therefore the 2021 costs will be funded from the Reserve for Census and Elections
- Subsidizes unexpected or emergency expenditures
- Smooths the impact of financial changes
- Assists in funding future specific liabilities



### Capital Reserve:

- Generally established to fund expenditures of a capital nature
  - E.g. Protective Services vehicle is funded from the Protective Services Large Equipment reserve
- Supports the City’s long-term capital planning
- Source of financing for capital projects

### Offsite Levy Reserve:

- Funds new/enhanced assets and infrastructure to facilitate growth
- These funds are levied from developer agreements on new land developments and subdivisions, which in turn fund projects stimulated by this growth
  - Debt incurred by growth is covered by these levies with no impact to the taxpayer
- Assists in alleviating the burden on existing City infrastructure
  - E.g. Grant MacEwan road construction is funded from the Transportation Offsite Levy reserve

The following tables detail the City’s reserves, source of the funds, and expenditure authorization.

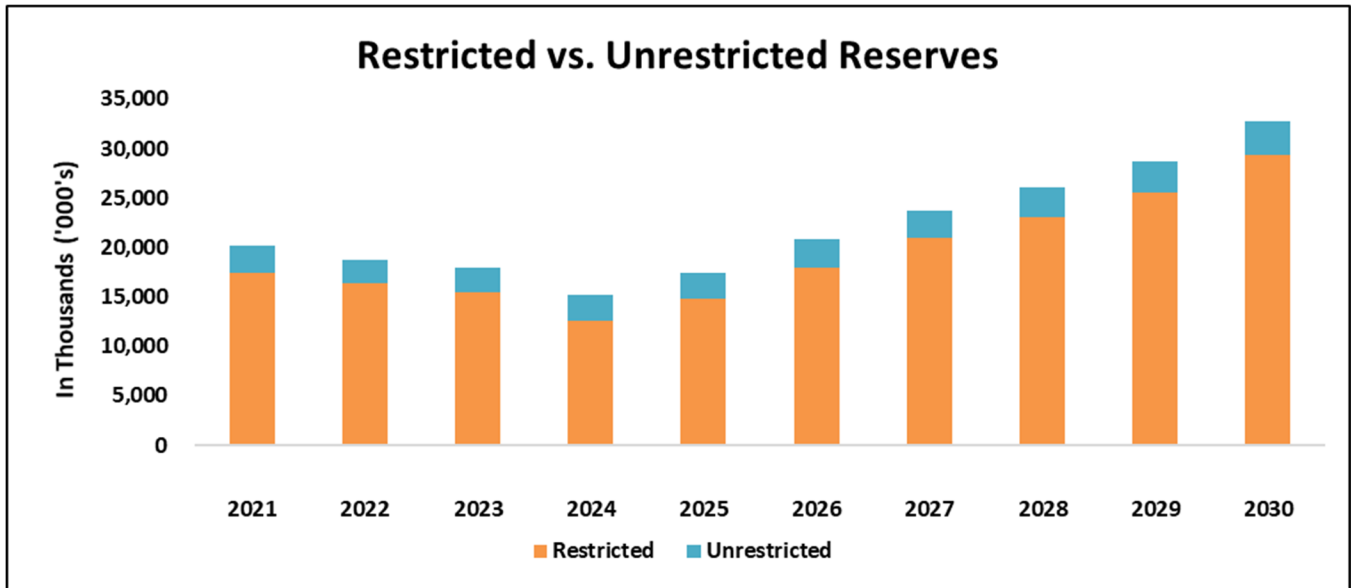
Operating Reserves	Description	Source of funds	Expenditures Authorized by
GENERAL CONTINGENCY RESERVE	Funds provided for non-recurring, one-time and or capital expenditures.	1) Annual transfer as determined by Council 2) Transfer of annual surpluses remaining after Council approved transfers 3) Other sources as approved by Council	Council
RESERVE FOR CELEBRATIONS	Funds provided for celebrations	Annual budgeted transfer	Council
MILL RATE STABILIZATION	Funds provided to mitigate extra ordinary events and stabilize the mill rate.	Reserve is established. Replenished through surplus.	Council
RESERVE FOR SNOW REMOVAL	Funds provided to stabilize general fluctuations in the annual costs of snow removal	1) Annual transfer as determined by Council 2) Unspent portion of the annual operating budget for Snow and Ice Control	Council
SPORTS TOURISM	Funds provided for major sport tourism events	Annual budgeted transfer	Council
RESERVE FOR FUTURE EXPENDITURES - STUDIES	Funds provided for inter-municipal studies that are often related to growth	Annual budgeted transfer	Council
RESERVE FOR ELECTIONS	Funds provided for elections	Annual budgeted transfer	Council
ECONOMIC DEVELOPMENT RESERVE	Funds provided for economic development	Annual budgeted transfer	Council



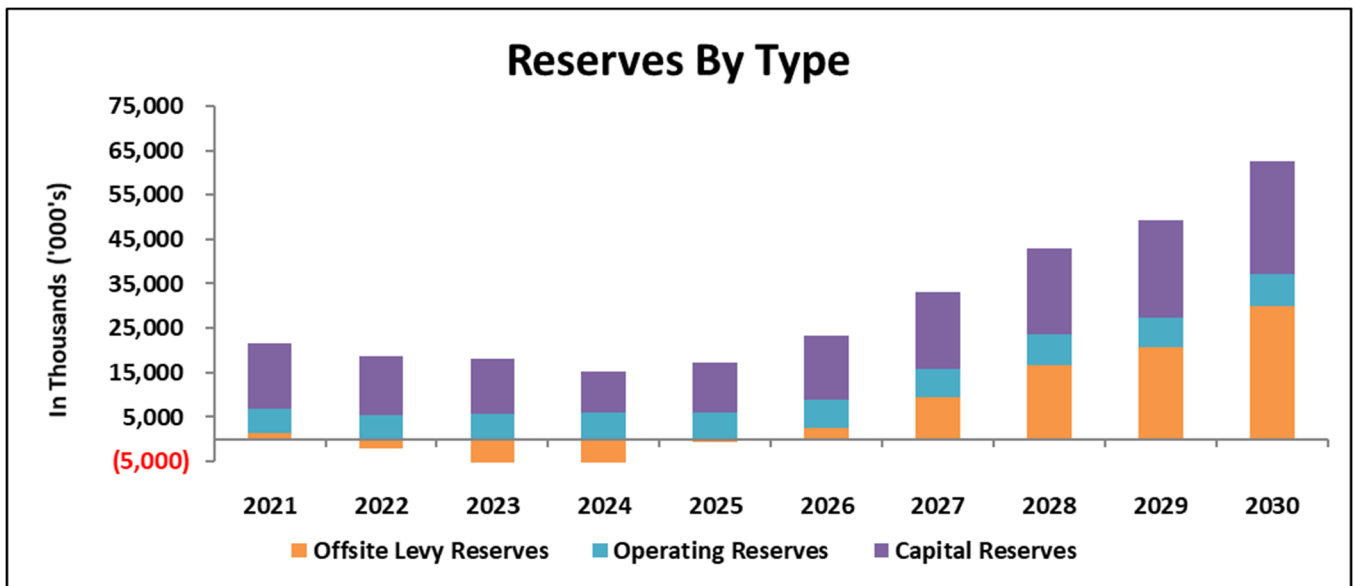
<b>Capital Reserves</b>	<b>Description</b>	<b>Source of funds</b>	<b>Expenditures Authorized by</b>
INFORMATION SYSTEM RESERVE	Funds provided for Information Technology capital projects	Annual budgeted transfer	Council
FIXED (Office equip.) COMMUNICATIONS	Funds provided for the replacement of department specific capital equipment	Annual budgeted transfer	Council
FIRE COMMUNICATION RESERVE	Funds provided for the replacement of department specific capital equipment	Annual budgeted transfer	Council
LARGE EQUIPMENT RESERVE	Funds provided for the replacement of department specific capital equipment	Annual budgeted transfer	Council
ROAD RESERVE	Funds provided for road capital replacements and improvements	Annual budgeted transfer	Council
PUBLIC SERVICES EQUIPMENT REPLACEMENT RESERVE	Funds provided for the replacement of department specific capital equipment	Non-sustainable traffic fine revenue	Council
PUBLIC SERVICES CAPITAL RESERVE	Funds provided for the replacement of department specific capital equipment	Annual budgeted transfer	Council
SAFE COMMUNITIES	Funds provided for safe community initiatives for the City of Leduc	Annual budgeted transfer	Council
STORM DRAINAGE	Funds provided for storm drainage related capital replacements and improvements	75% of storm drainage user fees	Council
WATER RESERVE	Funds provided for water related capital replacements and improvements	Annual budgeted transfer	Council
SEWER RESERVE	Funds provided for sanitary sewer related capital replacements and improvements	Annual budgeted transfer	Council
WASTE MINIMIZATION RESERVE (Engineering)	Funds provided for promoting and implementing waste minimization programs	Annual budgeted transfer	Council
CASH IN LIEU OF MUNICIPAL RESERVE	Funds provided to purchase municipal reserve space for parks, school and other municipal requirements	Payments of cash in lieu of municipal reserves	Council
PROPERTY SALE PROCEEDS RESERVE	Funds provided for the purchase of equipment and land	Property sale proceeds	Council
RECREATION CONTRIBUTION - DUE TO CITY	Recreation contribution per City of Leduc Policy from related building permits to provide a source of funds to be used for City wide recreation needs	Annual transfer of Developer Recreation Levy	Council
CEMETERIES RESERVE	Funds provided for the purchase of cemetery land and equipment	Annual budgeted transfer	Council
RESERVE FOR ART ACQUISITION	Funds provided to acquire and display art	Funds received from third parties	Council
RESERVE FOR LEDE ROOM	Funds provided to purchase equipment for the Lede Room	Donation	Council with approval of donator
FACILITIES MAINTENANCE RESERVE	Funds provided for the replacement and rehabilitation of building infrastructure	Annual budgeted transfer	Council
PARKS PLANNING CAPITAL RESERVE	Funds provided to fund park development projects that are related to growth	Annual budgeted transfer	Council
RESERVE FOR LIBRARY BEQUEST	Funds provided for capital improvements to children's area of the Library	Bequest from estate	Council
HPN MONUMENT FEES	To set aside funds collected from the developers to pay for replacement of HPN monuments	Developer payments	Budget
DEVELOPER CONTRIBUTION	To fund specific capital projects	Payments received from developers for capital works paid by city	Council
RESERVE FOR LATS BEQUEST	Bequest to purchase future assisted transit buses	Bequest from estate	Council
PUBLIC TRANSIT INFRASTRUCTURE INVESTMENT RESERVE	Funds provided to purchase equipment for public transit	Annual budgeted transfer	Council
DOWNTOWN PROGRESS ASSOCIATION RESERVE	Funds provided for future infrastructure projects as per the City's Infrastructure Investment Strategy	Annual budgeted transfer	Council
RESERVE FOR LIBRARY EQUIPMENT*	Funds provided to offset costs for capital projects for Downtown Progress Association (DPA)	Annual budgeted transfer	Council upon request of DPA
	Library funds provided for Library equipment	Annual budgeted transfer of Library revenue	Library Board
* Reserve funds held by the City of Leduc on behalf of the Library			
<b>Offsite (Developer Funded) Levy Reserves</b>			<b>Expenditures Authorized by</b>
	<b>Description</b>	<b>Source of funds</b>	
WATER OFFSITE LEVIES	Fund water related capital replacements and improvements for offsite levies capital projects	Offsite levies collected from developers through Bylaw	Council
SANITARY SEWER OFFSITE LEVIES	Fund sanitary sewer related capital replacements and improvements for offsite levies capital projects	Offsite levies collected from developers through Bylaw	Council
TRANSPORTATION OFFSITE LEVIES ROADS	Fund roads and related capital replacements and improvements for offsite levies capital projects	Offsite levies collected from developers through Bylaw	Council



Reserves are a means to pay for future expenditures, both operating and capital, as part of short and long-term planning. The use of reserve funds is either restricted or unrestricted in nature. These internal allocations designate the appropriation of the reserve funds for the purpose they were intended. As depicted in the chart below, the majority of the City of Leduc's reserves are restrictive in nature.



The chart below depicts the projected balances for each of the City of Leduc's three reserve categories. Further detail on the individual reserves within the categories and their projected balances for 2021 to 2030 can be found in the table that follows.







## City of Leduc - 10 Year Reserve Projected Fund Balance Summary

In Thousands	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Operating Reserves</b>										
General contingency reserve	3,820	3,385	3,460	3,521	3,524	3,855	3,852	4,088	4,126	4,457
Mill rate stabilization	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094
Reserve for celebrations	222	235	248	261	274	287	300	313	326	339
Reserve for snow removal	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282	1,282
Sports tourism reserve	110	127	147	167	187	207	227	247	267	287
Reserve for future expenditures - studies	742	953	1,183	1,278	1,315	1,256	1,233	1,332	1,401	1,440
Reserve for census and elections	11	41	71	101	5	40	75	110	19	59
Economic development reserve	50	50	50	50	50	50	50	50	50	50
<b>Total Operating Reserves</b>	<b>7,331</b>	<b>7,167</b>	<b>7,535</b>	<b>7,754</b>	<b>7,730</b>	<b>8,071</b>	<b>8,113</b>	<b>8,516</b>	<b>8,565</b>	<b>9,008</b>
<b>Capital Reserves</b>										
<i>City Reserves</i>										
Public services capital reserve	530	408	516	514	676	721	773	867	894	889
Reserve for Lede room	7	7	7	8	8	9	9	9	10	10
P. S. Equipment replacement reserve	165	51	96	56	575	733	1,417	1,684	1,538	1,963
Reserve for art acquisition	16	16	16	16	16	15	15	14	14	13
Fixed communications reserve	208	140	120	144	177	180	146	131	101	128
HPN monument fees	39	44	51	61	71	81	91	101	111	121
Public transit	3	3	3	4	4	5	5	5	5	5
Fire communication reserve	191	206	132	23	31	39	47	55	63	70
Cemeteries reserve	206	201	248	249	303	306	355	351	394	388
Facilities reserve	57	153	363	700	1,296	1,408	1,780	1,214	920	558
Safe communities	229	42	(155)	(360)	(494)	(559)	(744)	(814)	(969)	(1,128)
Waste minimization reserve	486	219	273	334	441	382	180	270	340	379
Information system reserve	997	788	409	345	349	426	417	455	551	644
Protective services large equipment reserve	649	607	917	132	517	474	774	689	1,059	1,449
Parks planning capital reserve	1,409	751	845	906	934	1,353	1,875	2,351	2,622	3,368
Infrastructure investment reserve	3,886	3,442	2,982	167	167	167	167	167	167	167
Property sale proceeds reserve	538	560	587	624	667	703	731	750	765	779
Road reserve	765	915	647	506	1,039	2,010	2,421	3,724	4,931	5,947
Storm drainage	1,457	1,431	696	719	529	892	808	1,051	970	1,232
Sewer reserve	186	150	280	314	178	117	117	45	47	78
Water reserve	1,020	1,370	1,489	1,585	1,791	2,522	2,929	3,270	3,866	4,474
<b>Total Capital City Reserves</b>	<b>13,044</b>	<b>11,503</b>	<b>10,522</b>	<b>7,046</b>	<b>9,276</b>	<b>11,986</b>	<b>14,315</b>	<b>16,391</b>	<b>18,400</b>	<b>21,534</b>
<b>Legislated &amp; Contractual Reserves</b>										
Cash in lieu of municipal reserve	1,530	1,592	1,671	1,774	1,897	2,001	2,080	2,135	2,178	2,215
Recreation levy - due to city	444	653	519	654	522	543	795	636	889	1,151
Developer contribution	1,010	948	880	1,104	1,106	1,347	1,585	1,569	1,797	2,031
<b>Total Legislated &amp; Contractual Reserves</b>	<b>2,984</b>	<b>3,193</b>	<b>3,069</b>	<b>3,532</b>	<b>3,524</b>	<b>3,892</b>	<b>4,460</b>	<b>4,340</b>	<b>4,864</b>	<b>5,398</b>
<b>Reserves Managed by the City</b>										
Downtown progress association reserve	69	71	75	79	85	90	93	96	98	99
Reserve for library equipment**	880	912	955	1,014	1,084	1,144	1,189	1,220	1,245	1,266
<b>Total Reserves Managed by the City</b>	<b>948</b>	<b>983</b>	<b>1,030</b>	<b>1,094</b>	<b>1,169</b>	<b>1,234</b>	<b>1,282</b>	<b>1,316</b>	<b>1,342</b>	<b>1,366</b>
<b>Total Capital Reserves</b>	<b>16,976</b>	<b>15,679</b>	<b>14,620</b>	<b>11,673</b>	<b>13,970</b>	<b>17,112</b>	<b>20,057</b>	<b>22,046</b>	<b>24,606</b>	<b>28,297</b>
<b>Total City Reserves</b>	<b>24,307</b>	<b>22,845</b>	<b>22,156</b>	<b>19,426</b>	<b>21,700</b>	<b>25,183</b>	<b>28,170</b>	<b>30,563</b>	<b>33,171</b>	<b>37,305</b>
<b>Offsite Levy Reserves</b>										
Water offsite levies	1,612	1,360	1,193	1,121	(525)	149	777	1,633	2,496	3,543
Sanitary sewer offsite levies	(2,758)	(3,010)	(3,078)	(2,957)	(2,648)	(2,346)	(1,937)	(1,457)	(854)	89
Transportation offsite levies roads	337	(2,719)	(9,938)	(5,675)	76	2,239	7,961	13,965	16,286	23,499
<b>Total Offsite Levy Reserves</b>	<b>(809)</b>	<b>(4,369)</b>	<b>(11,823)</b>	<b>(7,511)</b>	<b>(3,096)</b>	<b>42</b>	<b>6,801</b>	<b>14,141</b>	<b>17,927</b>	<b>27,132</b>

<sup>^</sup> Offsite Levy projects are based on the current offsite levy model which is reviewed on a case-by-case basis. As a result the above offsite balances assume all projects are completed.

<sup>^^</sup> Offsite levy projects are only initiated upon the substantial completion of a development agreement.

<sup>^^^</sup> Note: 2021 Project 075.067 Grant MacEwan South (50th Ave to Black Gold Drive) 2L-4L - #75 - is \$2.9M of which \$1.5M funded through Debenture Borrowing

\*Please note 2021 numbers include both committed (carry forwards) and uncommitted funds.

