

2023 Operating and Capital Budget

Approved by Council April 11, 2023



**Parkland County: gifted by nature, inspired by
innovation, powerfully connected, and home
to opportunity.**

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2023 Operating Budget Overview

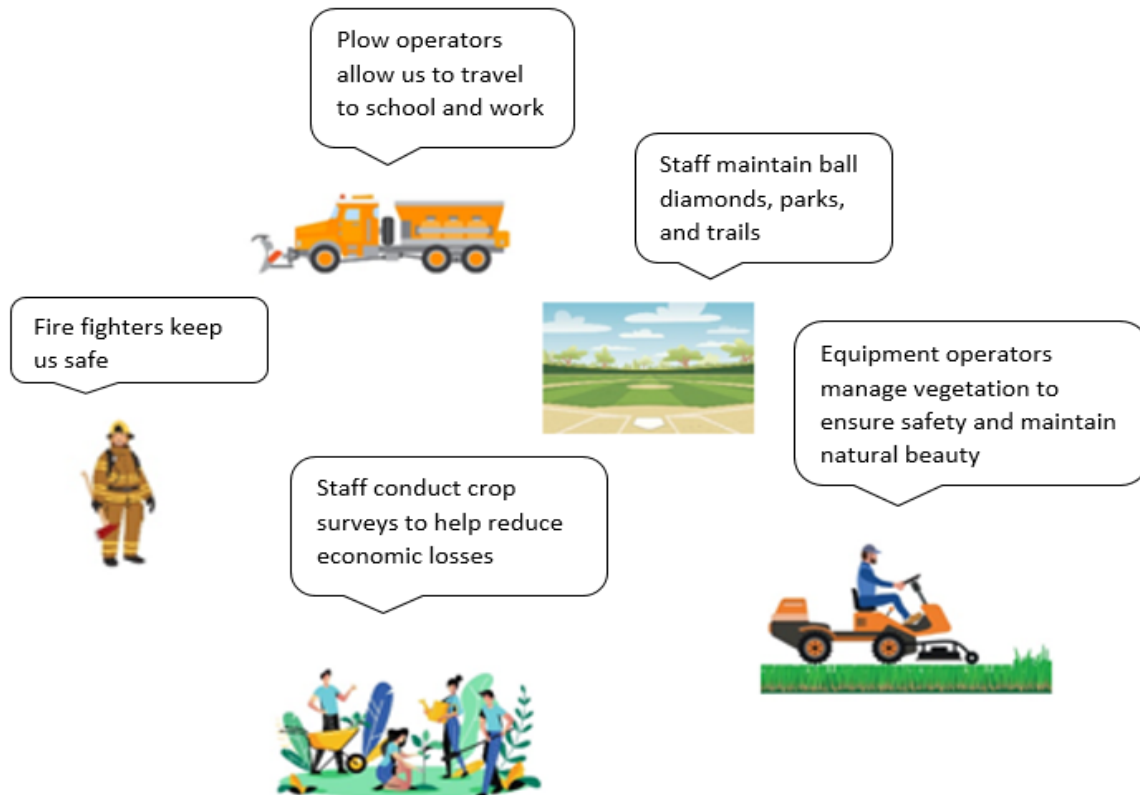
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Parkland County: gifted by nature, inspired by innovation, powerfully connected, and home to opportunity.

Operating Budget Philosophy

The operating budget funds the day-to-day costs of providing municipal services through the year. It is the essential piece that enables Council's Strategic Plan to become a reality by allocating limited resources to Council priorities in a systematic manner. Once approved, the operating budget supports the delivery of all municipal services to residents.



2023 Focus

In the 2023 operating budget, the focus is on water and wastewater Infrastructure repairs and maintenance, and updating the County's strategic development plan.

The County will continue to explore ways to diversify its tax base in 2023 through strategic investment in key areas while deepening the relationship with existing businesses in the County.

Further, the County will continue to enhance its engagements with residents and businesses in the County.

Priority Based Budgeting

Priority Based Budgeting (PBB) is a tool developed during the downturn in the United States economy when many municipalities lost a significant portion of their tax revenue base. This tool was developed as a best practice in government finance. The focus of PBB is ensuring that the budget is accountable to the wants and needs of the residents. It accomplishes this by ensuring resources are allocated to the highest priority services first. In doing so, it focuses municipal operations on what matters most to residents.



The County has defined PBB programs for each department, and the 2023 budget was prepared based on the new PBB programs.

In 2022, the County invited residents and other stakeholders to complete an engagement survey to help identify priority areas for the 2023 budget and beyond. Overall, the feedback received was positive and demonstrated that residents and businesses prefer maintaining the existing service levels and focus.

The only exceptions pertained to roadway maintenance and access to reliable high-speed internet, where most respondents expressed desire for increased service levels. These areas have been flagged as a priority and administration is taking measures in the 2023 budget and beyond to increase service levels in these areas.

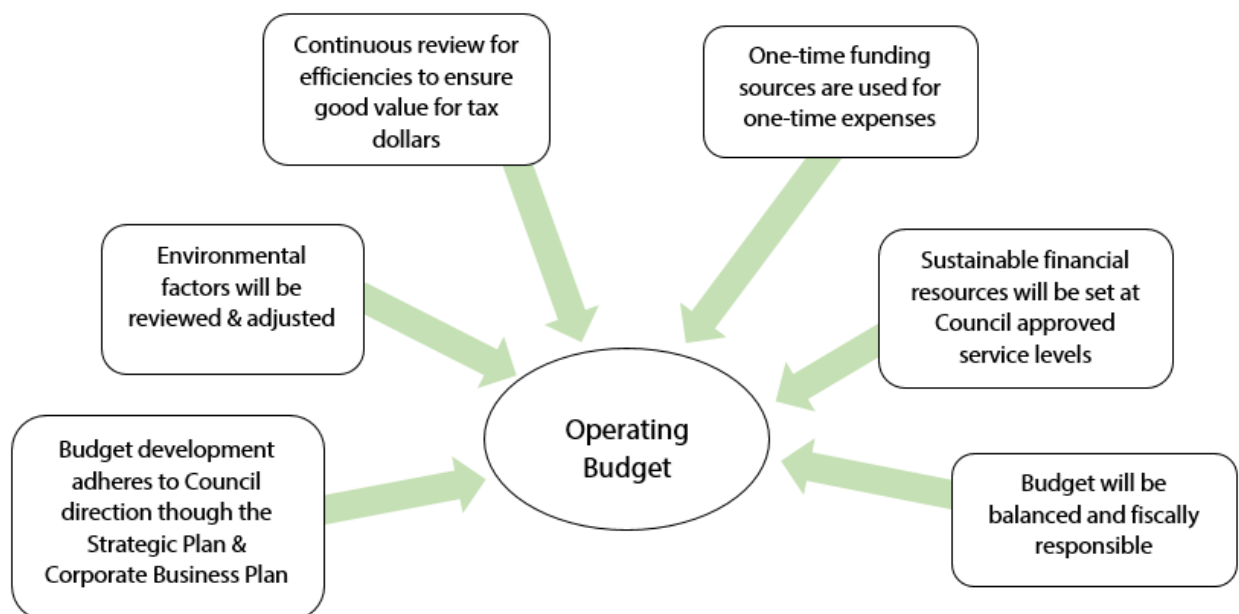
In 2022, County Council approved the 2022 – 2025 Strategic Plan. The Plan lays out four (4) strategic pillars and eighteen (18) goals for the County in the coming years.

As part of the 2023 Budget process, administration has aligned the PBB programs to the strategic pillars and the goals under the Plan. In addition to the traditional municipal budget reports, 2023 Budget provides strategic plan reports that show the budget allocated to each pillar and goal under the plan. These outcome-based reports provide a mechanism to ensure the strategic goals are prioritized through the budget process.

Key Budget Concepts & Guiding Principles

The operating budget is developed based on the following key principles:

- All carry forwards are added to the 2023 budget after year end close.
- The budget reflects estimates for both revenue and expenditure through an objective, analytical process utilizing trends, best judgements, and statistical analysis where appropriate. Estimates are conservative, particularly on the revenue side.

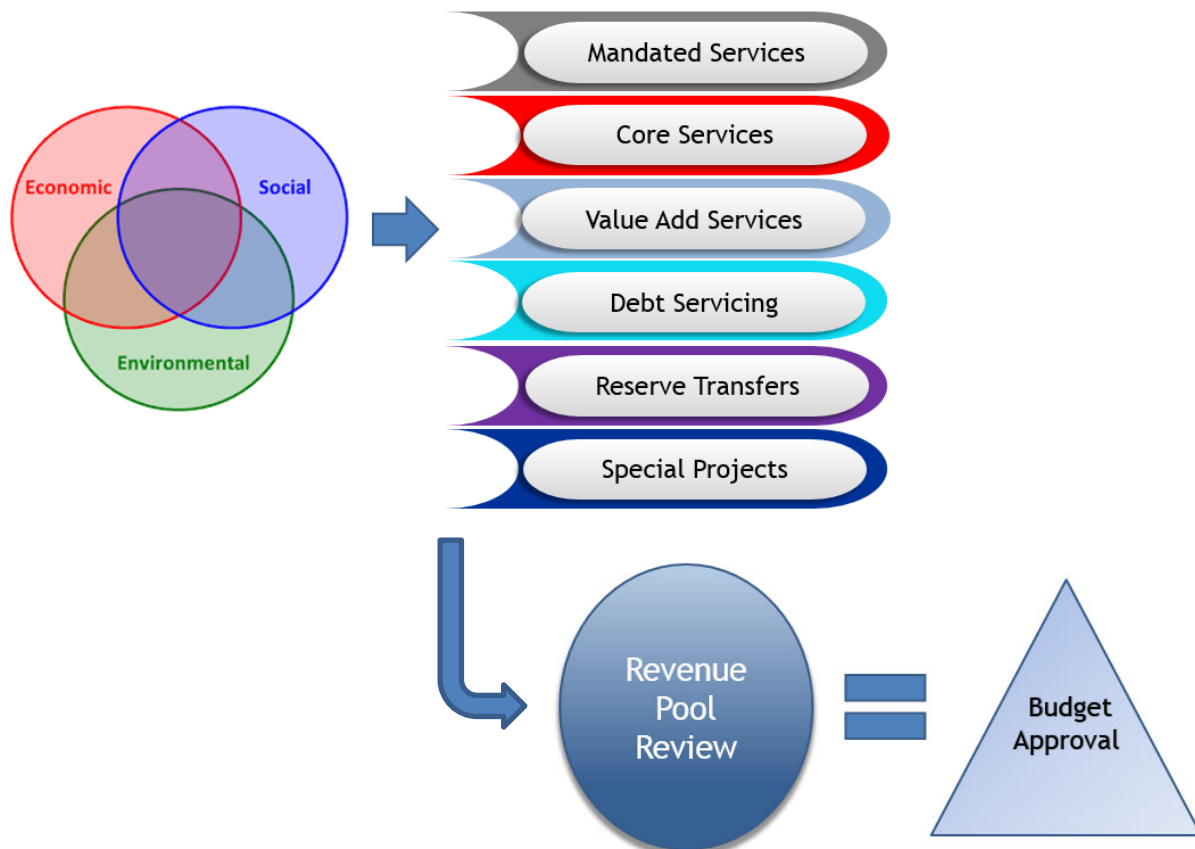


Operating Budget Process

Developing the operating budget requires input from many stakeholders. The process involves department managers, front line staff, executive team members, and information from external sources. This information is compiled and then refined using the Corporate Plan and Council's Strategic Plan.