\*\* Reserve funds held by the City of Leduc on behalf of the Library





**City of Leduc**  
**2021 Reserve Fund - Continuity Schedule (Projected)**  
 In Thousands ('000's)

Reserve	Description	Beginning Balance	Additions	Withdrawals	Ending Balance
<b>Operating Reserves</b>					
GENERAL CONTINGENCY RESERVE	Funds provided for non-recurring, one-time and or capital expenditures.	8,388	2,539	(7,107)	3,820
RESERVE FOR CELEBRATIONS	Funds provided for celebrations	209	13	0	222
MILL RATE STABILIZATION	Funds provided to mitigate extra ordinary events and stabilize the mill rate.	1,094	0	0	1,094
RESERVE FOR SNOW REMOVAL	Funds provided to stabilize general fluctuations in the annual costs of snow removal	1,282	0	0	1,282
SPORTS TOURISM	Funds provided for major sport tourism events	90	20	0	110
RESERVE FOR FUTURE EXPENDITURES - STUDIES	Funds provided for inter-municipal studies that are often related to growth	806	309	(373)	742
RESERVE FOR ELECTIONS	Funds provided for elections	112	30	(131)	11
ECONOMIC DEVELOPMENT RESERVE	Funds provided for economic development	50	0	0	50
<b>Subtotal</b>		<b>12,032</b>	<b>2,910</b>	<b>(7,611)</b>	<b>7,331</b>
<b>Capital Reserves</b>					
INFORMATION SYSTEM RESERVE	Funds provided for Information Technology capital projects	1,336	601	(940)	997
FIXED (Office equip.) COMMUNICATIONS	Funds provided for the replacement of department specific capital equipment	308	154	(254)	208
FIRE COMMUNICATION RESERVE	Funds provided for the replacement of department specific capital equipment	180	11	0	191
PROTECTIVE SERVICES LARGE EQUIPMENT RESERVE	Funds provided for the replacement of department specific capital equipment	953	164	(468)	649
ROAD RESERVE	Funds provided for road capital replacements and improvements	2,104	306	(1,645)	765
PUBLIC SERVICES EQUIPMENT REPLACEMENT RESERVE	Funds provided for the replacement of department specific capital equipment	422	1,319	(1,576)	165
PUBLIC SERVICES CAPITAL RESERVE	Funds provided for the replacement of department specific capital equipment	986	378	(834)	530
SAFE COMMUNITIES	Funds provided for safe community initiatives for the City of Leduc	411	78	(260)	229
STORM DRAINAGE	Funds provided for storm drainage related capital replacements and improvements	2,518	490	(1,551)	1,457
WATER RESERVE	Funds provided for water related capital replacements and improvements	684	688	(353)	1,020
SEWER RESERVE	Funds provided for sanitary sewer related capital replacements and improvements	282	317	(413)	186
WASTE MINIMIZATION RESERVE (Engineering)	Funds provided for promoting and implementing waste minimization programs	586	161	(261)	486
CASH IN LIEU OF MUNICIPAL RESERVE	Funds provided to purchase municipal reserve space for parks, school and other municipal requirements	1,489	41	0	1,530
PROPERTY SALE PROCEEDS RESERVE	Funds provided for the purchase of equipment	523	14	0	538
RECREATION CONTRIBUTION - DUE TO CITY	Recreation contribution per City of Leduc Policy from related building permits to provide a source of funds to be used for City wide recreation needs	557	209	(321)	444
CEMETERIES RESERVE	Funds provided for the purchase of cemetery land and equipment	165	41	0	206
RESERVE FOR ART ACQUISTION	Funds provided to acquire and display art	17	0	(1)	16
RESERVE FOR LEDE ROOM	Funds provided to purchase equipment for the Lede Room	7	0	0	7
FACILITIES MAINTENANCE RESERVE	Funds provided for the replacement and rehabilitation of building infrastructure	(149)	846	(639)	57



PARKS PLANNING CAPITAL RESERVE	Funds provided to fund park development projects that are related to growth	1,382	127	(100)	1,409
RESERVE FOR LIBRARY EQUIPMENT	Funds provided for Library equipment	829	38	(26)	841
RESERVE FOR LIBRARY BEQUEST	Funds provided for Library equipment	38	1	0	39
HPN MONUMENT FEES	To set aside funds collected from the developers to pay for replacement of HPN monuments	34	5	0	39
DEVELOPER CONTRIBUTION	Funds provided for offsite levies capital projects	1,815	195	(1,000)	1,010
DOWNTOWN PROGRESS ASSOCIATION RESERVE	Funds provided to offset costs for capital projects for Downtown Progress Association	67	2	0	69
RESERVE FOR LATS BEQUEST	Bequest to purchase future assisted transit buses	7	0	0	8
PUBLIC TRANSIT	Funds provided to purchase equipment for public transit	(5)	(0)	0	(5)
INFRASTRUCTURE INVESTMENT RESERVE	Funds provided for future infrastructure projects as per the City's Infrastructure Investment Strategy	3,139	747	0	3,886
<b>Subtotal</b>		<b>20,686</b>	<b>6,933</b>	<b>(10,643)</b>	<b>16,976</b>
WATER OFFSITE LEVIES	Fund water related capital replacements and improvements for offsite levies capital projects	1,895	175	(458)	1,612
SANITARY SEWER OFFSITE LEVIES	Fund sanitary sewer related capital replacements and improvements for offsite levies capital projects	(2,519)	168	(407)	(2,758)
TRANSPORTATION OFFSITE LEVIES ROADS	Fund roads and related capital replacements and improvements for offsite levies capital projects	(2,789)	5,536	(2,411)	337
Subtotal		(3,412)	5,879	(3,276)	(809)
<b>Total Reserves</b>		<b>29,305</b>	<b>15,723</b>	<b>(21,529)</b>	<b>23,499</b>

#### Summary of the major additions to reserves in 2021:

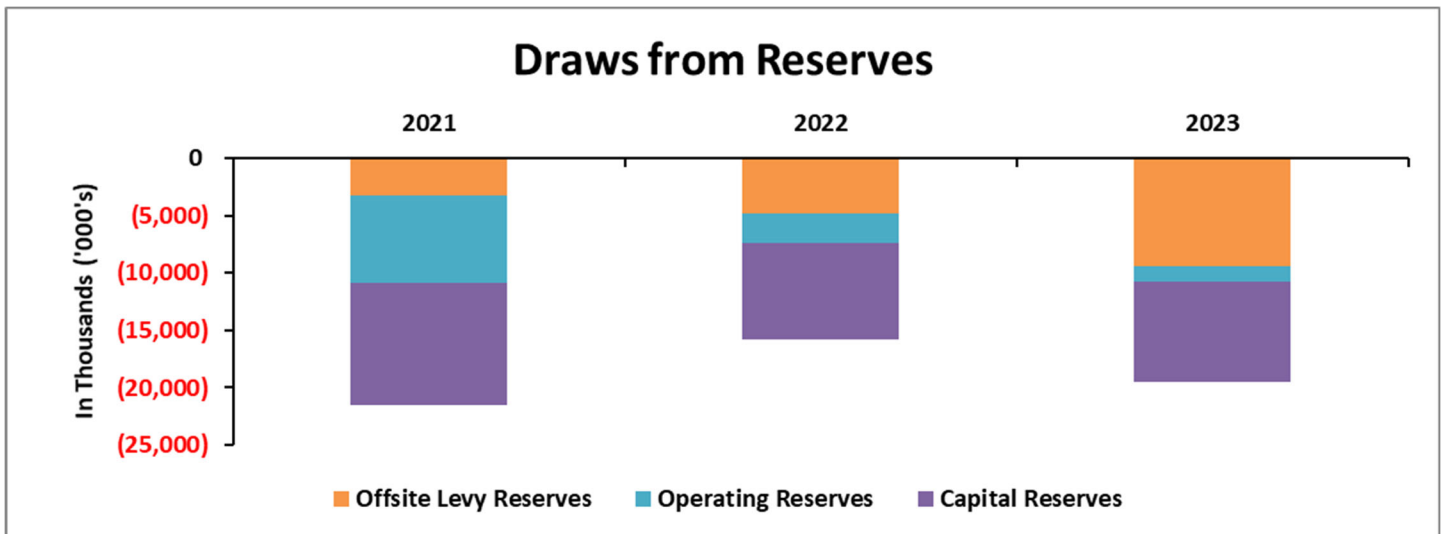
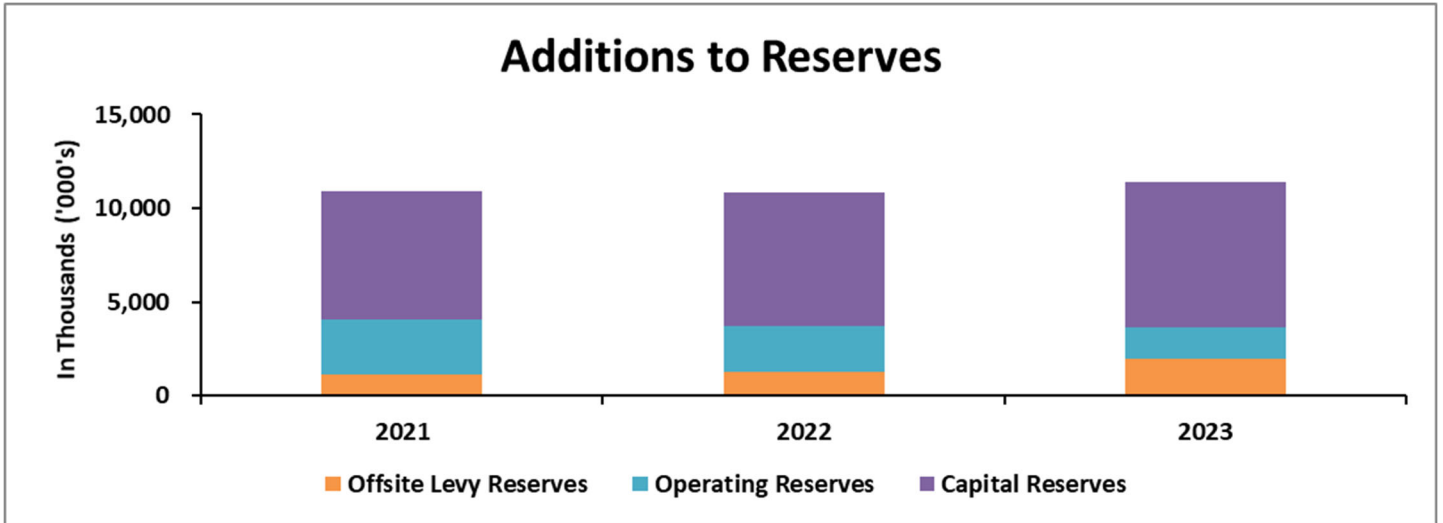
- General contingency – anticipated prior year surplus, investment & other income
- Other major additions include annual budgeted transfers to reserve

#### Summary of the major draws from reserves in 2021:

- *General Contingency* – operational & capital one time needs
- *Protective Services Large Equipment Replacement* – Fire Ambulance unit
- *Road*– Arterials and Collectors
- *Public Services Equipment Replacement* – Gravel Truck and mule
- *Public Services Capital* – parking lot improvements, side walk replacements, and multiway overlays
- *Storm* – Cross connection control program and block wall repair
- Recreation Contribution – Deer Valley Community Gardens
- *Facilities Maintenance* – LRC capital renewal project
- *Developer Contribution* – Corinthia Park
- *Sanitary Offsite* – Infrastructure condition assessment and future utility program
- *Transportation Offsite* – Grant MacEwan South



The following charts show the contributions and draws to reserves for 2021 – 2023:



# DEBT OVERVIEW



The City of Leduc is committed to fiscally prudent debt management, built on industry best practices. In June 2017, Leduc City Council approved Debt Management Policy No: 12.02:05 that encompasses both the legislative requirements as set by the Municipal Government Act (MGA) and the City’s self-imposed restrictions on debt limits and debt service levels. This policy is part of the long-term financial sustainability plan that focuses on industry best practices.

The debt policy is built upon the foundations of standards of care, authorized financing instruments, reporting requirements and responsibility for the prudent financing of the City of Leduc’s operating and infrastructure needs.

The main objectives of this policy include:

1. Long-Term Planning
2. Sustainability and Flexibility
3. Managing Risk and Cost
4. Alignment of Users and Payers
5. Compliance with the MGA

The City will incur and carry long-term debt (greater than five years) when it is consistent with the City’s long-term financial management plan and in conjunction with the Infrastructure Investment Strategy Policy (12.02.09) that identifies and supports priority capital projects pursuant to approved capital budgets. All borrowing shall be in compliance with Municipal Government Act sections 251-258 and accompanying regulation 255/2000. Notwithstanding any internal limits, long-term debt shall not exceed debt limits established by the province. Overall long-term debt levels for the city are further restricted to 75% of the maximum level established by provincial regulation as an existing best practice.

### Debt Limit and Debt Service Levels

Section 276(2) of the Municipal Government Act requires that the debt limit and service levels on debt, as defined by Alberta Regulation 255/2000 for the City of Leduc, are disclosed as follows:

	2020*	2019
Total Debt Limit	148,889,738	148,488,661
Total Debt	66,779,525	61,768,230
<b>Amount of Debt Limit Used</b>	<b>82,110,212</b>	<b>86,720,430</b>
Service on Debt Limit	24,814,956	24,748,110
Service on Debt	6,279,012	6,622,474
<b>Amount of Debt Servicing Limit Used</b>	<b>18,535,944</b>	<b>18,125,636</b>

*\*Please note these are unaudited and are subject to change*



# Debt Overview

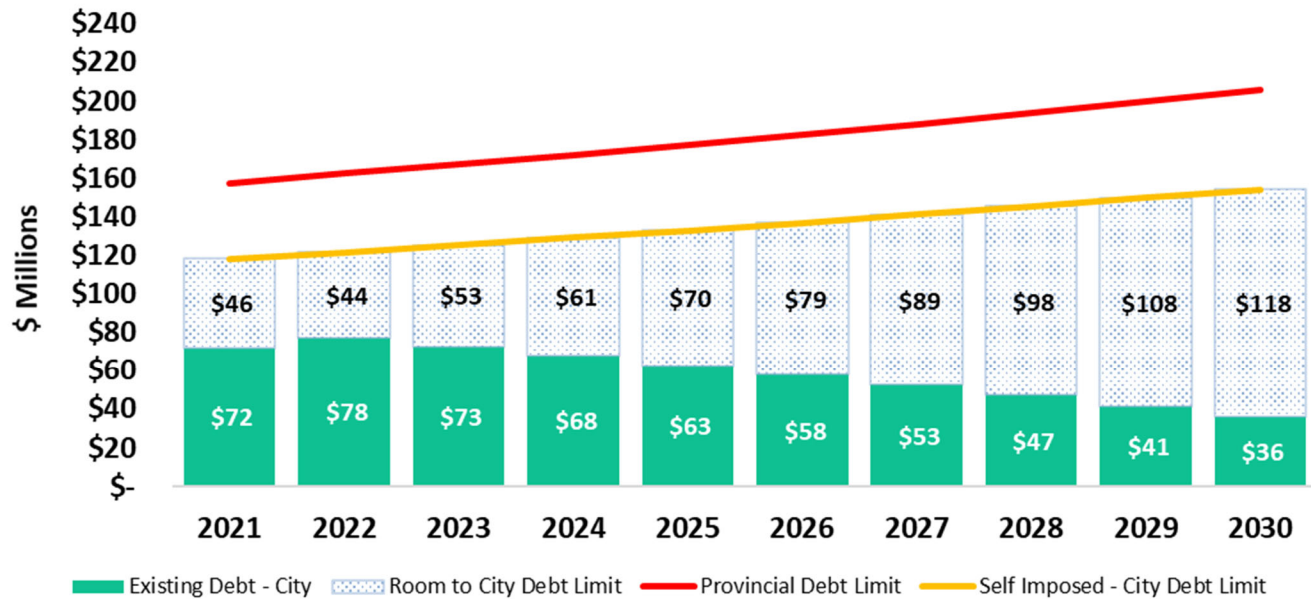
The debt limit is calculated at 1.5 times the revenue of the municipality (as defined in the Alberta Debt Limit Regulation 255/2000) and the debt service limit is calculated at 0.25 times such revenue. In discussing levels of debt and debt service for the City of Leduc, it is important to differentiate between current and projected debt. Current debt refers to the amount of debt that the City has drawn for completed capital projects that are commissioned and in use. Projected debt is the estimated amount of debt based on the current 10-year capital plan and is used to help guide in decision making with respect to fiscal sustainability. The graphs below illustrate one of the tools finance uses to help map out upcoming capital requirements and the ability to fund them. They can help identify pressures or conflicting projects.

It is important to recognize that there is no intention for the City of Leduc to borrow for all the projects shown in the following charts and in no way would the City of Leduc even consider exceeding the debt limit.

## Self-Imposed Debt Limit

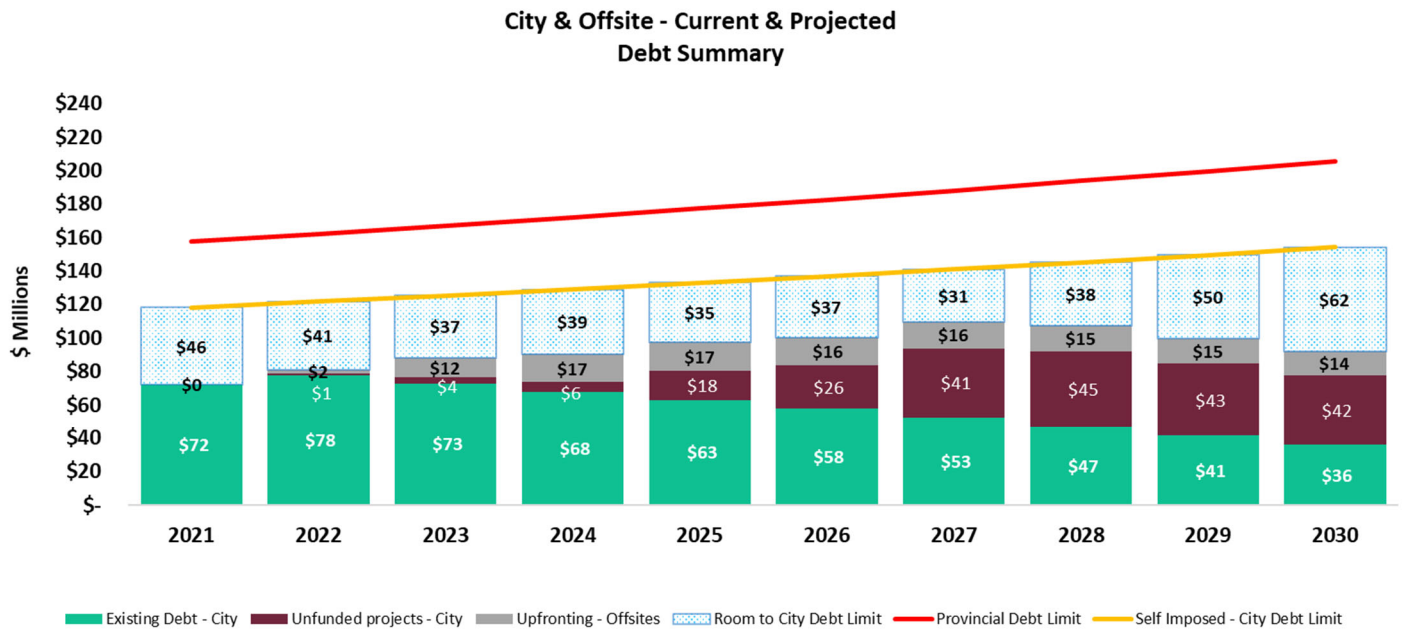
The City has adopted a more stringent debt limit than the Provincial regulation. The City sets its internal debt limit at 75% of the provincially-prescribed limits.