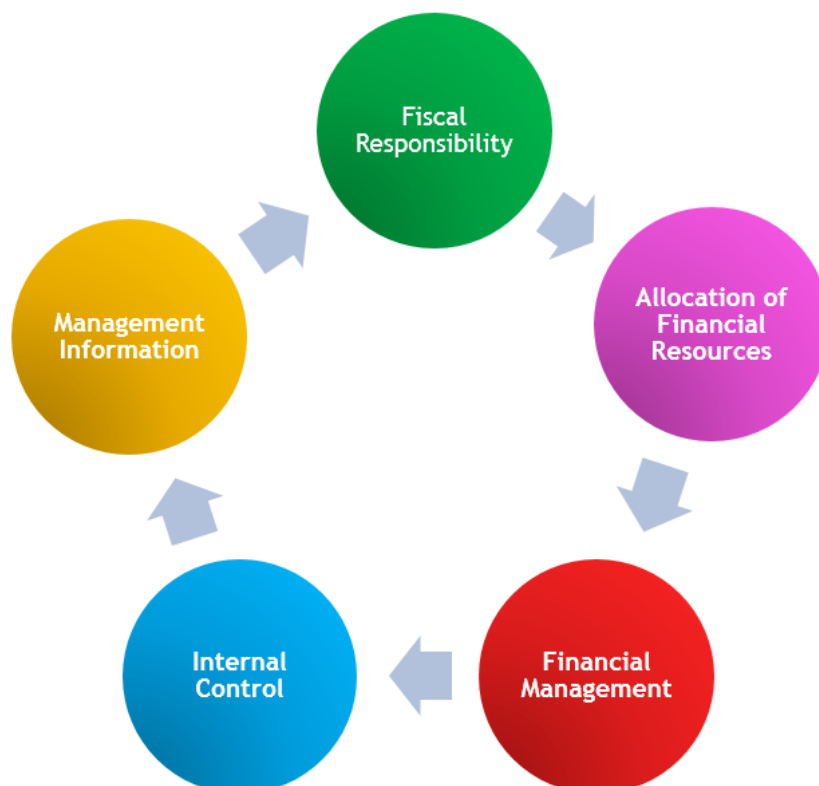
The County's operating budget is complex and must contain all relevant costs required by the County to carry out operations, commitments, and obligations. This includes amounts needed to:

- Enable Council's policies and programs;
- Pay debt obligations for borrowings made to acquire, construct, remove or improve capital property;
- Meet requisitions or other amounts that the municipality is required to pay;
- Meet the municipality's obligations for services funded under an intermunicipal collaboration framework; and
- Be transferred to restricted surplus.



Each component of the budget is filtered through the lens of a prudent budget framework which ensures:

- **Fiscal Responsibility** – the operating budget considers how much residents can pay; this is known as tax elasticity. It must also be sustainable and consider how decisions made today will affect future generations; this is known as intergenerational equity.
- **Allocation of Financial Resources** – the operating budget should align available funding with expenditures based on the nature of the expenditure. One time funding sources should be used to fund one-time expenditures. Special grant allocations are used to fund eligible project expenditures. General taxation should be used to fund ongoing programs and new resource requirements.
- **Financial Management** – the operating budget will be developed in a way that provides a benchmark for the actual results of the future year. The budget should enable Departments to manage their programs and projects.
- **Internal Control** – the operating budget will act as an internal control that holds departments accountable to spending.
- **Management Information** – the operating budget will also allow Council and Executives to gauge the overall performance of the organization in meeting the goals outlined in the strategic plan, which will in turn inform future years' budget decisions.



Budget Planning Resource Requirements

To ensure prudent fiscal management and financial sustainability for Parkland County, Administration has developed budget initiative forms, which all departments are required to complete should they be recommending a new purchase, new project, new program, or an increased service level. These requirements are evaluated and prioritized based on the following set of criteria:

- Supports the Strategic Plan
- Business Need
 - Statutory/Regulatory Requirements
 - Maintenance of Services
 - Improves Efficiencies and Enhances Effectiveness
- Risk Exposure
- Cost Benefit/Return on Investment
- Financial Impact and Funding Capabilities
- Effect on Organizational Capacity
- Effect on Future Operating Budgets



Municipal Inflation

The cost of goods and services typically changes year over year; therefore, for the County to maintain a consistent level of service, corresponding adjustments must be made to the Municipal Budget to account for inflation/deflation. The County uses published index rates to provide a recommendation for the rate applied to the budget. The most referenced index is the Consumer Price Index (CPI), which is based on the goods and services used by the average consumer. The County, however, purchases a different range of goods and services than the average consumer, therefore the CPI is not always appropriate measure of inflation for the County. As a result, the County relies on both the Municipal Price Index (MPI) and CPI to determine the rate of inflation/deflation to apply to its budget. The MPI is calculated using items commonly utilized by municipalities rather than consumers and is more indicative of the County's operations.

Consumer Price Inflation CPI

CPI considers the prices of hundreds of things this group commonly spends money on including:

- Rent
- Childcare
- Groceries
- Mortgages
- Utilities
- Car Payments

Municipal Price Inflation MPI

The MPI is developed to reflect the complex expense base of a municipality such as:

- Wages
- Fuel
- Contracted Services
- Asphalt
- Construction Supplies
- Parts and Equipment

The province has experienced a high level of inflation in past years. In these years, administration has contained the inflationary pressures in the budget. The County adopted cost savings measures to mitigate the inflationary pressures. This resulted in modest tax increases.