**City & Offsite - Current Debt Summary**



# Debt Overview

The following graph illustrates the addition of all unfunded projects included in the 10-year capital plan. The City of Leduc would not fund all of the projects and exceed the internal debt limit. These unfunded projects will be re-assessed as the projects come closer.



Included in the 2021 budget are the following debenture additions as approved by City of Leduc Council:

- Grant MacEwan South – 50<sup>th</sup> Ave to Black Gold Drive (offsite levy) – approved in the 2021 budget for the widening to 4 lanes of Grant MacEwan Boulevard from 50<sup>th</sup> avenue to Black Gold Drive.



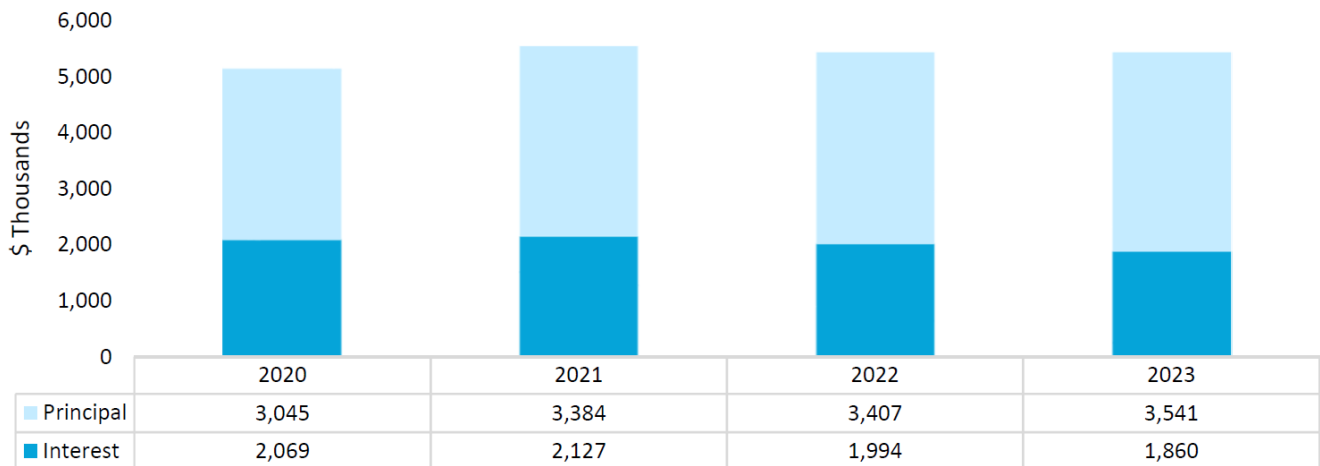
## Tax Supported Debt

Tax-supported debt is recovered through the generation of tax revenue. The City’s long-term debt balances for 2020 to 2023 are as follows:

Tax-Supported	2020	2021	2022	2023
<b>Existing Debentures</b>				
Leduc Rec Centre	24,000,751	22,547,246	21,025,264	19,431,578
Protective Services Facility	11,669,536	11,181,610	10,677,902	10,157,899
Public Service Building	6,956,342	6,348,659	5,714,712	5,053,369
Fire Hall West End	4,780,966	4,500,752	4,212,192	3,915,035
Energy Efficiency Upgrade	1,034,965	836,930	634,513	427,619
Cultural Centre	105,741	-	-	-
Recreation Program	-	-	-	-
Crystal Creek Site Servicing	4,000,000	3,904,070	3,806,053	3,705,905
Protective Services Building Capital Renewal	1,715,142	1,644,241	1,571,730	1,497,574
Golf Course Clubhouse/Facility	3,500,000	3,416,061	3,330,296	3,242,667
	<b>57,763,442</b>	<b>54,379,568</b>	<b>50,972,662</b>	<b>47,431,646</b>
<b>Population*</b>	33,032	34,023	35,044	36,095
<b>Debt Outstanding per Capita</b>	1,749	1,598	1,455	1,314

\*Population figures based on 2019 census information with a 3% increase in assumed growth

### 2020 - 2023 Projected Annual Debenture Payments - City



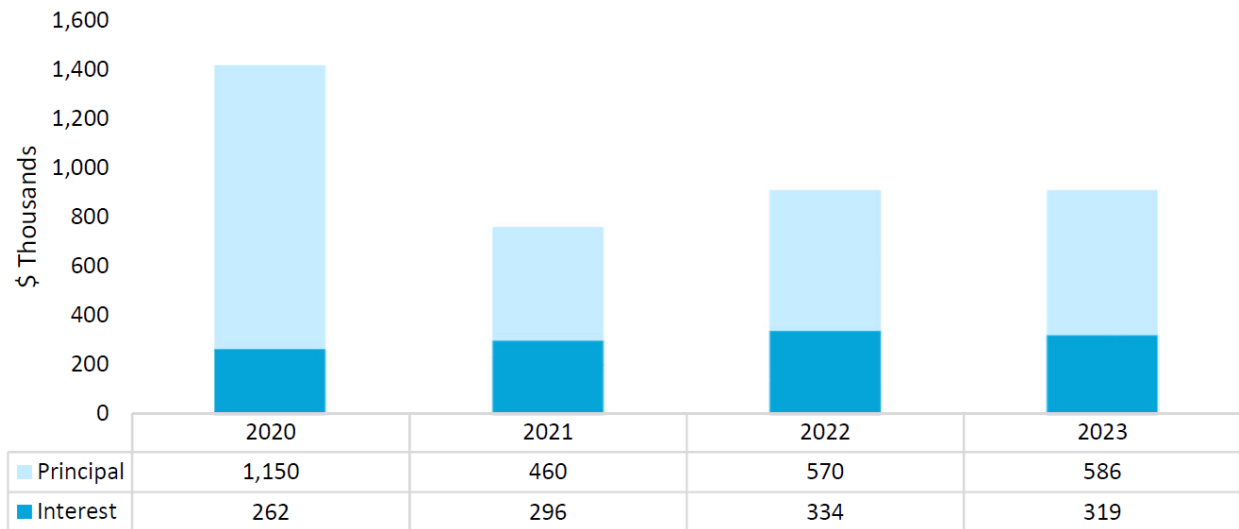
# Debt Overview

## Offsite (Developer Funded) Levy Supported Debt

A portion of debt payments are related to offsite funded projects. Resources for this type of debt are funded from the offsite capital reserve and thus, have no impact on the tax base and the citizens of Leduc. The City’s offsite levy supported debt for 2020 to 2023 are as follows:

Offsite Levy	2020	2021	2022	2023
<b>Existing Debentures</b>				
Annexation Area Lift Station Sanitary	3,628,033	3,470,738	3,308,344	3,140,685
Water Reservoir Offsite Levy	1,817,188	1,730,779	1,641,740	1,549,990
Annexation Area Lift Station - second draw	1,442,455	1,383,356	1,322,661	1,260,327
Water Reservoir - second draw	1,412,427	1,352,128	1,290,247	1,226,745
<b>Projected</b>				
Highway 2A Offsite Levy	-	3,233,137	3,097,307	2,958,619
Grant MacEwan Sotuh (50th Ave to Black Gold Drive)		1,470,301	1,409,869	1,348,029
	8,300,103	12,640,440	12,070,168	11,484,395

2020-2023 Projected Annual  
Debt Payments - Offsite Levy



# FEES BYLAW



## Bylaw No. 1046-2020

PAGE 1

---

### A BYLAW OF THE CITY OF LEDUC IN THE PROVINCE OF ALBERTA, TO ESTABLISH FEES AND RATES FOR SERVICES PROVIDED BY THE MUNICIPALITY.

---

**WHEREAS:** Pursuant to section 7 of the *Municipal Government Act*, R.S.A. 2000, Chapter M-26, a Council may pass bylaws for municipal purposes respecting the following matters:

- (a) people, activities and things in, on or near a public place or place that is open to the public; and
- (b) services provided by or on behalf of the municipality;

**AND:** Pursuant to section 8 of the *Municipal Government Act*, R.S.A. 2000, Chapter M-26, a Council may pass bylaws for municipal purposes respecting the following matters:

- (a) provide for a system of licences, permits or approvals, including any or all of the following:
  - i) establishing fees for licences, permits and approvals, including fees for licenses, permits and approvals that may be in the nature of a reasonable tax for the activity authorized or for the purpose of raising revenue;
  - ii) establishing fees for licences, permits and approvals that are higher for persons or businesses who do not reside or maintain a place of business in the municipality.

**THEREFORE:** The Council of the City of Leduc in the Province of Alberta duly assembled, hereby enacts as follows:

### **PART I: TITLE AND PURPOSE**

1. That this Bylaw may be cited as the “2021 Fees Bylaw” or “Fees Bylaw”.
2. The purpose of this bylaw is to establish fees that must be charged for the licenses, permits and approvals provided by the City.

---

**PART II: DEFINITIONS**

3. In this bylaw, unless the context otherwise requires:
- a) **“City”** means the municipal corporation of the City of Leduc;
  - b) **“City Manager”** means the chief administrative officer of the City;
  - c) **“Council”** means the municipal council of the City;

**PART III: PLANNING AND INFRASTRUCTURE**

**ENGINEERING AND PUBLIC SERVICES**

4. The following user fee charges are established in accordance with Section 15 of Waste Bylaw No. 800-2012:

(1) Base Rate per month, or any portion thereof, to be levied against each Residential Dwelling	\$24.05
(2) Additional cart rental and curbside collection - per month (minimum 6 month term)	
(a) Waste Cart	\$12.46
(b) Organics Cart	\$8.29
(3) Eco Station-Bagged Waste Fee – per visit	
(a) First bag	\$0.00
(b) Additional bags – per bag	\$2.00
(4) Lost or Damaged Cart	\$62.24
(5) Cart Delivery Fee	\$26.44

## Bylaw No. 1046-2020

PAGE 3

---

5. The following fees, rates and other charges are established in accordance with Section 11 of the Water Bylaw No. 738-2010:

- |  |   |
|--|---|
| (1) Account Initiation Fee   | \$25.00   |
| (2) Administrative fee for transferring unpaid utility arrears to property taxes | \$35.00   |
| (3) Reconnection Fee   |   |
| (a) Monday - Friday, 7:00 a.m. to 4:30 p.m. (regular business hours)             | \$50.00   |
| (b) Anytime other than listed in (a)   | \$100.00  |
| (4) Callout Charge   |   |
| (a) Callback charge for water meter installation or repair                       | \$50.00 Admin Fee for re-booking a missed appointment                   |
| (5) Application for new service connection (by meter size)                       |   |
| (a) 15mm (5/8")  | \$359.00  |
| (b) 20mm (3/4")  | \$374.00  |
| (c) 25mm (1")  | \$420.00  |
| (d) 40mm (1.5")  | \$1,435.00  |
| (e) 50mm (2")  | \$1,645.00  |
| (f) 75mm (3")  | \$2,055.00  |
| (g) 100mm (4")   | \$3,377.00  |
| (h) 150mm (6")   | \$5,597.00  |
| (6) Meter Testing Charge   | \$150.00  |
| (7) Hydrant Maintenance (Privately Owned Hydrants)                               |   |
| (a) Hydrant Repair   | \$150.00 per hour plus cost of materials used and 5% administration fee |
| (8) Sale of Bulk Water   |   |
| (a) Meter Rental Fee   | \$50.00   |

## Bylaw No. 1046-2020

PAGE 4

- 
- |                                      |          |
|--------------------------------------|----------|
| (b) Rate per cubic meter             | \$2.82   |
| (c) Bulk Water Hydrant Meter Deposit | \$500.00 |
- (9) Residential Water Consumption Charge per Cubic Meter \$2.62
- (10) Residential Fixed Monthly Service Charge \$10.08
- (11) Non-Residential Water Consumption Charge per Cubic Meter \$2.62
- (12) Non-Residential Fixed Monthly Service Charge – Based on Meter Size
- |                 |          |
|-----------------|----------|
| (a) 15mm (5/8") | \$11.40  |
| (b) 20mm (3/4") | \$14.74  |
| (c) 25mm (1")   | \$25.95  |
| (d) 40mm (1.5") | \$53.61  |
| (e) 50mm (2")   | \$91.93  |
| (f) 75mm (3")   | \$201.96 |
| (g) 100mm (4")  | \$361.69 |
- (13) The following Utility Security Deposits for Non-Owners are established in accordance with Section 41 of the Water Bylaw No. 738-2010:
- |                                |            |
|--------------------------------|------------|
| (a) 15mm (5/8") to 20mm (3/4") | \$225.00*  |
| (b) 25mm (1")                  | \$600.00   |
| (c) 40mm (1.5")                | \$1,100.00 |
| (d) 50mm (2")                  | \$1,500.00 |
| (e) 75mm (3")                  | \$2,500.00 |
| (f) 100mm (4") or greater      | \$5,000.00 |
- \*The Utility Security Deposit for Non-Owners may be waived for residents that have owned property within Leduc for a period of five (5) years or more, and have received no more than three (3) penalties and/or NSF charges within that time.
- (14) Late Payment Charge
- (a) 2.5% charge applied on all overdue water fees and charges.



## Bylaw No. 1046-2020

PAGE 5

---

6. The following fees, rates and charges levied on all lands served by or connected to the sewage system of the City, are established in accordance with Section 47 of the Sewers Bylaw No. 978-2018:

(1) Wastewater charges are based on a minimum fixed charge plus a metered water consumption charge for all customers including but not limited to Residential (single family, apartments, condominiums, mobile home parks), Commercial and Industrial Customers.

- |                        |                       |
|------------------------|-----------------------|
| (a) Fixed Charge       | \$8.50/month          |
| (b) Consumption Charge | \$1.95/m <sup>3</sup> |

(2) Overstrength charges - overstrength charges are collected by multiplying the amount specified as the charge by the number of cubic meters of sewage that exceeds concentration indicated for that matter:

- |  |               |
|--|---------------|
| (a) Biochemical Oxygen Demand  |               |
| Overstrength charge applies above 300 mg/l   | \$0.3254 / kg |
| (b) Chemical Oxygen Demand   |               |
| Overstrength charge applies above 600 mg/l (or twice the B.O.D. concentration of sewage, whichever is greater) | \$0.3254 / kg |
| (c) Oil & Grease   |               |
| Overstrength charge applies above 100 mg/l   | \$0.2815/ kg  |
| (d) Phosphorus   |               |
| Overstrength charge applies above 10 mg/l  | \$13.5701/ kg |
| (e) Suspended Solids   |               |
| Overstrength charge applies above 300 mg/l   | \$0.2681/ kg  |
| (f) Total Kjeldahl Nitrogen  |               |
| Overstrength charge applies above 50 mg/l  | \$2.0257/ kg  |

(3) Stormwater

- |                          |              |
|--------------------------|--------------|
| (a) Minimum Fixed Charge | \$5.00/month |
|--------------------------|--------------|

(4) Camera inspection of sewer service \$125.00

## Bylaw No. 1046-2020

PAGE 6

---

(5) Augering of sewer service	\$150.00
(6) Augering and Camera combined on same visit	\$200.00
(7) Hydro Vac/Flushing – Hourly Rate	\$200.00
(8) Storm Sewer System Thawing – Hourly Rate	\$200.00
(9) Late Payment Charge	
(a) 2.5% charge applied on all overdue sewer fees and charges.	

7. The following charges relating to the sale of lots, opening and closing of graves, transfer of lots, monument permits and other applicable fees are established in accordance with Sections 2.6 (f)(g) and Section 6.1 of the Cemetery Bylaw No. 483-2000:

(1) Lots	
(a) Large Lot	\$850.00
(b) Medium Lot	\$475.00
(c) Small Lot	\$100.00
(d) Veterans Lot	N/C
(2) Cremation Lot	
(a) Single	\$450.00
(b) Double	\$550.00
(c) Veterans Cremation	N/C
(3) Columbariums	
(a) Niche for 1 urn:	
i) 1st and 2nd Levels	\$1,100.00
ii) 3rd and 4th Levels	\$1,300.00
(b) Niche for 2 urns:	
i) 1st and 2nd Levels	\$1,350.00
ii) 3rd and 4th Levels	\$1,550.00

## Bylaw No. 1046-2020

PAGE 7

---

(4) Opening and Closing	
(a) Standard	\$500.00
(b) Deep	\$650.00
(c) Standard Medium	\$300.00
(d) Standard Small	\$250.00
(e) Standard Cremation	\$200.00
(f) Open Only (Cremation)	1 open/close charge if 2 urns are placed at the same time.
(g) Columbarium	\$100.00
(h) Standard Veterans	\$450.00
(i) Deep Veterans	\$600.00
(j) Overtime Premiums (Saturday, Sunday, Holiday)	\$250.00
(k) Weekday Late Fee for Interment, or Cremains inurnment after 4:00 p.m.	\$75.00
(l) Columbarium Opening Overtime Premium (Weekends, Holidays and after 4:00 p.m. Weekdays)	\$50.00
(5) Monument Permit Fees	
(a) Single	\$50.00
(b) Double	\$75.00
(6) Transfer Lot Fee	\$25.00
8. Miscellaneous Charges	
(a) Garden Plot Rental	\$25.00
(b) Parking Lot Cleaning – Street Sweeper & Operator – hourly	\$150.00
(c) Parking Lot Cleaning – Labour – hourly	\$50.00

**PLANNING AND DEVELOPMENT**

9. The following fees payable for any permit issued pursuant to the Safety Codes Permit Bylaw are established in accordance with Section 23 of the Safety Codes Permit Bylaw No. 939-2016:

**Permits in the Building Discipline**

- (1) The fee for each permit shall be calculated on prevailing market value of the work to be undertaken, and shall be submitted at the time of application or upon receipt of a permit from the Planning and Development Department.
- (2) The Safety Codes Officer may place a market value of the work to be undertaken for the purpose of determining the permit fee.
- (3) If no work, including excavation, has been started before the issuance of a permit, the fee shall be \$6.15 per \$1,000.00 of market value, with a minimum fee of \$62.00.
- (4) In the event that any work, including excavation, has been started before the issuance of a permit, the permit fee shall be double the fee required in Items 3 and 7 and shall be submitted at the time of application for a permit.
- (5) A permit expires if the undertaking to which it applies has not commenced within 90 days of the date of issue of the permit, or work is suspended or abandoned for a period exceeding 120 days as may be determined at the discretion of the Authority Having Jurisdiction, or the undertaking is not completed within 365 days from the date of issue of the permit.

When the term of a permit has not expired, a permit issuer may, in writing, and on the written request of the permit holder, extend the permit for an additional fixed period of time that the permit issuer considers appropriate.

In the event that a permit has expired, on written request by the permit holder, and at the discretion of the permit issuer, may in writing reinstate the permit for an additional fixed period that the permit issuer considers appropriate, provided no changes have been made or will be made to the original plans and specifications for such work. A fee of one half of the original permit fee will apply. Safety Codes Council fees apply where applicable by SCC policy.

## Bylaw No. 1046-2020

PAGE 9

---

- (6) In the event that the documents submitted with an application for a permit contain substantial errors or omissions and the documents have to be submitted again, a fee equal to one quarter of the amount required under Items 3 and 7 shall be charged for each and every re-examination.
- (7) A fee for each heating and ventilation permit shall be submitted at the time of application and shall consist of the following:
- (a) Single family, two family or residential unit with independent heating system per furnace, boiler hot water coil, heating appliance or hydronic heating system.  
\$46.00
  - (b) In accordance with the Safety Codes Act Permit Regulation, a HVAC permit is not required for the replacement of a furnace in a single dwelling unit. Exemption of a permit requirement does not exempt compliance with the requirements of the Alberta Building Code
  - (c) Geothermal Heating System or Solar Heating System \$185.00
  - (d) Other buildings, per boiler, hot water coil, make up air system, package heat/cool system, furnace incorporating a split system air conditioner, furnace, heating appliance or hydronic heating system;
    - i) Up to and including 400,000 B.T.U. \$46.00
    - ii) 400,000 to 1,000,000 B.T.U. \$92.00
    - iii) Over 1,000,000 B.T.U. \$113.00
  - (e) In other than a single dwelling unit, appliance replacement of boiler, hot water coil, make up air system, package heat/cool system, furnace, heating appliance or alterations, and extensions of duct or pipe systems. \$41.00
  - (f) Per air to air exchanger/heat recovery ventilator \$41.00
  - (g) Per commercial cooking exhaust canopy \$41.00
  - (h) In the event that any work has been started for the installation, repair or alteration of any heating, ventilating or air conditioning system, the permit fee shall be double the required fee and shall be submitted at the time of application for a permit.
- (8) Where the applicant for a permit is the owner and occupier of the building within which the work is to be done, and obtains the material and personally undertakes the installation, then the permit fee shall be based on twice the prevailing retail market cost of the material. A Safety Codes Office may place a market value of the work to be undertaken for the purpose of determining the permit fee.
- (9) An additional fee of \$103.00 may be assessed when an inspection is required and the Safety Codes Officer finds the work not ready for inspection, or the work or

## Bylaw No. 1046-2020

PAGE 10

---

equipment does not meet the required standards, or the Safety Codes Officer is unable to gain access for the inspection.

(10) For projects undertaken by the City of Leduc, the permit fee only shall be exempt.

(11) Safety Codes Council operational fee is extra as established by SCC fee policy. As established by the Alberta Safety Codes Council.

(12) Refund

(a) In case of cancellation of a permit, the City shall retain a minimum \$103.00 refund processing fee. When work has not commenced relative to a permit issued, permit fees may be refunded upon written request to the Safety Codes Authority in accordance with their rules.

(13) Demolition Permit \$51.00

(14) Special Inspections, Enforcement, Investigation, Research \$103.00 per hour

(15) Evaluation of an Alternate Solution Proposal \$103.00 per hour, minimum \$200.00

(16) Fast Track Residential Permit Review

(a) The intent of the Fast Track Residential Permit Approval is to process a Development Permit and Building Permit application within 72 hours (3 business days) starting the day after the receipt of the application where a builder requires the permit process to be expedited. The Applicant shall be responsible to ensure that all plans and documents required by Code are submitted with the application. Where an Applicant has not provided complete information with the application, the 72 hour time period shall not start until all required information is submitted.

A fast track fee is in addition to other required permit fees. \$538.00

## Bylaw No. 1046-2020

PAGE 11

---

- (b) When complete information is not submitted with the application an additional fee will be charged. \$103.00

Note: "Residential" is intended to mean each fee simple single detached dwelling unit and duplex dwelling unit only.

- (17) For construction of a secondary suite in an existing single dwelling unit \$533.00

- (18) Medical Gas System Building Permit \$154.00

### **Permits in the Electrical Discipline**

- (19) Residential Underground Service \$72.00

#### (20) New Residential Construction Only

- (a) Residential up to and including 140 sq. m \$213.00  
(b) Residence larger than 140 sq. m \$241.00  
(c) Apartment Suite/Unit \$107.00

Note: "Residence" is intended to mean each single dwelling, and each unit of a multi-dwelling building.

Note: "Apartment suite/unit" is intended to mean a suite located in a multi-suite residential building having common corridors, exit stairways and one electrical service from the utility provider to the building.

#### (21) Operation Fee

- (a) Safety Codes Council Fee is extra to fees listed in this Schedule. As established by the Alberta Safety Codes Council.

- (22) Residential Detached Garage \$86.00



(23) For Other Than New Residential Installation

“Schedule” or “Fee Schedule”

Cost	Permit Fee
\$0.00-\$1,000.00	\$68.00
\$1000.01-\$1,500.00	\$79.00
\$1,500.01-\$2,000.00	\$97.00
\$2,000.01-\$2,500.00	\$106.00
\$2,500.01-\$3,000.00	\$112.00
\$3,000.01-\$3,500.00	\$126.00
\$3,500.01-\$4,000.00	\$133.00
\$4,000.01-\$4,500.00	\$148.00
\$4,500.01-\$5,000.00	\$154.00
\$5,000.01-\$5,500.00	\$161.00
\$5,500.01-\$6,000.00	\$168.00
\$6,000.01-\$6,500.00	\$175.00
\$6,500.01-\$7,000.00	\$181.00
\$7,000.01-\$7,500.00	\$189.00
\$7,500.01-\$8,000.00	\$196.00
\$8,000.01-\$8,500.00	\$203.00
\$8,500.01-\$9,000.00	\$209.00
\$9,000.01-\$9,500.00	\$217.00
\$9,500.01-\$10,000.00	\$223.00
\$10,000.01-\$11,000.00	\$231.00
\$11,000.01-\$12,000.00	\$240.00
\$12,000.01-\$13,000.00	\$245.00
\$13,000.01-\$14,000.00	\$251.00
\$14,000.01-\$15,000.00	\$259.00
\$15,000.01-\$16,000.00	\$267.00
\$16,000.01-\$17,000.00	\$273.00
\$17,000.01-\$18,000.00	\$281.00
\$18,000.01-\$19,000.00	\$287.00

## Bylaw No. 1046-2020

PAGE 13

---

\$19,000.01-\$20,000.00	\$294.00
\$20,000.01-\$21,000.00	\$300.00
\$21,000.01-\$22,000.00	\$309.00
\$22,000.01-\$23,000.00	\$315.00
\$23,000.01-\$24,000.00	\$321.00
\$24,000.01-\$25,000.00	\$329.00
\$25,000.01-\$26,000.00	\$336.00
\$26,000.01-\$27,000.00	\$342.00
\$27,000.01-\$28,000.00	\$350.00
\$28,000.01-\$29,000.00	\$357.00
\$29,000.01-\$30,000.00	\$364.00
\$30,000.01-\$31,000.00	\$370.00
\$31,000.01-\$32,000.00	\$375.00
\$32,000.01-\$33,000.00	\$380.00
\$33,000.01-\$34,000.00	\$385.00
\$34,000.01-\$35,000.00	\$393.00
\$35,000.01-\$36,000.00	\$398.00
\$36,000.01-\$37,000.00	\$403.00
\$37,000.01-\$38,000.00	\$408.00
\$38,000.01-\$39,000.00	\$415.00
\$39,000.01-\$40,000.00	\$420.00
\$40,000.01-\$41,000.00	\$425.00
\$41,000.01-\$42,000.00	\$431.00
\$42,000.01-\$43,000.00	\$437.00
\$43,000.01-\$44,000.00	\$443.00
\$44,000.01-\$45,000.00	\$448.00
\$45,000.01-\$46,000.00	\$453.00
\$46,000.01-\$47,000.00	\$459.00
\$47,000.01-\$48,000.00	\$464.00
\$48,000.01-\$49,000.00	\$470.00
\$49,000.01-\$50,000.00	\$477.00
\$50,000.01-\$60,000.00	\$532.00

## Bylaw No. 1046-2020

PAGE 14

---

\$60,000.01-\$70,000.00	\$587.00
\$70,000.01-\$80,000.00	\$644.00
\$80,000.01-\$90,000.00	\$699.00
\$90,000.01-\$100,000.00	\$755.00
\$100,000.01-\$110,000.00	\$797.00
\$110,000.01-\$120,000.00	\$841.00
\$120,000.01-\$130,000.00	\$880.00
\$130,000.01-\$140,000.00	\$924.00
\$140,000.01-\$150,000.00	\$966.00
\$150,000.01-\$160,000.00	\$1,008.00
\$160,000.01-\$170,000.00	\$1,050.00
\$170,000.01-\$180,000.00	\$1,092.00
\$180,000.01-\$190,000.00	\$1,134.00
\$190,000.01-\$200,000.00	\$1,176.00
\$200,000.01-\$210,000.00	\$1,217.00
\$210,000.01-\$220,000.00	\$1,259.00
\$220,000.01-\$230,000.00	\$1,302.00
\$230,000.01-\$240,000.00	\$1,343.00
\$240,000.01-\$250,000.00	\$1,385.00
\$250,000.01-\$300,000.00	\$1,525.00
\$300,000.01-\$350,000.00	\$1,665.00
\$350,000.01-\$400,000.00	\$1,805.00
\$400,000.01-\$450,000.00	\$1,944.00
\$450,000.01-\$500,000.00	\$2,084.00
\$500,000.01-\$550,000.00	\$2,223.00
\$550,000.01-\$600,000.00	\$2,365.00
\$600,000.01-\$650,000.00	\$2,504.00
\$650,000.01-\$700,000.00	\$2,643.00
\$700,000.01-\$750,000.00	\$2,783.00
\$750,000.01-\$800,000.00	\$2,924.00
\$800,000.01-\$850,000.00	\$3,064.00
\$850,000.01-\$900,000.00	\$3,203.00

## Bylaw No. 1046-2020

PAGE 15

---

\$900,000.01-\$950,000.00	\$3,343.00
\$950,000.01-\$1,000,000.00	\$3,484.00

(24) To determine the applicable permit fee for owner applicants, the labour cost is considered to be equal to the retail cost of material required for the installation. A permit issuer is not required or obligated to issue an electrical permit to an owner. The permit issuer may require the owner to provide proof of knowledge relative to the electrical installation to be carried out. A permit issuer may issue an electrical permit to the registered owner of a single family dwelling provided that the owner resides in the residence at the time of permit application.

(25) For installations over \$1,000,000.00, the fee is \$3,190.00 plus \$1.25 per \$1,000 for any amount exceeding \$1 Million.

(26) Annual permits may be issued to facilities where there are on-going minor electrical installations and alterations being completed. Fees for annual permits will be assessed based on the evaluation of projected work to be completed. The minimum value of an annual permit shall be \$10,000.00. Fees for school annual permits shall be as approved by the Manager, Safety Codes Services.

(27) When work is commenced before a permit has been obtained, the permit fee shall be double the amount set out in the Fee Schedule.

(28) An additional fee of \$103.00 may be assessed when an inspection is required and the Safety Codes Officer finds the work not ready for inspection, or the work or equipment does not meet the required standards, or the Safety Codes Officer is unable to gain access for the inspection.

(29) Operation Fee

(a) Safety Codes Council Fee is extra to fees listed in this Schedule. As established by the Alberta Safety Codes Council.

(30) Exemption

(a) For projects undertaken by the City of Leduc, the permit fee only shall be exempt.

(31) Special Inspections, Enforcement, Investigation, Research      \$103.00 per hour



## Bylaw No. 1046-2020

PAGE 17

---

(37) When work is commenced before a permit has been obtained, the permit fee shall be double the amount set out in the Fee Schedule.

(38) Operation Fee

(a) Safety Codes Council Fee is extra to fees listed in this Section. As established by the Alberta Safety Codes Council.

(39) Refund\*

(a) In case of cancellation of a permit within 90 days of the issue date and where work has not commenced, permit fees may be refunded upon written request to the Safety Codes Authority, less a minimum refund processing fee of \$103.00.

(b) \*Safety Codes Council Fee is not refundable.

(40) Exemption

(a) For projects undertaken by the City of Leduc, the permit fee only shall be exempt.

### Permits in the Plumbing Discipline

(41) Plumbing Permit Fees Minimum \$62.00 or \$15.00 per fixture, whichever is greater.

(42) Private Sewage Disposal System \$205.00

(43) Sewage Hold Tank \$65.00

(44) Evaluation of an Alternate Solution Proposal \$103.00 per hour, minimum \$200.00

(45) Special Inspections, Enforcement, Investigation, Research \$103.00 per hour

(46) Permit fees shall be paid at the time of application for the permit.

(47) When work is commenced before a permit has been obtained, the permit fee shall be double the amount set out in the Fee Schedule.

(48) An additional permit fee of \$103.00 may be assessed when an inspection is required and the Safety Codes Officer finds the work not ready for inspection, or the work or equipment does not meet the required standards, or the Safety Codes Officer is unable to gain access for the inspection.

(49) Operation Fee

(a) Safety Codes Council Fee is extra to fees listed in this Schedule. As established by the Alberta Safety Codes Council.

(50) Refund\*

(a) In case of cancellation of a permit within 90 days of the issue date and where work has not commenced, permit fees may be refunded upon written request to the Safety Codes Authority, less a minimum refund processing fee of \$103.00.

(b) \*Safety Codes Council fee is not refundable.

(51) Exemption

(a) For projects undertaken by the City of Leduc, the permit fee only shall be exempt.

10. The following fees are established to prescribe the application fees for subdivision application pursuant to s. 630.1 of the *Municipal Government Act*, RSA 2000, Chapter M-26.

(1) Application Fee

(a) The following fees shall be submitted at the time of application to the City of Leduc Subdivision Approving Authority:

- |   |                     |
|---|---------------------|
| (i) Single Detached Residential and<br>Two Dwelling Unit (duplex) Parcels | \$226.00 per parcel |
| (ii) Multiple Dwelling Residential Parcels and<br>Bareland Condominium    | \$226.00 per parcel |
| (iii) Commercial  | \$226.00 per parcel |
| (iv) Industrial   | \$226.00 per parcel |
| (v) Urban Services  | \$226.00 per parcel |
| (vi) Urban Reserve  | \$226.00 per parcel |
| (vii) Park  | \$226.00 per parcel |



## Bylaw No. 1046-2020

PAGE 19

---

(2) Endorsement Fee

(a) Prior to endorsement of the plan of survey or the C. of T., a fee for each new title, as specified below shall be submitted to the City:

(i) Single Detached Residential and Two Dwelling Unit (duplex) Parcels	\$215.00 per parcel
(ii) Multiple Dwelling Residential Parcels	\$215.00 per parcel
(iii) Commercial	\$215.00 per parcel
(iv) Industrial	\$215.00 per parcel
(v) Urban Services	\$215.00 per parcel
(vi) Urban Reserve	\$215.00 per parcel
(vii) Park	\$215.00 per parcel
 (viii) Bareland Condominium or Redivision of a Phased Condominium	 \$40.00 per parcel

11. The following applicable Development Permit Fees are established in accordance with Section 9.1.1.6. of the Land Use Bylaw No. 809-2013:

(1) Notification fee for Discretionary Uses	\$215.00
(2) Amendment to Issued Development Permit	At the Development Officer`s Discretion, but in no case exceeding original permit application fee.
(3) Single Detached Dwelling	\$113.00 per dwelling
(4) Showhome	\$55.00 per dwelling
(5) Duplex Dwellings	\$113.00 per dwelling unit
(6) Tri-plex/Four-plex/Townhouse Dwellings (Street-Fronting)	\$113.00 per dwelling unit

## Bylaw No. 1046-2020

PAGE 20

---

(7) Apartments	\$269.00 + \$48.00/dwelling unit
(8) Multi-Unit Residential Development (condominium developments)	\$269.00 + \$48.00/dwelling unit
(9) Hotels/Motels	\$269.00 + \$48.00/suite
(10) Manufactured Home	\$68.00
(11) Commercial/Industrial	\$161.00 + \$0.35 per \$1,000.00 value
(12) Accessory Building over 18.58 m <sup>2</sup>	\$34.00
(13) Sheds over 10.0 m <sup>2</sup>	\$34.00
(14) Residential Building Addition (exempting apartments)	\$34.00
(15) Residential Secondary Suite	\$55.00
(16) Garage Suite	\$55.00 + \$0.35/\$1,000.00 value
(17) Garden Suite	\$55.000 + \$0.35/\$1,000.00 value
(18) Home Occupation	\$83.00
(19) Live Work Unit - Commercial	\$83.00

## Bylaw No. 1046-2020

PAGE 21

---

(20) Radio Communication Facility	\$113.00
(21) Signs:	
(a) permanent	\$108.00
(b) all other types	\$108.00
(c) * no fee for signs advertising special events and general public interest such as charity drives, health and safety campaigns, amateur athletic and sports events and city-wide celebrations or signs for a non-profit group at the Development Officer's discretion.	
(22) Change of Use	\$55.00
(23) All Other Development Permits	\$55.00 + \$0.35/\$1,000.00 value
(24) Development Permit Extension Fee	One half of the original permit fee
(25) Prior to issuance of Development Permit: Third and subsequent submission of plans required to review unaddressed deficiencies	\$53.00/review
(26) Development started prior to issuance of Development permit	Double the applicable fees

12. The following fees and charges are hereby established pursuant to s. 630.1 of the *Municipal Government Act*, RSA 2000, Chapter M-26:

(1) Letters Respecting Compliance	
(a) Single Detached Residential Dwellings and Duplexes	\$92.00/letter
(b) Rush Service (within 72 hours)	\$138.00/letter
(c) Multiple Dwelling Residential / Commercial / Industrial / Government / Institutional	\$138.00/letter
(d) Variance Certificate	\$82.00/application

## Bylaw No. 1046-2020

PAGE 22

---

- (2) Redistricting
  - (a) All land use districts except Direct Control (DC) \$923.00/application plus an additional \$800.00 for advertisement per application
  - (b) Direct Control \$1,333.00/application plus an additional \$800.00 for advertisement per application
- (3) Area Structure Plans / Outline Plans / Area Redevelopment Plans
  - (a) New and Major Amendments \$666.00/application or \$52.50/gross ha. (whichever is the greater), plus \$400.00 advertising fee
  - (b) Minor Amendments \$392.00 plus \$400.00 advertising fee
- (4) Conversions to Condominium \$40.00/unit
- (5) Encroachment Agreements \$164.00/agreement plus registration and legal fees
- (6) Easement Agreements \$113.00/agreement plus registration and external legal fees
- (7) Lease Agreements \$160.00/agreement plus external legal fees
- (8) Final Grade Certificates
  - (a) Single Detached, Fee Simple Duplex, Triplex, Townhouse \$160.00

## Bylaw No. 1046-2020

PAGE 23

---

(9) Charges for Copies of Department Documents	
(a) Land Use Bylaw	
(i) Colour Land Use District Map included	\$46.00
(b) Census Report	\$10.00
(c) Municipal Development Plan	\$26.00
(d) Area Structure / Area Redevelopment Plan / Outline Plan	\$10.00
(e) Annual Report	\$10.00

13. The following fees are established in accordance with Section 5 of the Business Licence Bylaw No. 767-2011:

(1) General	\$154.00*
(2) Non-Resident	\$308.00*
(3) Home-Based Business	\$154.00*
(4) Mobile Business Unit	\$51.00
(5) Licence Replacement Fee	\$15.00
(6) Licence Amendment Fee	\$15.00
(7) Appeal Fee	\$51.00
(8) * The fee payable for a business licence issued after the 31st day of August in any licence year shall be one-half of the fee listed above.	