While there is optimism that inflation is nearing its peak, the reality is that higher prices will likely be sustained indefinitely. Although inflation in 2023 is expected to be lower than the prior year, it will likely still be higher than the historical average thus putting cost pressure on the County.

ATB Financial is forecasting annual inflation of 4% in 2023. The 2023 budget contains a reasonable level of inflation for items such as wages, fuel, utilities, fleet parts and repairs. This is to ensure that the County can maintain the quality and service levels provided to residents and businesses.

Economic Impacts

Coal-fire Energy Phase Out

Over the past number of years, Federal and Provincial regulatory changes have impacted the power generation industry, as well as oil and gas industries. These impacts, as well as other outside costs, have affected Parkland County and its ability to keep taxation at a reasonable level.

Since 2016 when the accelerated phase out of coal-fired energy began, the County has experienced significant decreases to its power generation taxation base. This was further exacerbated by the early retirement of the remaining coal-fired power plants in Parkland County.

In 2023, the County projects to lose \$3.0 million of tax revenue as a result the coal-fire energy phase out.

Building a Resilient County

The last couple of years have been trying for businesses, municipalities, communities, and families. The impacts of COVID-19, the supply chain disruption, and the high level of inflation have had unprecedented impacts on our finances and on the way we live day to day.

Parkland County has made significant changes over the course of the last few years to ensure that it can continue to provide programs and services to residents even in the most challenging times. This is because Council recognized that these are the times that municipal services are needed the most.

These changes have allowed the County to continue the path of implementing Council's Strategic Plan even through these challenging times. Many hard decisions were made in the 2023 budget cycle, but the County did not have to reactively develop processes and strategies to address economic constraints as these processes were already formulated. As a result, timely, informed, and transparent decisions were made in the context of Council's Vision and the 5-year plan.

Residents will not see a large tax rate increase or a reduction in services in the 2023 budget. This tax increase balances the current economic climate with the future. This will help to mitigate the need for an unpalatable future year increase to residents as many costs are expected to remain high for products and services.

The tax increase in 2023 is driven by the projected decline in the County's assessment, inflation, increase in provincial policing contract, and cost sharing pressures from neighbouring municipalities and community organizations.

The County believes in predictable and reasonable annual tax increases and does not want to push any year's prudent tax adjustment into a future period as this will result in large tax rate increases in future years.

A few of the processes, strategies, and tools that have been implemented over the past years to ensure that the County can remain resilient in times of hardship are include the following:



Planning for the future

- ✓ Sustainable spending for capital
- ✓ Long-term capital planning
- ✓ Lifecycle plans & asset management



Saving for the future

- ✓ Long-term sustainability fund
- ✓ GFOA restricted surplus review
- ✓ Business attraction fund



Acting on priorities

- ✓ Priorities are clear and aligned
- ✓ Priorities guide the budget process (PBB)
- ✓ Focused investment



Fiscal Responsibility

- ✓ Active investment of funds
- ✓ Lifecycle funding plan renewal
- ✓ Prioritize infrastructure maintenance & rehabilitation
- ✓ Strategic financing of projects



Optimized processes and systems

- ✓ Streamline and automate workflow (ERP)
- ✓ Organizational restructuring
- ✓ Business process reviews



Enhanced analytics

- ✓ Growth informed by financial impacts
- ✓ Business cases for new opportunities
- ✓ Minimizing the tax impacts of decisions



Building a culture

- ✓ Empowered and accountable
- ✓ Customer focused
- ✓ Adaptable

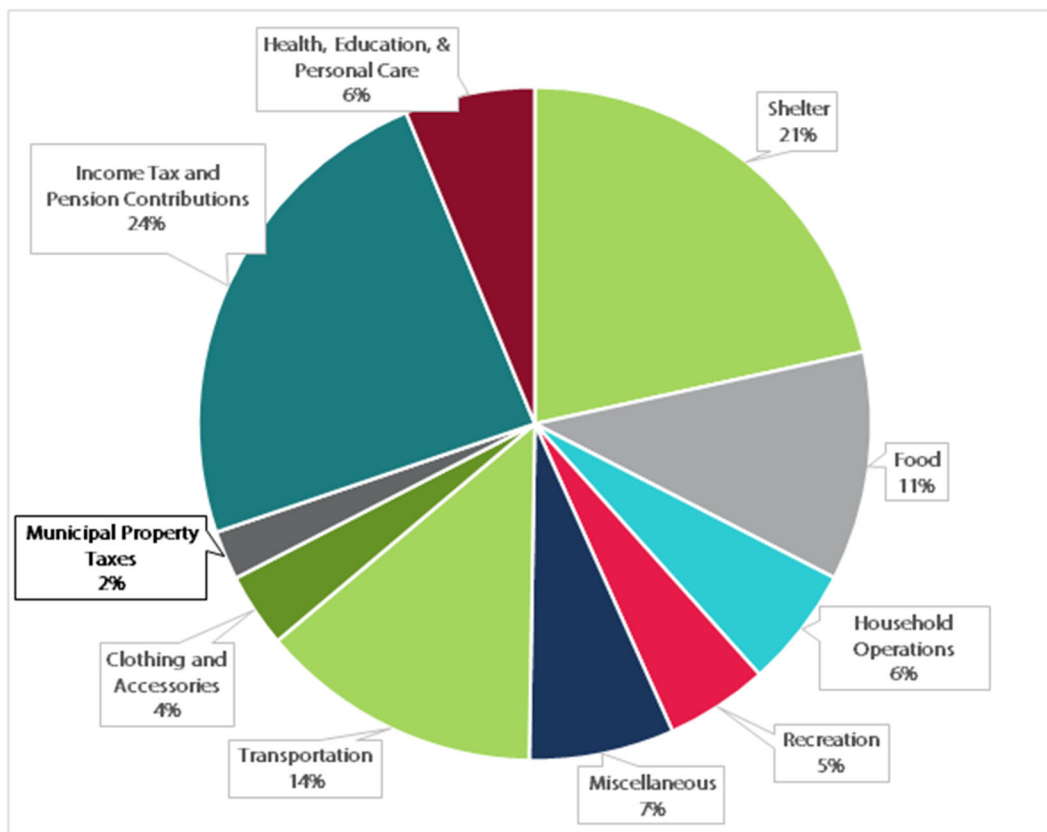
2023 Overall Budget Highlights

Budget 2023 includes total operating expenditure of \$107.90 million and total capital expenditures of \$45.91 million.