**PART IV: PROTECTIVE SERVICES**

14. The following fees are established in accordance with Section 41 and Section 42 of the Animal Licencing and Control Bylaw No. 580-2004:

(1)	Licence Fees	Lifetime Licences
	(a) Spayed or Neutered Dog	\$50.00
	(b) Non-Spayed or Non-Neutered Dog	\$100.00
	(c) Guide Dog (regardless of whether Spayed or Neutered)	\$0.00
	(d) Spayed or Neutered Cat	\$50.00
	(e) Non-Spayed or Non-Neutered Cat	\$100.00
(2)	Licence Fees	Yearly Licences
	(a) Spayed or Neutered Restricted Dog	\$100.00
	(b) Non-Spayed or Non-Neutered Restricted Dog	\$250.00
(3)	Replacement Licence Tags	\$5.00

15. The following fees and charges are established in accordance with Section 8 of the Dangerous Goods Transportation Bylaw No. 558-2004:

(1)	Dangerous Goods Off-Route Permit	\$150.00/registered owner of vehicle per year
-----	----------------------------------	---

16. The following fees and charges are established in accordance with Section 8 of the Fire Services Bylaw No. 351-1995:

(1)	Permit to sell fireworks (low level) or shop goods	\$75.00 annual
(2)	Permit to discharge fireworks (low level)	\$10.00

## Bylaw No. 1046-2020

PAGE 25

---

(3) Permit for high hazard fireworks and pyrotechnic displays	\$125.00
(4) Permit for the use of pyrotechnic devices	\$75.00/permit per event
(5) Site inspection and permit for flammable/ combustible fuel tank installation	\$75.00
(6) Site inspection and permit for flammable/ combustible fuel tank removal	\$125.00
(7) Open air fire permit	\$20.00

### PART V: PUBLIC TRANSPORTATION

17. The following fees and charges are established for the operation of transportation:

(1) Inter-municipal transit fares (travel to or from Edmonton – Century Park) (Route 1):	
(a) Cash Fares (one-way)	\$5.00
(b) Commuter Plus Monthly Passes	\$90.00
(c) Ticket Books (10 tickets)*	\$45.00
(d) Day Pass *	\$9.00

\*Not valid for transfer to Edmonton Transit Route 747.

(1.1) Intra-municipal transit fares (local fares within the City of Leduc and within Leduc County) (Routes 2, 3, 4, 5 and 10):	
(a) Cash Fare (one-way)	\$2.00
(b) Monthly Pass	\$55.00
(c) Ticket Book (10 tickets)	\$18.00

## Bylaw No. 1046-2020

PAGE 26

---

- (1.2) The following persons are not required to pay a fare:
- (a) Children aged 5 and under, when accompanied by a fare-paying customer;
  - (b) Persons holding a valid card from the Canadian National Institute for the Blind; and
  - (c) Post-secondary students with a valid U-Pass.
- (2) Leduc Assisted Transportation Services (LATS)
- (a) Cost per one way trip \$4.00
  - (b) LATS Ticket Book (11 One Way Tickets) \$40.00
  - (c) LATS Monthly Pass \$140.00
- (3) Charter Rates (Two hour minimum)
- (a) LATS Buses \$75.00/hour
  - (b) Community Buses (Arbocs) \$95.00/hour
  - (c) Commuter Buses (New Flyers) \$105.00/hour

18. The following fees and charges are established in accordance with the Taxi Bylaw No. 782-2011:

- (1) Taxi Operation Permit s. 5.2(1)(b) \$154.00/annum\*\*
- (2) Taxi Operation Permit (Non-Resident) s. 8.4(1) \$308.00/annum\*\*
- (3) Taxi Vehicle Permit s. 4.2(1)(b) \$50.00/annum
- (4) Replacement Permit s. 6.6(1) \$15.00
- (5) Permit Reinstatement fee s. 6.5(1)
  - (a) Resident \$50.00
  - (b) Non-Resident \$125.00



# Bylaw No. 1046-2020

PAGE 27

\*\* The fee payable for a Taxi Operation Permit issued between December 1<sup>st</sup> and March 31<sup>st</sup> shall be one half of the fee listed in section 24 (1) and 24 (2).

## PART VI: POWERS OF THE CITY MANAGER

19. Without restricting any other power, duty or function granted by this Bylaw, the City Manager may:

- (a) carry out any inspections to determine compliance with this Bylaw;
- (b) take any steps or carry out any actions required to enforce this Bylaw;
- (c) establish forms for the purposes of this Bylaw;
- (d) establish reasonable criteria to be met for a room to be rented including a possible security deposit requirement pursuant to this Bylaw;
- (e) delegate any powers, duties or functions under this Bylaw to an employee of the City.

## PART VII: ENACTMENT

20. Bylaw 1031-2019 is repealed by this bylaw.

21. This Bylaw shall come into force and effect on January 1, 2021.

READ A FIRST TIME IN COUNCIL THIS 16<sup>TH</sup> DAY OF NOVEMBER, 2020.

READ A SECOND TIME IN COUNCIL THIS 30<sup>TH</sup> DAY OF NOVEMBER, 2020.

READ A THIRD TIME IN COUNCIL THIS 30<sup>TH</sup> DAY OF NOVEMBER, 2020.

November 30, 2020

\_\_\_\_\_  
Date Signed

  
Terry Lazowski  
DEPUTY MAYOR

  
Macarena Hormazabal  
DEPUTY CITY CLERK

**A CERTIFIED TRUE  
COPY OF ORIGINAL**

this 21<sup>st</sup> day of Dec, 2020.

By: 

# Charge Schedule



# City of Leduc - 2021 Charge Schedule



City Clerk*	2021 Unit/Per
The following charges are established for the provision of services to the public:	
<b>Assessment Complaint Filing Fee</b>	
Residential	\$50.00
Commercial - based on assessed value of property:	
\$0 - \$499,999	\$300.00
\$500,000 plus	\$650.00
No fees shall be charged for a change in school support	
If a complainant withdraws a complaint on agreement with the assessor to correct any matter or issue under complaint, any complaint filing fee must be refunded to the complainant.	
<b>Development Appeals</b>	
Appeals respecting any residential development and developments in an Agricultural or Urban Reserve	
District - For Each Appeal	\$125.00
For all other appeals - For Each Appeal	\$125.00
Subdivision Appeals – For Each Appeal	\$125.00
For searching for, locating and retrieving a record	\$6.75 per 1/4 hour
<b>For producing a record from an electronic record:</b>	
Computer processing and related charges	cost actual cost to the City
Computer programming	cost up to \$20.00 per 1/4 hour
<b>For producing a paper copy of a record:</b>	
Photocopies and computer printouts:	
Black and white up to 8 1/2" x 14"	\$0.25 per page
Other formats	\$0.50 per page
From microfiche or microfilm	\$0.50 per page
Plans and blueprints	cost actual cost to the City
<b>For producing a copy of a record by duplication of the following media:</b>	
Microfiche and microfilm	cost actual cost to the City
Computer disks	\$5.00 per disk
Computer tapes	cost actual cost to the City
Slides	\$2.00 per slide
Audio and video tapes	cost actual cost to the City
<b>For producing a photographic copy (colour or black and white) printed on photographic paper from a negative, slide or digital image:</b>	
4" x 6"	\$3.00
5" x 7"	\$6.00
8" x 10"	\$10.00
11" x 14"	\$20.00
16" x 20"	\$30.00
For producing a copy of a record by any process or in any medium for format not listed above	cost actual cost to the City
For preparing and handling a record for disclosure	\$6.75 per 1/4 hour
For supervising the examination of a record	\$6.75 per 1/4 hour
For shipping a record or a copy of a record	cost actual cost to the City
<b>Requests for Information:</b>	
Environmental Assessment Requests - Per Property	\$80.00
Other Property Searches - Per Property	\$50.00

\*Charges are established pursuant to s. 630.1 of the Municipal Government Act, RSA 2000, Chapter M-26

\*Charges are established in accordance with the Freedom of Information and Protection of Privacy Act s. 93, as amended

Finance	2021 Unit/Per
<b>Assessment</b>	
Assessment Information	\$75.00 per hour
Fees may be charged on a "per piece" of information	\$25.00
Mortgage Administration Fee	\$15.00
NSF (Cheques, TIPP and AUL withdrawals)	\$35.00
Photocopying / Printing - Per Page (black and white up to 8 1/2" x 11")	\$3.00
<b>Tax</b>	
Tax Certificates	\$30.00
Tax Notification & Recovery (per property)	\$100.00
Lien Registration	\$100.00
<b>Transit</b>	
Transit pass mailing charge	\$2.00

**Counselling**

Gross Annual Family Income Range

Per Year	Per Month	Number of Children	
Less than \$19,999	Up to \$1,665	0	\$20.00
\$20,000 - \$24,999	\$1,666 - \$2,083	0	\$25.00
\$25,000 - \$29,999	\$2,084 - \$2,500	0	\$30.00
\$30,000 - \$34,999	\$2,501 - \$2,917	0	\$35.00
\$35,000 - \$39,999	\$2,918 - \$3,333	0	\$40.00
\$40,000 - \$44,999	\$3,334 - \$3,750	0	\$45.00
\$45,000 - \$49,999	\$3,751 - \$4,166	0	\$50.00
\$50,000 - \$75,000	\$4,167 - \$6,250	0	\$55.00

**Counselling**

Gross Annual Family Income Range

Per Year	Per Month	Number of Children	
Less than \$19,999	Up to \$1,665	1 or 2	\$18.00
\$20,000 - \$24,999	\$1,666 - \$2,083	1 or 2	\$22.00
\$25,000 - \$29,999	\$2,084 - \$2,500	1 or 2	\$25.00
\$30,000 - \$34,999	\$2,501 - \$2,917	1 or 2	\$30.00
\$35,000 - \$39,999	\$2,918 - \$3,333	1 or 2	\$35.00
\$40,000 - \$44,999	\$3,334 - \$3,750	1 or 2	\$40.00
\$45,000 - \$49,999	\$3,751 - \$4,166	1 or 2	\$45.00
\$50,000 - \$75,000	\$4,167 - \$6,250	1 or 2	\$50.00

Per Year	Per Month	Number of Children	
Less than \$19,999	Up to \$1,665	3 or more	\$15.00
\$20,000 - \$24,999	\$1,666 - \$2,083	3 or more	\$20.00
\$25,000 - \$29,999	\$2,084 - \$2,500	3 or more	\$22.00
\$30,000 - \$34,999	\$2,501 - \$2,917	3 or more	\$25.00
\$35,000 - \$39,999	\$2,918 - \$3,333	3 or more	\$30.00
\$40,000 - \$44,999	\$3,334 - \$3,750	3 or more	\$35.00
\$45,000 - \$49,999	\$3,751 - \$4,166	3 or more	\$40.00
\$50,000 - \$75,000	\$4,167 - \$6,250	3 or more	\$45.00

Appointments will be based on annual gross income, and the fee is due prior to each appointment.

If cancellation of appointment is required, 24 hours notice must be given.

If 24 hours notice is not received, the full hourly fee will be charged.

**Homemaking Service**

Gross Annual Family Income Range

Per Year	Per Month	
Up to \$12,000	Up to \$1,000	\$11.00
Up to \$18,000	\$1,001 - \$1,500	\$12.50
Up to \$24,000	\$1,501 - \$2,000	\$13.50
Up to \$30,000	\$2,001 - \$2,500	\$14.50
Up to \$36,000	\$2,501 - \$3,000	\$15.50
Up to \$42,000	\$3,001 - \$3,500	\$16.50
Up to \$48,000	\$3,501 - \$4,000	\$17.50
Veteran Affairs Clients		\$22.00

Services are provided to individuals over the age of 65 who are physically unable to do light housekeeping.

24 hours notice is required when cancelling services.

**Meals on Wheels**

\$10.00 per meal for anyone eligible for this program. \$10.00

If a meal needs to be cancelled, it must be done no later than 10:00 AM on day of delivery; otherwise client will be charged for the meal

A subsidy is available for those who qualify - cost is \$7.50 per meal

**Rental Rates**

**Local Not-for-Profit**

Live Performance (8 hour day)	\$680.00
Stage Rehearsal (8 hour day)	\$560.00
Additional Hours (overtime)	\$110.00
Live Performance (5 hour day)	\$425.00
Stage Rehearsal (5 hour day)	\$382.00
Additional Hours (up to 8 hours)	\$85.00
Additional Rental Hours (overtime)	\$110.00
Additional Tech Support (up to 8 hours)	\$45.00
Additional Tech Support (overtime)	\$67.50

**Non-Local Not-for-Profit & Local Commercial**

Live Performance (8 hour day)	\$1,020.00
Stage Rehearsal (8 hour day)	\$840.00
Additional Hours (overtime)	\$140.00
Live Performance (5 hour day)	\$650.00
Stage Rehearsal (5 hour day)	\$573.00
Additional Hours (up to 8 hours)	\$124.00
Additional Rental Hours (overtime)	\$140.00
Additional Tech Support (up to 8 hours)	\$45.00
Additional Tech Support (overtime)	\$67.50

**Non-Local Commercial**

Live Performance (8 hour day)	\$1,400.00
Stage Rehearsal (8 hour day)	\$1,100.00
Additional Hours (overtime)	\$170.00
Live Performance (5 hour day)	\$750.00
Stage Rehearsal (5 hour day)	\$685.00
Additional Hours (up to 8 hours)	\$147.50
Additional Rental Hours (overtime)	\$175.00
Additional Tech Support (up to 8 hours)	\$45.00
Additional Tech Support (overtime)	\$67.50

**Black Gold Schools**

Live Performance up to 8 hours (4 hour minimum)	\$85.00 hour
Additional Rental Hours (overtime up to 12 hours)	\$107.50 hour
Rehearsals:	
Weekday 8:00am to 5:00pm	\$45.00 hour
Weekday 5:00pm to 11:00pm	\$70.00 hour
Weekends (5 hour minimum)	\$350.00
Additional Rental Hours Weekends (overtime up to 8 hours)	\$70.00
Additional Rental Hours (overtime up to 12 hours)	\$97.50
Additional Tech Support (up to 8 hours)	\$45.00
Additional Tech Support (overtime)	\$67.50

**Commercial Bookings**

10% of Ticket Revenue or base rental fee, whichever is greater.  
Overtime rental and technical charges are 10% of the base rent.

**Box Office - Ticketpro**

Set up fees per event/performance	\$47.62
Commission on gross credit card sales	5%
Commission on gross debit card sales	5%
Printing cost per ticket sold	\$0.19
Printing cost per complementary ticket	\$0.10

**Capital Replacement Fee (CRF)**

A Capital Replacement Fee will be collected on all events with ticketed paid admission

Price Per ticket to buy (Box Office)	Capital Replacement Fee	Service Fee	
\$0.00 to \$5.00	\$0.25	\$0.50	\$0.75
\$5.01 - \$10.00	\$0.50	\$1.00	\$1.50
\$10.01 - \$20.00	\$0.75	\$1.50	\$2.25
\$20.01 - \$34.99	\$1.25	\$2.50	\$3.75
\$35.00 - \$50.00	\$1.50	\$3.00	\$4.50
\$50.01 and up	\$2.00	\$4.00	\$6.00
All Merchandise/Up-sell Items	\$1.50	\$1.50	\$3.00

Entandem (a SOCAN and RE:SOUND company) Licensing Fees  
Licensing fees will be collected based on Entandem rules and regulations

**Cost Associated with completing a custom mapping request:**

Geomatics Services makes various standard products available.  
Should a customer request a product other than one of these standard standard products, the request will be treated as a custom mapping request.

Custom requests will be addressed on a case-by-case basis. \$40.00 per hour  
These requests incur a minimum charge of \$20.00.

**Time spent on completing a custom request.**

Times are to be billed to the nearest 15 minutes.  
Once a request has been made, should the customer withdraw the request prior to the commencement of work, no charge shall be made. If work on the request has already begun, the customer shall be charged for all time costs incurred up to that point.  
If the request was completed prior to being cancelled, the customer shall be charged the full amount.  
Any cost for delivery of the product will be added to the total cost.  
Costs will be assessed in accordance with City of Leduc Policy No. 12.07.02 - Release and Sale of GIS Products and Services.

**GIS Product Pricing:**

**Paper Products**

**Registered Plan Index**

Shows the locations of registered survey plan within the City of Leduc.

22 x 34	\$15.00
34 x 44	\$20.00

**Utility Infrastructure Map**

Individual utility maps showing the location of water, sanitary, and storm services. Charges are per utility map.

22 x 34	\$20.00
34 x 44	\$25.00

**Land Use Classification Map**

Shows land use classifications within the City of Leduc.

17 x 22	\$20.00
22 x 34	\$30.00
34 x 44	\$40.00

**City Wide Area Structure Plan Map**

Shows current Area Structure Plans within the City of Leduc.

17 x 22	\$20.00
22 x 34	\$30.00
34 x 44	\$40.00

**Address Map**

Civic addresses shown on two separate maps. One for the south residential area, one for the north industrial/commercial area.