The final budget calls for a 2.78% tax increase over last year and a \$4 monthly increase for the median homeowner, assuming no increase in property value. For instance, a median homeowner with a market increase of 4% may see total tax increase of about \$11 per month.

Municipal property taxes are approximately 2% of the average annual household spending.

Average Household Spending in Alberta

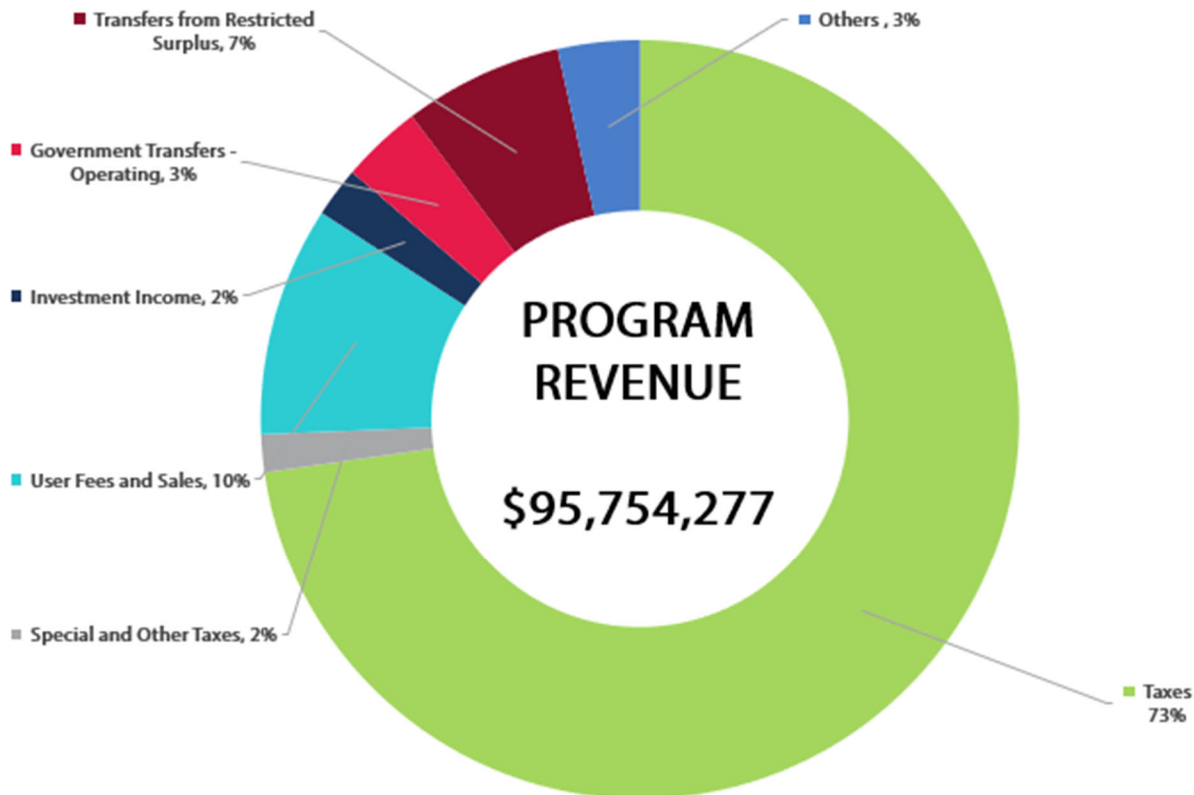


* Source 2019 Statistics Canada Household Survey and County Administration.

Population increases and new housing starts are not anticipated to create a significant additional impact on County Operations in 2023.