34 x 44 South - Residential	\$20.00
34 x 44 North - Commercial/Industrial	\$20.00

**Aerial Photography**

8-1/2 x 11	Black & White	\$5.00
11 x 17	Black & White	\$10.00
20 x 22 (City Print)	Black & White	\$30.00
40 x 44 (City Print)	Black & White	\$50.00
8-1/2 x 11	Colour	\$10.00
11 x 17	Colour	\$15.00
20 x 22 (City Print)	Colour	\$45.00
40 x 44 (City Print)	Colour	\$60.00
8-1/2 x 11	On Photo paper	N/A
11 x 17	On Photo paper	N/A
20 x 22 (City Print)	On Photo paper	\$2.00
40 x 44 (City Print)	On Photo paper	\$5.00

Any additional feature layer can be added to these standard maps for a charge of \$2.50 per layer. If adding imagery, refer to Aerial Photography. \$2.50 per layer

<b>Geomatic Services</b>		<b>2021 Unit/Per</b>
<b>Digital Products</b>		
Utility Information		
Water, Storm, Sanitary (prices per utility)		
Line Features	CAD	\$0.03 per 10m
Point Features	CAD	\$0.05 per point
Line Features	GIS	\$0.05 per 10m
Point Features	GIS	\$0.08 per point
<b>Contours</b>		
1/4 section	CAD	\$125.00
1 section	CAD	\$175.00
Entire City of Leduc	CAD	\$550.00
1/4 section	GIS	\$150.00
1 section	GIS	\$225.00
Entire City of Leduc	GIS	\$650.00
<b>Orthophotos</b>		
As per the applicable ERJOI (Edmonton Regional Joint Orthophoto Initiative) Contribution Agreement		
Geocoded Street Network	CAD	\$0.03 per 10m
Geocoded Street Network	GIS	\$0.10 per 10m
<b>Address Points</b>		
First 250 points	CAD	N/A
Next 251 - 500 points	CAD	N/A
Next 500 - 749 points	CAD	N/A
Next 750 - 999 points	CAD	N/A
Next 1000+ points	CAD	N/A
First 250 points	GIS	\$0.30 per point
Next 251 - 500 points	GIS	\$0.25 per point
Next 500 - 749 points	GIS	\$0.20 per point
Next 750 - 999 points	GIS	\$0.15 per point
Next 1000+ points	GIS	\$0.10 per point

<b>Protective Services*</b>		<b>2021 Unit/Per</b>
Response to a Fire, Rescue, Dangerous Goods, or other incident upon any property other		\$615.00 per hour, per unit or any portion thereof, exclusive of command cars. Administrative costs and the cost for replacement of equipment and/or materials used, lost or damaged as a result of the response.
Response to a Fire, Rescue, Dangerous Goods, or other incident upon railway property		\$625.00 per hour, per unit or any portion thereof. Administrative costs and the cost for replacement of equipment and/or materials used, lost or damaged as a result of the response.
Command Vehicles, Mobile Emergency Operations Center (MEOC) or other Unspecified vehicles or apparatus		\$185.00 per hr (includes up to two firefighters)
<b>Fire Emergency Response to Malfunctioning Fire Safety Installations</b>		
No charge shall be assessed for the first response related to malfunctioning Fire Safety Installations at the same premises responded to by the Fire Services Department during each calendar year.		
Thereafter, the following charges shall be paid by an owner for each malfunction at the same premises responded to by the Fire Services Department during said calendar year:		
Second (2nd) response to a malfunctioning alarm		\$50.00
Third (3rd) response to a malfunctioning alarm		\$50.00
Fourth (4th) response to a malfunctioning alarm		\$250.00
Fifth (5th) and subsequent response to a malfunctioning alarm		\$500.00
<b>Fire Department site inspections for regulated occupancies:</b>		
Licensed day homes or foster homes		\$50.00 per inspection
Day care centres, not operated out of a residence		\$100.00 per inspection
Liquor licence inspections		\$100.00 per hour or portion thereof
Requested and required site fire investigation portion thereof		\$75.00 per hour

<b>Protective Services*</b>	<b>2021 Unit/Per</b>
Processing of construction or demolition site fire safety plans.	8% of building permit fee
Where multiple re-inspections are required for compliance, see "Second re-inspection" charges below:	
Second re-inspection of Quality Management Plan occupancy or building	\$120.00 per inspection
Occupancy Load Certificate Replacement Fee	\$60.00
File search or summary report - related to the history on a particular site or address	\$100.00 per hour, per address
<b>Reports</b>	
Requested copies of fire run reports, dangerous goods reports, fire investigation reports or patient care reports related to a specific incident, including letters of summary and all services associated with providing the requested information.	\$200.00 per incident
<b>Photographs</b>	
Digital Photographs	
Up to and including 60 digital photographs	\$100.00
More than 60 digital photographs	\$150.00
Police Information Check	\$35.00

\*Charges are established in accordance with Section 8 of the Dangerous Goods Transportation Bylaw No. 558-2004

\*Charges are established in accordance with Section 8 of the Fire Services Bylaw No. 351-1995

<b>Recreation Services</b>	<b>2021 Unit/Per</b>
<b>Leduc Recreation Centre Memberships / Admissions</b>	
(Membership/Admissions purchased for the Leduc Recreation Centre will allow equivalent access to the Outdoor Pool)	
<b>Admissions</b>	
Single Visit Admissions	
2 & Under	Free
Child 3-7	\$4.50
Youth 8-17	\$6.25
Adult 18-59	\$9.25
Senior 60-74	\$6.25
Family (2 Adults and all children)	\$21.25
Seniors Plus 75+	Free
Flex Pass (10 Admissions)	
2 & Under	Free
Child 3-7	\$39.00
Youth 8-17	\$56.00
Adult 18-59	\$84.00
Senior 60-74	\$56.00
Family (2 Adults and all children)	\$191.00
Seniors Plus 75+	Free
Group Daily Admissions Rate (15 or more participants from an organization or club).	20% discount
School Daily Admissions Rate	
Per Student (Sept-Jun / Mon-Fri 8:30am-3:30pm)	\$4.10 per student
School Recreational Swim Admission Rate (Access to Aquatic Centre Only)	
Per Student (Sept-Jun / Mon-Fri 8:30am-3:30pm)	\$3.55 per student
Any school staff and up to one (1) supervisor per three (3) students under the age of eight (8) will receive admission at no charge with each recreational swim booking. Additional supervisors, or supervisors for children over the age of eight (8), will be charged at the student recreational swim rate.	
<b>Build Your Own Membership</b>	
Monthly Continuous Membership	
Child 3-7	\$23.50
Youth 8-17	\$33.30
First Adult 18-59	\$50.00
Second Adult 18-59	\$41.00



Recreation Services	2021	Unit/Per
First Senior 60-74	\$33.30	
Second Senior 60-74	\$30.00	
Each Child 3-7*	\$13.50	
Each Youth 8-17*	\$17.50	
Seniors Plus 75+	Free	
* When added to an adult pass		
Monthly Membership		
Child 3-7	\$27.00	
Youth 8-17	\$38.50	
First Adult 18-59	\$57.75	
Second Adult 18-59	\$47.00	
First Senior 60-74	\$38.50	
Second Senior 60-74	\$34.50	
Each Child 3-7*	\$15.60	
Each Youth 8-17*	\$20.00	
Seniors Plus 75+	Free	
Adult 18-59 Matinee	\$41.25	
Child / Youth Summer Evening Pass 3-17**	Free	
* When added to an adult pass		
** Valid July & August / Mon-Fri 5:00pm-9:00pm		
Annual Membership		
Child 3-7	\$257.50	
Youth 8-17	\$366.50	
First Adult 18-59	\$549.00	
Second Adult 18-59	\$448.50	
First Senior 60-74	\$366.50	
Second Senior 60-74	\$329.00	
Each Child 3-7*	\$148.50	
Each Youth 8-17*	\$191.00	
Seniors Plus 75+	Free	
Adult 18-59 Matinee	\$412.00	
Senior Active Afternoon 60-74	Free	
* When added to an adult pass		
For the purpose of subsection (g), Continuous monthly memberships to be purchased by way of monthly pre-authorized debit/credit card payments are subject to a \$10.00 cancellation fee	\$10.00	
Corporate & Group		
Employees of participating and qualifying organizations are eligible for a 20% discount when buying an annual membership	20% discount	
Post-Secondary Student		
All adults registered in a university, college, or trade school are eligible to receive their membership at the youth rate (part-time students eligible for monthly memberships only)		
Matinee		
Access Mon-Fri 1:00pm - 4:00pm		
<b>NOTE: FOR ARENA, FIELDHOUSE, POOL and MEETING ROOMS RENTALS:</b>		
* Full charge is applied to any cancellations with under 21 days notice		
* Minor - 17 & under, Junior - 16-25 Competitive/post secondary, Adult - 18+		
* Local-Users with 90% members from City of Leduc and/or Leduc County		
* Commercial - User conducting business		
* Daily rate amount is calculated @15 hours of hourly rate for a 24 hour booking		
* Weekly rate is calculated at 5 days @ daily rate for 7 consecutive days		
* Damage Deposit applicable for all activities/events as deemed necessary		
* Additional staffing charges may apply outside regular staffing hours and/or based on booking requirements		
* Event booking/requirements at discretion of the City of Leduc		
* All bookings subject to approval of the City of Leduc		
Ice Rentals - Arenas		
Arenas - Ice Prime Time		
Sept 1-Mar 31 / Mon-Fri 4:00pm-11:00pm. Sat & Sun 8:00am-11:00pm		
Adult	\$246.25	per hour
Minor	\$128.50	per hour
Junior	\$162.75	per hour
Commercial/Non-local users	\$284.00	per hour

Recreation Services	2021 Unit/Per
<b>Arenas - Ice Non-Prime Time</b>	
Sept 1- Mar 31 / Mon-Fri 7:00am-5:00pm	
Adult	\$150.50 per hour
Junior	\$162.75 per hour
Commercial/Non-local users	\$284.00 per hour
Summer Ice / Pre-League	
Apr 1-Aug 31, 7:00am-1:00am	
Adult	\$182.25 per hour
Minor	\$165.00 per hour
Commercial/Non-local users	\$182.25 per hour
School (Sept-Jun / Mon-Fri 8:30am-4:00pm)	\$87.75 per hour
<b>Storage Rooms</b>	
Small	\$59.00 per month
Large	\$111.50 per month
Arena Dressing Room – Off Season Individual	\$58.00 use per day
<b>Non-Ice Rentals - Rink Pads</b>	
Adult	\$109.50 per hour
Minor	\$61.50 per hour
Non-local & Commercial	\$127.50 per hour
<b>Dirt Arena rental surcharge (Events running adjacent to annually scheduled agriculture events)</b>	
Adult	\$120.25 per day
Minor	\$72.00 per day
Non-local & Commercial	\$137.50 per day
<b>Boarded &amp; Unboarded Field Houses</b>	
Minor - High Season (Sept 1 - March 31)	
Full Field Rate	\$110.25 per hour
Boarded Field House (1/2 Field)	\$55.25 per hour
Unboarded Use Per Court	\$36.75 per hour
Minor - Off Season (April 1 - Aug 31)	
Mon-Fri 4:00pm-11:00pm, Sat & Sun 8:00am-11:00pm	
Boarded Field House	\$78.50 per hour
Boarded Field House (1/2 Field)	\$39.25 per hour
Unboarded Use Per Court	\$36.75 per hour
Adult - High Season (Sept 1 - March 31)	
Full Field Rate	\$121.75 per hour
Boarded Field House (1/2 Field)	\$61.00 per hour
Unboarded Use Per Court	\$40.75 per hour
Adult - Off Season (Apr 1 - Aug 31)	
Mon-Fri 4:00pm-11:00pm, Sat & Sun 8:00am-11:00pm	
Boarded Field House	\$84.75 per hour
Boarded Field House (1/2 Field) - Off Season (April 1 - Sept 14)	\$43.50 per hour
Unboarded Use Per Court	\$40.75 per hour
School - Joint Use Non-Qualifying (Sept -June / Mon-Fri 8:30am - 3:30pm)	
Full Field Rate	\$91.00 per hour
Boarded Field House (1/2 Field)	\$45.50 per hour
Unboarded Use Per Court	\$30.50 per hour
<b>Room Rentals - Leduc Recreation Centre, Kinsmen &amp; Cultural Village</b>	
Rental of Program Room, Meeting Space and Boardroom	
Rate	\$42.00 per hour
Commercial	\$69.75 per hour
Community Kitchen	
Meeting Space	\$42.00 per hour
With Kitchen Facilities	\$69.75 per hour
Meeting Space Commercial	\$69.75 per hour
With Kitchen Facilities Commercial	\$104.50 per hour
Curling Lobby	
Rate	\$42.00 per hour
Commercial	\$69.75 per hour
Servery Use	\$278.50 per day
City Owned Parking Lots	\$131.25 per day

## Recreation Services

2021 Unit/Per

The City Manager has the authority to charge a reasonable fee to temporarily license portions of City owned parking lots for events to the Public.

Event Kiosk	\$58.00 per day
<b>Equipment/Services</b>	
Tables (corridor use) Non-Profit (limited supplies, first come/first serve basis)	Free
Tables - Event	\$10.00 daily, per table
Tables - Commercial	\$25.00 daily, per table
Chairs	\$1.50 per chair
Stage (maximum of 12 deck pieces)	\$250.00 per event
Pipe/Drape	\$25.00 per staff, per hour
Power Panel	\$125.00 per panel, per event
Staffing Cost	\$25.00 per hour, per staff member
Administration Charge	\$25.00
Batting Cage (Special request set up)	\$103.00
Turf Removal	\$1,300.00
Turf Installation	\$1,300.00
Board Removal & Install	\$50.00 per board
Beverage Cooler	\$50.00 per day
Beverage Trough	\$20.00 per day
Podium	\$50.00 per day
Portable Bar	\$20.00 per day
<b>Room Rentals</b>	
Lede Rooms - Civic Centre	
Lede A	
Adult	\$15.35 per hour
Minor	\$10.60 per hour
Non-local/Commercial	\$17.15 per hour
Lede B	
Adult	\$30.10 per hour
Minor	\$21.15 per hour
Non-local/Commercial	\$34.50 per hour
Lede A & B	
Adult	\$44.85 per hour
Minor	\$30.45 per hour
Non-local/Commercial	\$51.50 per hour
Atrium - Civic Centre	
Local Non-Profit	\$26.80 per hour
Local Private	\$77.10 per hour
Non-local/Commercial	\$84.50 per hour
<b>Outdoor Amenities and Spaces</b>	
Parks and Open Spaces – Park hours (6:00am – 11:00pm)	
Park Sites: Stone Barn Garden, Telford West	
Hourly	\$100.50 per hour
Daily (park hours)	\$904.00 per day
Picnic Sites: Fred John (Sites A, B, C)	
	\$11.25 per hour
<b>Event Support Equipment (limited supplies, assigned on a first-come/first served basis)</b>	
Waste Management - 1 free sorting station or garbage bin for first 50 people	Free
Additional bins due to event requirements	\$10.00
Site Safety - 1 free barricade for each access point at City of Leduc discretion	Free
Additional barricades due to event requirements	\$10.00
Picnic Tables	\$20.00 each
<b>Miscellaneous</b>	
BBQ Surcharge	\$15.00 per day
Staffing	\$25.00 per hour, per staff member
<b>User Group Pool Rental</b>	
(All bookings subject to contractual terms and conditions.)	
LRC Main Pool Lane – Youth	\$14.10 per lane, per hour
LRC Main Pool Lane – Adult	\$16.20 per lane, per hour
LRC Main Pool (deep only) – Youth	\$5.65 per lane, per hour
LRC Main Pool (deep only) – Adult	\$6.50 per lane, per hour
LRC Main Pool (shallow only) – Youth	\$8.45 per lane, per hour
LRC Main Pool (shallow only) – Adult	\$9.70 per lane, per hour
LRC Leisure Pool Lane – Youth	\$6.30 per lane, per hour

<b>Recreation Services</b>		<b>2021 Unit/Per</b>
LRC Leisure Pool Lane – Adult		\$7.30 per lane, per hour
Non-Prime Discount (effective Mon-Fri 7:00am-9:00am & 2:30pm-4:00pm. Sat & Sun 7:00am-9:00am & 5:00pm-6:00pm)		20% discount
Pool Deck Storage Charge – Per Month		\$15.00
<b>Public Swimming Lessons</b>		
Adult		\$65.60
Children		
1/2 Hour Lesson		\$53.20
3/4 Hour Lesson		\$59.20
1 Hour Lesson		\$65.60
Semi-Private 1/2 Hour		\$73.60
Semi-Private 3/4 Hour		\$83.60
1/2 Hour Private Lesson		\$32.25
<b>School Programs (Sept-June / Mon-Fri 8:30am-3:30pm)</b>		
1/2 Hour Lesson		30% off of Public Rate
3/4 Hour Lesson		30% off of Public Rate
1 Hour Lesson		30% off of Public Rate
Aquatic Fitness & Sport – ¾ hour/student/class		\$4.25 per student, per class
Aquatic Fitness & Sport – 1 hour/student/class		\$5.00 per student, per class
Swim Evaluations		\$9.75
<b>Aquatic Programs</b>		
Registered Aquatic Fitness Programs		minimum enrollment required/cost recovery
Specialized Aquatic Programs		minimum enrollment required/cost recovery
Advanced Leadership Programs		minimum enrollment required/cost recovery
<b>Programs</b>		
Preschool and Children's Programs		minimum enrollment required/cost recovery
Babysitter Safety Course		minimum enrollment required/cost recovery
Fitness Programs and Services		minimum enrollment required/cost recovery
First Aid Programs		minimum enrollment required/cost recovery
Recreation Programs		minimum enrollment required/cost recovery
Cooking Programs		minimum enrollment required/cost recovery
Child Minding		minimum enrollment required/50% cost recovery
<b>Outdoor Pool Admission and Passes</b>		
(Admissions/Passes purchased for the Outdoor Pool will not allow access to the Leduc Recreation Centre)		
<b>Single Admissions</b>		
2 & Under		Free
Child 3-7		\$3.75
Youth 8-17		\$4.75
Adult 18-59		\$5.75
Senior 60-74		\$4.75
Family (2 adults and all children)		\$15.25
Seniors Plus 75+		Free
<b>Flex Pass (10 Admissions)</b>		
2 & Under		Free
Child 3-7		\$30.00
Youth 8-17		\$38.00
Adult 18-59		\$46.00
Senior 60-74		\$38.00
Family (2 adults and all children)		\$122.00
Seniors Plus 75+		Free
<b>Season Pass (purchased on or before May 31)</b>		
2 & Under		Free
Child 3-7		\$58.00
Youth 8-17		\$75.50
Adult 18-59		\$89.75
Senior 60-74		\$75.50
Family (2 adults and all children)		\$240.25
Seniors Plus 75+		Free
<b>Season Pass (purchased on or after June 1)</b>		
2 & Under		Free
Child 3-7		\$68.00
Youth 8-17		\$89.00

<b>Recreation Services</b>	<b>2021 Unit/Per</b>
Adult 18-59	\$105.50
Senior 60-74	\$89.00
Family (2 adults and all children)	\$282.50
Seniors Plus 75+	Free
<b>Aquatic Group Daily Admission Rate</b> (15 or more participants)	20% discount
<b>User Group Outdoor Pool Rental</b>	
All bookings subject to contractual terms and conditions	
Outdoor Main Pool Lane – Youth	\$14.10 per lane, per hour
Outdoor Main Pool Lane – Adult	\$16.20 per lane, per hour
Outdoor Pool Dive Tank – Youth	\$20.00 per dive tank, per hour
Outdoor Pool Dive Tank – Adult	\$23.00 per dive tank, per hour
<b>Outdoor Pool Public Bookings, Per Hour</b>	
Exclusive use subject to availability, scheduling and operational needs.	
Minimum booking of 2 hours unless adjacent to another booking or scheduled activity	
1 - 30 Swimmers	\$80.00 per hour
31 - 75 Swimmers	\$110.00 per hour
76 - 150 Swimmers	\$140.00 per hour
151 - 200 Swimmers	\$170.00 per hour
201 - 240 Swimmers	\$200.00 per hour
<b>Athletic Field User Charges</b>	
Soccer, Track, Rugby & Football	
Minor Rate (aged 11 & under)	\$11.85 per member
Youth Rate (aged 12-17)	\$17.75 per member
Adult Rate	\$23.65 per member
Daily Field & Track Rental	\$177.25 per day
Hourly Field & Track Rental	\$35.50 per hour
<b>Diamond Use (Organized Groups/Teams)</b>	
Adult	\$709.00 per team, per season
Youth (aged 12-17)	\$473.00 per team, per season
Minor (aged 11 & Under)	\$354.00 per team, per season
Daily Diamond Rental	\$178.00 per day
Hourly Diamond Rental	\$35.50 per hour
Tournament Damage Deposit	\$500.00 per event
<b>Ball Diamonds Tournament/Host Weekend Attendant</b>	
8:30am - 4:30pm	\$10.00 per Service and per Diamond
After 4:30pm	\$25.00 per Service and per Diamond
<b>Sports Field Scheduled Flood Lights</b> (William F. Lede Ball Diamond Lights, John Bole)	\$40.50 per use
<b>Beach Volleyball Court</b>	
Adult	\$26.80 per hour
Minor	\$16.10 per hour

# BUSINESS CASES



*Main Street, City of Leduc 1914 - population 500*

A Business Case is a plan introducing a proposed new service level or change in existing service levels.

Business Cases include elements such as financial implications, links to the Strategic Plan, background, statement of need and recommended alternatives.



## BUSINESS CASE - 2021

### SECTION ONE - INITIATIVE INFORMATION

<b>Initiative Name</b>	Heritage Coordinator	
<b>Division</b>	Community & Protective Services	<b>Funding Requirements</b>
<b>Department</b>	Culture & Community Development	Both One-Time & On-Going
<b>Sub-department</b>	7390 - ARTS, CULTURE & HERITAGE	
<b>Other Sub-departments</b> <i>if applicable, please list</i>		<b># of Years</b> On-Going

### SECTION TWO - INITIATIVE SUPPORTING DOCUMENTATION

#### Provide a brief description of the business problem or opportunity

*(service level erosion, revenue decline, escalating costs)*

#### Background

The City of Leduc has always been place where people build community. Over time, this activity of building has become the foundation of heritage our community rests on. From the publication of the town's first local history book in 1956 to the founding of two local historical societies, Leduc's citizens have constantly been aware of and cared for this foundation. However, over time, the sustainability of these grassroots efforts has begun to wane. Many of the engaged and passionate citizens engaged in this work are advancing in age, with their organizational memberships decreasing. Responding to this issue and an increased demand for Leduc's heritage to be preserved and made accessible, the City began investing in its own preservation efforts, such as the 2012 Leduc Downtown Heritage Inventory.

The collaborative partnership undertaken in 2014 by the Leduc Public Library and Community Development and Culture to create a historical researcher summer position marked an important milestone in these efforts. Over the course of three summer terms (2015, 2016, 2018), the researcher collated a collection of historically significant records and assisted members of the public with heritage related queries. One of the most significant outcomes of this process was the proposal for a Leduc Heritage Authority, as outlined in the Historic Research Coordinator Final Report: Summer 2018. This urgency of the need for work in the area of heritage was recognized again by the City, with the creation of the Historic Research Advisor and the Heritage Coordinator positions in 2019 and 2020 respectively. During these longer terms, the position worked extensively with local heritage organizations as well as conducted significant research that will help to build the necessary foundation of a heritage area within the City of Leduc. This research also allowed for drafting a Heritage Policy Suite, creating a process for implementing next steps necessary to moving forward a plan to evolve a heritage focus. This position was also instrumental in forming a new, broad-based heritage network in the region – the Edmonton Metropolitan Region (EMR) Heritage League.

In the course of work conducted between 2015 and 2020, these positions have demonstrated a large gap exists in services the City provides in term of heritage preservation, organizational support and advice. Most importantly, it has shown that the City's heritage is currently in serious danger. There is risk of Leduc losing the living heritage its senior citizens represent, forgetting to record the stories of its history, failing to properly preserve artifacts, being unable to adapt to a changing sector and lacking any space to provide access to the records of the City and the larger community. These factors stress that there is a critical need for preserving, promoting and providing access to Leduc's heritage. Now more than ever, it is vital to act to so that the little that remains may be preserved for not just the present, but as a legacy for future generations to come.

#### Identify the timeline for implementation

*when initiative moves from project stage to fully operational - include time for procurement, legal, HR review*

Significant work has already been happening. If approved by Council, the work and relationships already established would move forward to the fully operational stage when the Heritage Coordinator position is confirmed in the 2021 budget.

#### Identify what the initiative(s) "will" as well as what it "will not" accomplish in qualitative and quantitative terms

The initiative will retain and keep a heritage subject matter expert available in the City who will be able to provide professional assistance to heritage group's in the City and work regionally to lead the development of a Leduc Region Heritage Authority. The Leduc Region Heritage Authority would be a flexible, arms-length organization from the City that would allow both historic sites to maintain separate operations, but would place those operations under the same oversight body that would direct operations and preservation efforts. The Authority would be adaptable to meet the needs of the groups at present and would provide a streamlined model for funding, grants, programming and developing regional partnerships in the future.



As a city that builds for the future, there is an urgent need for the City of Leduc to actively monitor and care for the foundation of the community which has made Leduc a place where people wanted to settle, live and raise their families. The Heritage Coordinator is able to fulfill this role and function in the multiple capacities the City requires (i.e. engaging heritage groups, providing advice on use of funding, creating partnerships, identifying and preserving parts of the City's heritage).

The Heritage Coordinator will:

- oversee that use of the City's heritage resources under the direction of Arts, Culture and Heritage, Manager to ensure that the City's living heritage captured while working with the Library continues to be recorded, preserved and identify ways to share this valued resource that allows access by all citizens, ie: work with schools to incorporate into curriculum, incorporate into City identify, etc.
- continue to provide support and assistance to local heritage organizations that will guide them in becoming more sustainable and collaborative in how they present heritage to the community.
- maintain local and develop regional partnerships to promote heritage and provide/seek advice on how best to invest in heritage resources.
- Explore the opportunity of creating a Leduc Regional Heritage Authority, identifying best practices and processes needed for success. Based on that information and collaboratively with heritage organizations, develop/implement a plan to create an Authority for the region.

The position works closely coordinating with multiple departments as needed (i.e. CMS, Community Development, Economic Development, Corporate Records, FCSS, Leduc Public Library) and with local heritage organizations (i.e. the Leduc and District Historical Society and the Alberta Legacy Development Society). This coordinating work has been deemed a necessary priority to assist the latter groups sustain their current activities, to stabilize their operations and help build their capacity for the future based on well researched best practices of other municipalities.

#### What are the key deliverables that will define success/completion for this project?

- An individual permanently on staff to facilitate community support for heritage projects and programs and respond to requests from the community.
- Ensure that the City's living heritage, captured while working with the Library, continues to be recorded, preserved and identify ways to share this valued resource in a meaningful way that allows access by all citizens, ie: work with schools to incorporate into curriculum, incorporate into City identify, etc.
- Continue advisory support to local heritage organizations, that will guide them in becoming more sustainable and collaborative in how they present heritage to the community.
- Develop innovative programs and practices to make the City of Leduc a culture and heritage leader in the sub region.
- With Corporate Records, implement a Documentation Plan in order to facilitate proper efforts for the preservation of current and future records and, in partnership with community stakeholders and private citizens, appraise and acquire private records to tell the stories of Leduc's past.
- Advise civic departments (i.e. Economic Development, FCSS, Long Term Planning, Sports Tourism) and local stakeholders (i.e. Chamber of Commerce, Downtown Business Association) on the integration of heritage into other civic and community operations.
- Provide advice to a potential steering committee tasked with developing a Municipal Heritage Management Plan to assist the city and resident stakeholder groups in properly conserving and cultivating the community's heritage resources.
- Time permitting, continue developing the EMR Heritage League as a network of municipal and regional heritage organizations to increase partnership development and collaboration opportunities.
- Space permitting, create and organize exhibits on themes related to Leduc's history and work with heritage preservation and advocacy groups within this capacity.



**Identify the key stakeholders (internal and external). List the internal departments that have been consulted.**

**Internal Stakeholders**

- Arts, Culture and Heritage
- City Clerk
- Corporate Records
- Legal Services
- Information Officer
- Geographic Information System (GIS)
- Communication and Marketing Services
- Economic Development
- Information Technologies (IT)
- Parks and Recreation
- Sports Tourism
- Leduc Public Library

**External Stakeholders**

- Leduc Heritage Grain Elevator – Alberta Legacy Development Society.
- Dr. Woods House Museum – Leduc and District Historical Society.
- Black Gold School Division

**Potential External Stakeholders**

- Leduc West Antique Society
- Leduc No. 1 Energy Discovery Centre
- Leduc County
- City of Beaumont
- Town of Devon
- Town of Calmar
- Village of Thorsby
- Village of Warburg
- Hamlet of New Sarepta
- Town of Millet
- City of Wetaskiwin
- EMR Heritage League
- o Edmonton Heritage Council
- o City of Fort Saskatchewan
- o City of St. Albert
- o City of Spruce Grove
- o Strathcona County

**Identify decision criteria (or critical success factors)**

- 1) Budget Impact
- 2) Heritage Infrastructure
- 3) Organizational Sustainability and Capacity Building
- 4) Community Awareness and Regional Involvement

**What is the impact of proceeding or not proceeding with the initiative?**

*(service level impact, satisfaction impact, budget/recovery rate pressure)*

If the position is continued, it would ensure that consistent and increased progress is made to maintain the sustainability and enlarge the capacity of our City's heritage organizations and resources. It would work to ensure the City's living heritage is preserved, continued and built upon. The Heritage Coordinator would also work to facilitate relationships between regional municipalities and stakeholder groups to form partnerships to benefit all parties, while consistently promoting Leduc's heritage in the City and region.

Without a dedicated position, the Arts, Culture and Heritage Business Unit would be unable to continue implementing its current plan. The business unit would be limited in the support it could provide to municipal and regional heritage groups and the work done to date would be negatively impacted. As well, it would be unable to coordinate and plan for the preservation of Leduc's heritage resources. Records of historic value would be neglected or destroyed and important stories of the community's living heritage would be lost. In such an eventuality, it is anticipated that residents who are interested in preserving their community's heritage will look to take it out of the City to see it saved.

**Benchmark against other comparable municipalities**



Many municipalities in the Edmonton Metropolitan Region (EMR) are home to organizations that care for their community's historic resources and heritage, ensuring that it is collected, organized, preserved and protected. (Appendix I - Benchmarking Table)

All of these organizations, for very similar reasons, began as grass roots efforts by local citizens to preserve part of what they valued the most about their community's past. Over the years though, differing situations have arisen in many communities. These range from those municipalities that have one organization tending to their heritage to those that have multiple organizations taking care of different parts of their community's heritage. For instance, in the City of St. Albert, *Arts and Heritage St. Albert* has built a strong working relationship with the City to operate and preserve St. Albert's entire public heritage. Their work ranges from managing a community archive and museum to operating the City's many historic sites. Similarly, in the Town of Stony Plain, both the *Multicultural Heritage Centre* and the *Stony Plain and Parkland Pioneer Museum* concentrate on preserving different parts of local heritage – one mainly maintaining an archive and the other historic buildings and artifacts. However, they still work closely together both informally and formally through local groups like the Stony Plain *Cultural Roundtable*.

Until May 2019, the City of Leduc lacked a dedicated position that was able to coordinate efforts between local organizations and groups to ensure that the City's historic sites and greater heritage were being preserved and cared for. To date, the Heritage Coordinator has been able to complete much of the preliminary work needed to ensure this can happen. This has included drafting needed policies, strategies and plans to ensure that the City is able to move forward using heritage sector best practices and standards. These are necessary tools to proceed along the steps other regional communities have taken. However, to exceed these standards, this work is aiming to ensure that the City of Leduc is able to streamline what other municipalities have done, creating a local model tailored to Leduc's unique circumstances and introducing innovative practices that make the City regional leader in culture and heritage.

As many of our regional neighbours have already recognized, this work is constantly needed to preserve those parts of the past citizens value the most, increase awareness of our valuable heritage in the next generation and ensure that our living heritage is retained and not lost.

### SECTION THREE - STRATEGIC PLAN/CORPORATE BUSINESS PLAN

How does your initiative align with the 2019-2022 Strategic Plan and Corporate Business Plan?

Select appropriate Goal(s) and Outcome(s) that your initiative will demonstrate

<input checked="" type="checkbox"/> <b>Goal #1: A City Where People Want to Live, Work and Play</b>		<i>Overall Impact</i>
<input checked="" type="checkbox"/>	Enhance citizen engagement, with a focus on youth, in shaping and building our community	High
<input checked="" type="checkbox"/>	Deliver high quality municipal programs and services that improve the quality of life	High
<input checked="" type="checkbox"/>	Improve accessibility and inclusivity for civic facilities and programs	High
<input checked="" type="checkbox"/>	Strengthen neighbourhood connections	High
<input checked="" type="checkbox"/>	Increase focus on arts and culture within Leduc	High
<input type="checkbox"/>	Reduce harms associated with substance abuse	
<input checked="" type="checkbox"/>	Support a vibrant and connected volunteer sector	Medium

<input checked="" type="checkbox"/> <b>Goal #2: A City With a Plan for the Future</b>		<i>Overall Impact</i>
<input checked="" type="checkbox"/>	Ensure that the City of Leduc has clear plans and strategies, supported by enabling technologies, to guide future growth with a high quality of life	High
<input checked="" type="checkbox"/>	Balance municipal development with the preservation of our natural environment	High
<input checked="" type="checkbox"/>	Optimize the use of existing municipal infrastructure	Medium
<input type="checkbox"/>	vibrancy and reducing municipal costs structures	
<input checked="" type="checkbox"/> <b>Goal #3: An Economically Prosperous City</b>		<i>Overall Impact</i>
<input checked="" type="checkbox"/>	Maximize Leduc's geographic location to increase economic prosperity	High
<input type="checkbox"/>	Encourage economic growth and diversification in Aerotropolis primary clusters	
<input checked="" type="checkbox"/>	Review and strengthen Leduc's role, approach and delivery of local and regional economic development	High
<input checked="" type="checkbox"/> <b>Goal #4: A Collaborative Community-Builder and Regional Partner</b>		<i>Overall Impact</i>
<input checked="" type="checkbox"/>	Increase community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region	High
<input checked="" type="checkbox"/>	Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities	High
<input checked="" type="checkbox"/> <b>Goal #5: An Organization Striving for Excellence</b>		<i>Overall Impact</i>
<input checked="" type="checkbox"/>	<b>5.1:</b> The City of Leduc is an effective, healthy and safe workplace with talented and engaged employees that respect, support and enjoy one another. Leadership and the management of our human resources is enabled through workforce planning, performance management and capacity building programs. Organizational design and culture supports the delivery of programs and services, now and into the future.	
<input type="checkbox"/>	Implement the Strategic Human Resource Framework	
<input checked="" type="checkbox"/>	Work together to build a positive culture and engaged employees	High
<input checked="" type="checkbox"/>	Leverage the City's talented team to meet our goals	High
<input type="checkbox"/>	Promote employee excellence in health, safety and wellness and an effective corporate wide return to work program	
<input checked="" type="checkbox"/>	<b>5.2:</b> The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.	
<input checked="" type="checkbox"/>	Implement the IT Strategic Plan	High
<input checked="" type="checkbox"/>	Plan and develop new organizational systems that support the delivery of programs and services	High
<input checked="" type="checkbox"/>	Optimize existing programs and services through continuous improvement initiatives	High
<input checked="" type="checkbox"/>	<b>5.3:</b> The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.	
<input checked="" type="checkbox"/>	Optimize the government structure	High
<input checked="" type="checkbox"/>	Support good governance	High



- 5.4:** The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

- Build organizational capacity to support regional initiatives

High

No Goal

## SECTION FOUR - ALTERNATIVES AND RECOMMENDATION

### Scenarios

There are three scenarios which might be considered for this business case:

#### Scenario A

The establishment of a permanent, full-time position within the City of Leduc to work with civic heritage organizations, foster the development of civic heritage resources and requiring the minor reallocation of current civic space to ensure their heritage can be made accessible to residents.

- Pros

- o This would provide consistent work and progress on the development of Leduc's heritage resources.
- o The position would provide needed expertise to organize and create a Leduc Archive and Artifact Collection.
- o Necessary work would be done to actively and consistently work to ensure the continuation of our community's living heritage.
- o The Heritage Coordinator would work to facilitate partnerships between local heritage organizations and other potential regional partners with the objective of making Leduc a regional leader in heritage.
- o The position would initiate outreach efforts in order to establish potential donor relations for private records of intrinsic and significant historical importance.
- o Enable connections to be developed to leverage local heritage resources and historic sites to support other Civic social, economic, community and educational endeavours.

- Cons

- o A lack of dedicated space may inhibit progress made on the position's outcomes.
- o Additional staff costs.
- o Accessibility of heritage resources will remain limited due to insufficient work and research space.

#### Scenario B

Renewal of the current, full time position contract on a yearly basis by the City of Leduc to continue forwarding heritage organization development and fostering community support for heritage.

- Pros

- o Decreased cost over Position A.
- o Would ensure that the preservation of heritage resources and capacity building with heritage organizations could continue with reduced commitment.

- Cons

- o Increased risk to achieving sustainable long term success of heritage resources.
- o Increased probability of loss of expertise, experience and built relationships.
- o Increased instability of progress over Position A.

#### Scenario C

Eliminate the position and do not renew contract

- Pros

- o None

- Cons



- o Ongoing coordination between local heritage organizations would come to a stand still.
- o Organizational capacity and sustainability building project will end due to lack of departmental staffing resources and financial capacity.
- o Reduced ability to assist heritage organizations in using civic funding effectively.
- o Leduc’s living heritage and their stories will continue to be lost.
- o Local heritage resources will continue to be managed inefficiently.
- o Civic records and artifacts of historic value will continue to remain inaccessible, deteriorate or be destroyed.