Operating Program Revenues

2023 OPERATING PROGRAM REVENUE

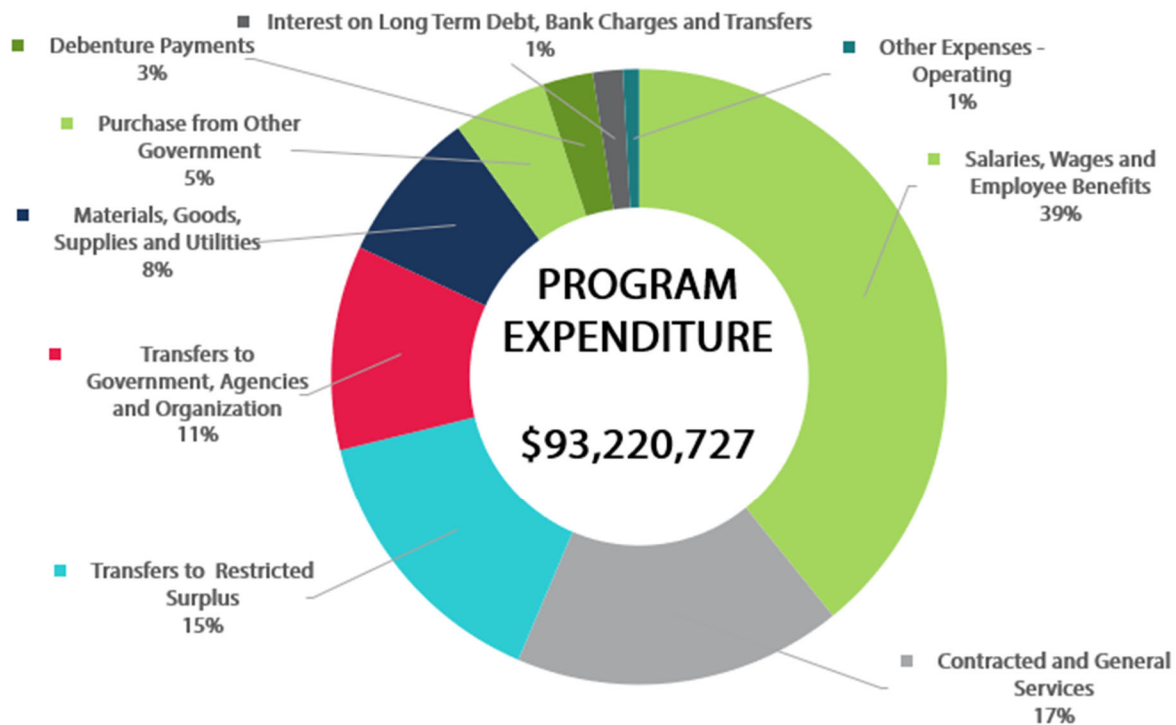


** This excludes one-time operating projects revenues*

Significant revenue sources remain similar in 2023 with Taxation, User Fees and Sales, and Government Transfers being the largest revenue sources.

Operating Program Expenses

2023 OPERATING PROGRAM EXPENDITURE



**This excludes one-time operating projects expenditures*

Significant expense types remain similar in 2023 with Salaries, Wages and Employee Benefits, Contracted and General Services, and Transfers to Restricted Surplus being the largest expenditures.

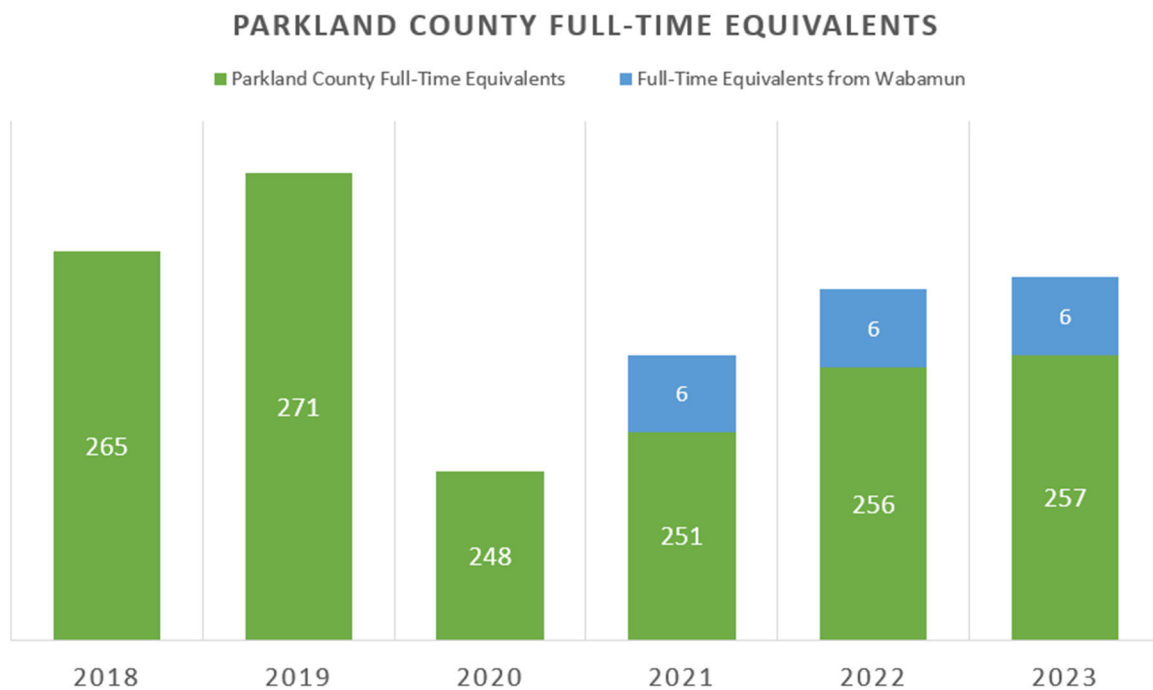
Salaries, Wages & Benefits

The 2023 base budget for salaries and wages will increase by 4.33% from the 2022 budget.

The increase in the base salaries and wages is due to the staff salary increases, the addition of one new full-time equivalent (FTE) employee, and three (3) temporary employees.

Staffing Levels

The graph below illustrates the change in total permanent full-time equivalent staff for the past five (5) years and 2023.



(Includes Permanent Part-time and Seasonal - Excludes Temporary & Casual)

Divisional Budget Highlights

Chief Administrative Office

The Chief Administrative Office provides guidance and oversight to the day-to-day operations of the County. The Chief Administrative Officer develops a framework to operationalize Council's Strategic Plan. This division also includes Economic Diversification, Employee Services, and Strategic Initiatives.

Key Budget Highlights Include:

- Addition of budget for Wabamun Farmers Market for 2023
- Consulting for County Wide Business Redesign and Mapping
- Support for UNITE (D365) & Customer Relationship Management

Chief Administrative Office Municipal Budget Summary 2023 Final Budget

	2022 Budget	2023 Budget	Budget Change	Budget Change
	\$	\$	\$	%
Operating Revenues				
User Fees and Sales	31,200	31,200	-	-
Investment Income	-	3,500	3,500	-
Other Revenue - Operating	15,400	15,400	-	-
Total Revenues	46,600	50,100	3,500	7.51%
Operating Expenditures				
Salaries, Wages and Employee Benefits	3,444,700	3,679,000	234,300	6.80%
Contracted and General Services	2,040,987	1,746,229	(294,758)	(14.44%) ¹
Materials, Goods, Supplies and Utilities	124,700	110,100	(14,600)	(11.71%)
Transfers to Government, Agencies and Organization	198,300	198,300	-	-
Total Expenditures	5,808,687	5,733,629	(75,058)	(1.29%)
Base Program Surplus (Deficit)	(5,762,087)	(5,683,529)	78,558	(1.36%)

1. Reallocated budget for two contractors to Corporate & Shared Services payroll budget, reallocated budget for Community Hall internet to Agricultural, Community & Protective Services (RFD 22-179), and reallocated Edmonton Global Membership from Corporate & Shared Services

Chief Administrative Office Municipal Budget Summary 2023 Final Budget

	2022 Budget \$	2023 Budget \$	Budget Change \$	Budget Change %
Other				
Gain/(Loss) on Disposal of Tangible Capital Assets	-	-	-	-
Amortization of Tangible Capital Assets	(97,100)	(83,300)	13,800	(14.21%)
Total Other	(97,100)	(83,300)	13,800	(14.21%)
Annual Surplus – Operating Program Budget	(5,859,187)	(5,766,829)	92,358	(1.58%)
Tax Adjustment				
(Gain)/Loss on Disposal of Tangible Capital Assets	-	-	-	-
Amortization	97,100	83,300	(13,800)	(14.21%)
Proceeds on Sales of Tangible Asset	-	-	-	-
Transfers from Restricted Surplus	788,287	623,529	(164,758)	(20.90%)
Transfers to Restricted Surplus	(84,600)	(92,800)	(8,200)	9.69%
Total Tax Adjustment	800,787	614,029	(186,758)	(23.32%)
Tax Impacts - Operating Program Budget	(5,058,400)	(5,152,800)	(94,400)	1.87%
OPERATING PROJECTS				
Revenues				
Government Transfer - Operating	326,318	145,948	(180,370)	(55.27%) ²
Transfers from Restricted Surplus	1,322,959	9,376,614	8,053,655	608.76%
Transfers from Liability	1,043,261	1,026,873	(16,388)	(1.57%)
Other Operating revenue	-	48,000	48,000	-
Operating Projects Revenues Total	2,692,538	10,597,435	7,904,897	293.59%
Expenses				
Salaries, Wages and Employee Benefits	65,010	65,010	-	-
Contracted and General Services	1,984,267	1,825,552	(158,715)	(8.00%)
Materials, Goods, Supplies and Utilities	-	-	-	-
Transfers to Government, Agencies and Organization	-	8,000,000	8,000,000	-
Liability Expenditure	1,043,261	1,026,873	(16,388)	(1.57%)
Operating Project Expenditure Total	3,092,538	10,917,435	7,824,897	253.03%
Tax Impacts - Operating Projects Budget	(400,000)	(320,000)	80,000	(20.00%)

2. Operating and Capital Projects will be outlined in department presentations

Chief Administrative Office Municipal Budget Summary 2023 Final Budget

	2022 Budget \$	2023 Budget \$	Budget Change \$	Budget Change %
CAPITAL PROJECTS				
Revenues				
Government Transfer - Capital	2,295,760	5,922,254	3,626,494	157.96%
Transfers from Restricted Surplus	2,585,278	1,378,623	(1,206,654)	(46.67%)
Others	-	-	-	-
Capital Projects Revenues Total	4,881,038	7,300,877	2,419,839	49.58%
Expenses				
Capital Purchases	4,881,038	7,300,877	2,419,839	49.58%
Capital Projects Expenditure Total	4,881,038	7,300,877	2,419,839	49.58%
Tax Impacts - Capital Projects Budget	-	-	-	-
BALANCED BUDGET	(5,458,400)	(5,472,800)	(14,400)	0.26%

Corporate and Shared Services

Corporate and Shared Services provides the programs and services necessary to allow all other departments to focus on serving residents. It serves other County departments by optimizing existing technology solutions, ensuring financial sustainability, and providing advice to ensure that essential services can be provided to residents efficiently and effectively.

Key Budget Highlights Include:

- Addition of one temporary assessor
- Increased budget for insurance due to inflation and increased coverage
- Increased budget for system support and maintenance – Cityview and Tempest
- Addition of Council Remuneration Review
- Addition of GIS Orthophotography

Corporate & Shared Services Municipal Budget Summary 2023 Final Budget

	2022 Budget	2023 Budget	Budget Change	Budget Change
	\$	\$	\$	%
Operating Program				
Revenues				
Special and Other Taxes	45,000	45,000	-	-
User Fees and Sales	190,900	190,900	-	-
Penalties	897,300	897,300	-	-
Investment Income	1,814,100	1,948,900	134,800	7.43%
Government Transfers - Operating	-	-	-	-
Licenses and Permits	-	-	-	-
Other Revenue - Operating	-	97,800	97,800	- 1
Total Revenues	2,947,300	3,179,900	232,600	7.89%