**Identify all possible approaches to address the problem or opportunity and assess the alternatives against the decision criteria in section 2**

Decision Criteria	Alternative A	Alternative B	Do Nothing
#1	Will require funding an ongoing, but new permanent position.	Moderate, will require funding a current position on a contract-by-contract basis.	No staffing expenditures; potential for increasing needs from heritage organizations will result in dramatically increased funding requests.
#2	Minimal, would only require the minor reallocation of currently available civic space for heritage accessibility, workspace and collections storage.	None, work requiring space (i.e. collection organization and storage) would be delayed until space would be made available.	No additional infrastructure will be required; Collections will continue to be stored in their ad hoc onsite and offsite locations with associated costs for retrieval and return as needed.
#3	Major improvements through existing initiatives to assist local heritage organizations to increase and broaden the scope of their work in the community.	Minor improvements in assisting local organizations to sustain their current operations as long as possible.	Major deterioration in the sustainability and capacity of local heritage organizations; Increased inability to preserve local history, maintain independent operations and continue site maintenance.
#4	Steadily increase awareness and partnerships due to long-term initiatives currently in progress; Allow the City to preserve Leduc’s living heritage and recorded history before it is lost.	Moderately increase through a few initiatives currently in progress and continue current ad hoc approach to preserving Leduc’s living heritage and organizing its recorded history.	Community awareness of local heritage will remain minimal. Likelihood of maintaining and growing regional partnerships will be uncertain.

<b>Service Level Impact</b>	High, will allow service to be provided on an optimal level.	Limited, will allow service to be provided on regular, but unreliable basis.	Eliminated, the City will be unable to provide necessary heritage services.
-----------------------------	--	--	---

<b>Risks &amp; Mitigation Strategies</b>	Minor risk, would allow the City to continue current facilitation work with local and regional heritage organizations and, with space allowing, create and organize a Civic Archive and Artifact Collection.	Large risk, continual uncertainty of position’s permanence places progress made, knowledge and built relationships in consistent danger of being lost. Large risk, continual uncertainty of position’s permanence places progress made, knowledge and built relationships in consistent danger of being lost.	Huge risk, heritage organizations would likely be unable to continue collaborating and would reduce operations, Leduc’s living heritage and recorded history would likely be neglected and lost.
--	--	--	--

<b>Costs</b>	\$70,813	\$70,813	\$0
<b>Benefits</b>	\$16,683	16,683	\$0
<b>Net</b>	\$87,496	\$87,496	\$0



Viability/Not Viable	Viability	Viability	
Recommended	Alternative A		

**Recommended Alternative and Rationale**

Scenarios A and B each serve the city's needs for this service. However, in order to establish a firm foundation and ensure that resources are utilized wisely, it may be better to begin by creating only a position and allowing it to lay the organizational and policy framework for any necessary future efforts. Therefore, recommended alternative Scenario A is the best choice at this moment.

**SECTION FIVE - INFRASTRUCTURE INVESTMENT STRATEGY CRITERIA**

If there is a capital component to your recommended alternative, please identify the **ONE** appropriate Infrastructure Investment Strategy criteria from the list below:

- 1** - Required by legislation or regulation
- 2** - Improve safety - reduce/eliminate hazards or reduce liabilities
- 3** - Maintain integrity of critical systems/services/facilities
- 4** - Replace/repair/refurbish asset to provide existing level of service
- 5** - Construct assets to supplement sustainable growth and development funded by offsite levies
- a** - Project directly referenced by Council's strategic plan
- b** - Plan and/or construct/provide assets to support new growth and development
- c** - Protect City property, private property
- d** - Environmental sustainability - payback < 5 years or supported by user fees
- e** - Project required by commitment to other governments
- f** - Provides appropriate staff working conditions
- g** - Improve efficiency or effectiveness of internal processes
- i** - Project to support other city approved plans such as MDP, Downtown Development Plan, etc.
- ii** - Environmental sustainability - all others
- iii** - Demonstrated and sustained high public support for projects
- iv** - Provide new/enhanced community-wide facilities or services
- v** - Upgrade or replace assets to meet new service level
- vi** - Support plan of community groups
- vii** - City funding to match grant funding

**Mandatory**

**Necessary**

**Desirable**

**SECTION SIX - HIGH LEVEL IMPLEMENTATION PLANS**

Milestone (What)	Activity (How)	Responsibility (Who)	Timing (When)
N/A - this business case is for a position, not a specific project, to allow for more focus on the Heritage work for Leduc, provide necessary support to local heritage organizations as well as work regionally to create a broader focus and opportunities. All work done will be ongoing as each piece will build for the next as it will involve relationship building, community development, research, planning and implementation both locally and regionally.		Within the portfolio of the Manager, Arts Culture and Heritage	Recruitment for the position would commence January 2021.



SECTION SEVEN - OPERATING & CAPITAL BUDGET SUMMARIES

OPERATING BUDGET SUMMARY (LINKS FROM FINANCIAL TAB)

OPERATING	ONE TIME			ON-GOING		
	2021	2022	2023	2021	2022	2023
Revenue	0	0	0	0	0	0
Expenditure	7,500	0	0	87,496	87,496	87,496
Surplus/(Deficit)	(7,500)	0	0	(87,496)	(87,496)	(87,496)

CAPITAL BUDGET SUMMARY (LINKS FROM FINANCIAL TAB)

CAPITAL	ONE TIME			ON-GOING		
	2021	2022	2023	2021	2022	2023
Revenue	0	0	0	0	0	0
Expenditure	0	0	0	0	0	0
Surplus/(Deficit)	0	0	0	0	0	0

SECTION EIGHT - SIGN OFF - Electronic Signature Preferred

X

*DBrocke*

Director/Manager for Business Unit

Wednesday, July 15, 2020

Date

X

*[Signature]*

General Manager for Department

Wednesday, July 15, 2020

Date

# APPENDICES



## ACRONYMS

<i>Acronym</i>	<i>What It Stands For</i>
<b>ACRWC</b>	Alberta Capital Region Wastewater Commission
<b>AHS</b>	Alberta Health Services
<b>AMHSA</b>	Alberta Municipal Health and Safety Association
<b>AMS</b>	Alberta Municipal Structure
<b>AP</b>	Accounts Payable
<b>AR</b>	Accounts Receivable
<b>AUMA</b>	Alberta Urban Municipalities Association
<b>AVPA</b>	Airport Vicinity Protection Area
<b>BYOD</b>	Bring Your Own Device
<b>CAMMS</b>	Product and service provider of performance and business management solutions
<b>CAO</b>	Chief Administrative Officer
<b>CARB</b>	Composite Assessment Review Board
<b>CBP</b>	Corporate Business Plan
<b>CC</b>	Civic Centre
<b>CFEP</b>	Community Facility Enhancement Program
<b>CIP</b>	Community Initiatives Program
<b>CIS</b>	Communications and Information Systems
<b>CMS</b>	Communications and Marketing Services
<b>CoL</b>	City of Leduc
<b>COLA</b>	Cost of Living Allowance
<b>CoW</b>	Committee of the Whole
<b>CPO</b>	Community Peace Officer
<b>CPS</b>	Community and Protective Services
<b>CRB</b>	Capital Region Board
<b>CREPP</b>	Capital Region Emergency Preparedness Partners
<b>CRSWSC</b>	Capital Region Southwest Water Services Commission
<b>DBA</b>	Downtown Business Association
<b>DC</b>	Deputy Fire Chief
<b>EA</b>	Executive Assistant



# ACRONYMS

<i>Acronym</i>	<i>What It Stands For</i>
<b>EcDev</b>	Economic Development
<b>EDO</b>	Earned Day Off
<b>EFAP</b>	Employee and Family Assistance Program
<b>EIA</b>	Edmonton International Airport
<b>EMRB</b>	Edmonton Metropolitan Region Board
<b>EMREDE</b>	Edmonton Metro Region Economic Development Entity
<b>EMS</b>	Emergency Medical Services
<b>EOC</b>	Emergency Operations Centre
<b>ERP</b>	Emergency Response Plan
<b>FAC</b>	Final Acceptance Certificate
<b>FCM</b>	Federation of Canadian Municipalities
<b>FCSS</b>	Family and Community Support Services
<b>FOIP/FOIPP</b>	Freedom of Information and Protection of Privacy
<b>FSMP</b>	Fire Services Master Plan
<b>FTE</b>	Full Time Equivalent
<b>GIS</b>	Geographic Information System
<b>GL</b>	General Ledger ( <i>Accounting Code</i> )
<b>GM</b>	General Manager
<b>GMB</b>	Growth Management Board
<b>GOA</b>	Government of Alberta
<b>HPN</b>	High Precision Network
<b>HR</b>	Human Resources
<b>HSA</b>	Health Spending Account
<b>I&amp;P</b>	Infrastructure and Planning
<b>IACP</b>	Intergovernmental Affairs and Corporate Planning
<b>IAFF</b>	International Association of Fire Fighters
<b>IBP</b>	Interactive Business Planning
<b>IC</b>	Incident Command
<b>ICC</b>	Incident Command Centre
<b>IDP</b>	Inter-Municipal Development Plan

# ACRONYMS

<i>Acronym</i>	<i>What It Stands For</i>
ISS	Information Support Services
IT	Information Technology
ITGC	IT Governance Committee
JED	Joint Executive and Director's Group
JIMPSE	Joint Infrastructure Master Plan and Service Evaluation
KPI	Key Performance Indicator
LAPP	Local Authorities Pension Plan
LARB	Local Assessment Review Board
LATS	Leduc Assisted Transportation Services
LCDAC	Leduc Community Drug Action Committee
LDRWMA	Leduc and District Regional Waste Management Authority
LEAB	Leduc Environmental Advisory Board
LNEDA	Leduc Nisku Economic Development Authority
LES	Leduc Enforcement Services
LiDAR	Light Detection And Ranging
LRC	Leduc Recreation Centre
LRFS	Leduc Regional Fire Services
LT	Lieutenant
LTD	Long-Term Disability
MDP	Municipal Development Plan
MGA	Municipal Government Act
MLA	Member of the Legislative Assembly
MP	Member of Parliament
MPMA	Municipal Pavement Management Application
MRSP	Metro Region Servicing Plan
MSI	Municipal Sustainability Initiative
NDCC	New Deal for Cities and Communities
NFPA	National Fire Protection Association
OHS/OH&S	Occupational Health and Safety
OPS	Operations Building



# ACRONYMS

<i>Acronym</i>	<i>What It Stands For</i>
<b>PAF</b>	Personnel Action Form
<b>PARTY</b>	Prevent Alcohol and Risk-Related Trauma in Youth
<b>PD</b>	Professional Development
<b>PES</b>	Personnel Evaluation System
<b>PIA</b>	Privacy Impact Assessment
<b>PO</b>	Purchase Order
<b>PRC</b>	Leduc Parks, Recreation and Culture Board
<b>PRF</b>	Personnel Requisition Form
<b>PS</b>	Public Services
<b>PSB</b>	Protective Services Building
<b>PYE</b>	Projected to Year End
<b>RAMP</b>	Regional Agriculture Master Plan
<b>RCD</b>	Recreation and Community Development
<b>RCMP</b>	Royal Canadian Mounted Police
<b>RFI</b>	Request for Information
<b>RFP</b>	Request For Proposal
<b>RFQ</b>	Request For Quote
<b>RSA</b>	Return Service Agreement
<b>SCBA</b>	Self-Contained Breathing Apparatus
<b>SDAB</b>	Subdivision and Development Appeal Board
<b>SISB</b>	Shared Investment, Shared Benefit
<b>SWOT</b>	Strengths Weaknesses Opportunities Threats analysis
<b>TCA</b>	Tangible Capital Asset
<b>TIPP</b>	Tax Installment Payment Plan
<b>TOIL</b>	Time Off In Lieu
<b>UPP</b>	Utility Payment Plan
<b>WCB</b>	Worker's Compensation Board
<b>WHMIS</b>	Workplace Hazardous Materials Information System
<b>YMPE</b>	Years Maximum Pensionable Earnings
<b>YTD</b>	Year to Date

---

## GLOSSARY OF TERMS

---

### **Accrual Accounting**

The practice of recording a revenue or expense in the period in which it is incurred, rather than when funds are actually received or paid.

### **Action**

An initiative (project, program, or process), in direct alignment with strategic or corporate business plan strategies, that if completed, will contribute to the achievement of an outcome. This is about what we are going to do to achieve a strategy.

### **Ambassador**

A person who acts as a representative of the City. All City of Leduc employees that have direct or indirect contact with the public are ambassadors.

### **Balanced Budget**

A budget where revenues equal expenditures, with neither a surplus nor a deficit, as stipulated by the Municipal Government Act.

### **Budget**

A plan of operation which identifies estimated expenditures and anticipated revenues to meet ongoing financial obligations and provide programs and services for a set period of time.

### **Business Case**

A plan introducing new service levels or changes in existing services levels. Includes elements such as financial implications, links to the strategic plan, background and statement of need, and recommended alternatives.

### **Business Unit**

A team of individuals providing a unique service lead by a director or manager. Example – Information Technology

### **Capacity Building**

The process of developing and strengthening the skills, abilities, process and resources that organizations and communities need to survive, adapt and thrive in a changing world.

### **Capital Expenditure**

A capital expenditure is an expenditure wherein funds are used to buy a fixed asset or to add to the value of an existing fixed asset.

### **Corporate Business Planning (CBP)**

Developed by the executive team, the corporate business plan identifies administration's goals, outcomes and strategies. The CBP contains unique directives, but also compliments Council's strategic plan.

### **Corporate Planning System**

The execution of the corporate planning framework (strategic planning process, corporate business planning process, business unit operational planning process) and the utilization of dedicated resources (staff compliment, operating and capital budgets, CAMMS software) to deliver forward-thinking direction for the community.

### **Culture**

A system of shared assumptions, values, and beliefs, which govern how we behave in our organization. These shared values have a strong influence on employees and dictate how we present ourselves and perform our jobs.

### **Department**

A group of business units providing similar or complimentary services lead by a general manager. Example – Community and Protective Services

### **Depreciation**

The process of allocating the cost of a fixed asset over its useful life in accordance with accounting principles and policy.

### **Executive Team**

This is the top level of Administration and includes the City Manager, General Manager of Community and Protective Services, General Manager of Corporate Services, General Manager of Infrastructure and Planning and the City Solicitor.

### **Extended Leadership Team**

This level of management includes all Director's and those Manager's that report directly to a General Manager.

---

## GLOSSARY OF TERMS

---

### **Fixed Assets**

Assets with a useful life extending beyond one year, including but not limited to buildings, equipment, vehicles, infrastructure, and land.

### **Full Time Equivalent (FTE)**

A measurement of staff; FTE is the ratio of the number of paid hours during a period for staff divided by the number of working hours in that period that would be worked by a regular full time employee.

### **Fund**

Generally established for specific activities or government functions, funds are separate accounting entities, with self-balancing sets of accounts, recording financial transactions.

### **Goal**

A grouping of similar outcomes based on a common theme.

### **Governance**

How society or groups within it, organize to make decisions. The governance structure determines who has power, who makes decisions, how other players can make their voice heard and account is rendered.

### **Inter-Fund Transfer**

Internal fund transfers include transactions to/from reserves and long-term debt repayments.

### **Mission**

A written declaration of the organization's core purpose and focus. This declaration typically does not change over time.

### **Offsite Levy**

Funds levied from developer agreements on new land developments and subdivisions, which is restricted for projects required due to growth.

### **Operating Budget**

Money budgeted for general revenues and expenditures, over an established period of time, in order to provide municipal services in the course of ordinary business.

### **Operational Plans**

An annual plan that identifies alignment of a business unit's operations with the corporate business and strategic plan. The operational plan is developed by a director or manager and outlines the business unit's service profile(s), stakeholders, risk analysis, strategic initiatives and performance metrics.

### **Organizational Alignment**

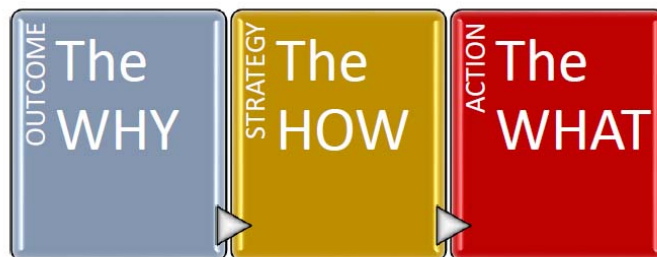
Linking an organization's structure and resources with its strategy and business environment.

### **Organizational Effectiveness**

The effectiveness to which an organization achieves its outcomes and performs a function at optimal output levels without excessive inputs.

### **Outcome**

Something that happens as a result/consequence of an activity or process that provides a long term and enduring benefit. This is about why we do something.



### **Performance Management**

A holistic approach to planning, monitoring and reviewing an employee's performance through cooperation and partnership. Its purpose is to establish a common understanding of clearly defined work expectations.

---

## GLOSSARY OF TERMS

---

### **Performance Measurement**

Regular measurement of corporate outcomes and results, which generate reliable data on the effectiveness and efficiency of initiatives.

### **Reserve**

Monies set aside for future use that may be restricted to expenditure for specified purposes.

### **Revenue**

Funds received by various sources, treated as income, and used to finance expenditures. Revenue includes, but is not limited to, taxes, user fees, government transfers, interest and penalties.

### **Revenue Registry**

A registry of operational revenues that identifies major revenue streams and the underlying drivers of these revenues.

### **Service Profile/Service Outputs**

Defines the frequency, amount, or type of service provided by a business unit (e.g., park turf—12 to 16 cuttings per season).

### **Strategic Plan**

The strategic plan is developed by Council and identifies their community goals and outcomes for their electoral term.

### **Strategy**

A method to bring about a desired future. This is about how we achieve an outcome.

### **SWOT Analysis**

SWOT is an acronym for Strengths Weaknesses Opportunities Threats. A SWOT analysis is an examination of internal strengths and weaknesses, along with external opportunities and threats, by an organization, in order to plan a strategy.

### **Supplementary Tax Revenue**

Property taxes on new properties that are completed and occupied during the year.

### **Tangible Capital Assets**

Non-financial assets having physical substance that are acquired, constructed or developed and: 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; have useful economic lives extending beyond an accounting period; are to be used on a continuing basis; and are not for resale in the ordinary course of operations.

### **Task**

Identification of specific elements and responsibilities that must be actioned in order to complete a broader action.

### **Tax Assessment**

An estimate of a property's value in order to determine an amount subject to a property tax levy.

### **Utilities**

City-operated utilities; water, sewer and waste management.

### **Values**

Values are foundational, desired behaviors that govern how we interact with others, make decisions and conduct business. Values are teachable, observable and coachable.

### **Vision**

An aspirational description or story of what the organization would like to become in the mid-term to long-term future. A vision provides the organization with a road map for setting a defined direction for future courses of action.