1. Reallocated Franchise Fees from Operations Services

Corporate & Shared Services Municipal Budget Summary 2023 Final Budget

	2022 Budget	2023 Budget	Budget Change	Budget Change
	\$	\$	\$	%
Expenditures				
Salaries, Wages and Employee Benefits	6,032,900	6,950,400	917,500	15.21% 2
Contracted and General Services	5,406,822	5,634,900	228,078	4.22% 3
Materials, Goods, Supplies and Utilities	114,900	122,400	7,500	6.53%
Bank Charges	39,800	54,000	14,200	35.68% 4
Transfers to Government, Agencies and Organization	67,900	67,900	-	-
Purchase from Other Government	-	-	-	-
Other Expenses - Operating	700,000	637,000	(63,000)	(9.00%)
Total Expenditures	12,362,322	13,466,600	1,104,278	8.93%
Operating Program Surplus (Deficit)	(9,415,022)	(10,286,700)	(871,678)	9.26%
Other				
Gain/(Loss) on Disposal of Tangible Capital Assets	-	-	-	-
Amortization of Tangible Capital Assets	(527,500)	(501,300)	26,200	(4.97%)
Developer and Customer Contributions	-	-	-	-
Restructuring	-	-	-	-
Total Other	(527,500)	(501,300)	26,200	(4.97%)
Annual Surplus – Operating Program Budget	(9,942,522)	(10,788,000)	(845,478)	8.50%
Tax Adjustment				
(Gain)/Loss on Disposal of Tangible Capital Assets	-	-	-	-
Amortization	527,500	501,300	(26,200)	(4.97%)
Proceeds on Sales of Tangible Asset	-	-	-	-
Transfers from Restricted Surplus	453,222	469,800	16,578	3.66% 5
Transfers to Restricted Surplus	(8,409,000)	(5,973,600)	2,435,400	(28.96%) 6
Total Tax Adjustment	(7,428,278)	(5,002,500)	2,425,778	(32.66%)
Tax Impacts - Operating Program Budget	(17,370,800)	(15,790,500)	1,580,300	(9.10%)

2. Addition of one temporary assessor, salary calibration, union salary increase, Reallocation of contracted services budget to salary for two Information
3. Centralization of Telus budget from other Divisions, addition of various software contracts, and increase to insurance premiums
4. Increased volume of credit card processing fees
5. Addition of prior year's unspent funds for emergent items
6. Removed Linear Assessment Growth transfer as per restricted surplus policy

Corporate & Shared Services Municipal Budget Summary 2023 Final Budget

	2022 Budget	2023 Budget	Budget Change	Budget Change
	\$	\$	\$	%
OPERATING PROJECTS				
Revenues				
Government Transfer - Operating	187,891	-	(187,891)	(100.00%) ⁷
Transfers from Restricted Surplus	719,529	838,469	118,940	16.53%
Operating Projects Revenues Total	907,420	838,469	(68,951)	(7.60%)
Expenses				
Salaries, Wages and Employee Benefits	341,700	7,500	(334,200)	(97.81%)
Contracted and General Services	309,532	573,544	264,012	85.29%
Materials, Goods, Supplies and Utilities	276,188	388,425	112,237	40.64%
Operating Project Expenditure Total	927,420	969,469	42,049	4.53%
Tax Impacts - Operating Projects Budget	(20,000)	(131,000)	(111,000)	555.00%
CAPITAL PROJECTS				
Revenues				
Government Transfer - Capital	42,542	40,483	(2,059)	(4.84%)
Transfers from Restricted Surplus	1,032,795	1,142,396	109,601	10.61%
Contributed Asset	-	-	-	-
Capital Projects Revenues Total	1,075,337	1,182,879	107,541	10.00%
Expenses				
Capital Purchases	1,075,337	1,182,879	107,541	10.00%
Contributed Asset	-	-	-	-
Capital Projects Expenditure Total	1,075,337	1,182,879	107,541	10.00%
Tax Impacts - Capital Projects Budget	-	-	-	-
BALANCED BUDGET	(17,390,800)	(15,921,500)	1,469,300	(8.45%)

7. Operating and Capital Projects will be outlined in department presentations

Operations Services

Operations Services is responsible for managing the County's transportation and utility network. This includes construction and maintenance of all roads, sidewalks, water, wastewater, and storm water infrastructure. Operations Services also provides all permitting services to enable residents and businesses to construct and maintain infrastructure in a safe manner on their own property.

Key Budget Highlights Include:

- Community Aggregate Levy revenue increase to align with historical trend
- Increase budget for Bridge file assessment and seal coat surfacing program
- Increased budget for fuel, fleet parts and repairs due to inflation
- Addition of one-off LiDAR Data Collection, Municipal Development Plan Update, and Wabamun Area Development Strategy
- Addition of debt servicing for new debt for Utility Infrastructure projects
- Utility Infrastructure repairs

Operations Services Municipal Budget Summary 2023 Final Budget

2022 Budget	2023 Budget	Budget Change	Budget Change
\$	\$	\$	%

Operating Program

Revenues

Special and Other Taxes	1,000,000	1,100,000	100,000	10.00% ¹
User Fees and Sales	6,058,800	6,439,600	380,800	6.29%
Penalties	11,200	11,200	-	-
Investment Income	111,400	77,100	(34,300)	(30.79%)
Government Transfers - Operating	537,000	687,000	150,000	27.93% ²
Licenses and Permits	1,328,000	1,328,000	-	-
Other Revenue - Operating	158,700	61,700	(97,000)	(61.12%) ³
Total Revenues	9,205,100	9,704,600	499,500	5.43%

1. Increase to Community Aggregate Levy Payment revenue to align with historical trend
2. Increase to grant funding for Bridge File Assessments and Seal Cost Surfacing
3. Reallocated Franchise Fees to Corporate & Shared Services

2023 Operating Budget Overview

Operations Services Municipal Budget Summary 2023 Final Budget

	2022 Budget	2023 Budget	Budget Change	Budget Change
	\$	\$	\$	%
Expenditures				
Salaries, Wages and Employee Benefits	15,527,500	15,074,700	(452,800)	(2.92%)
Contracted and General Services	3,200,885	3,671,688	470,803	14.71% 4
Materials, Goods, Supplies and Utilities	5,820,200	6,518,300	698,100	11.99% 5
Interest on Long Term Debt, Bank Charges and Transfers	1,007,200	1,418,200	411,000	40.81% 6
Transfers to Government, Agencies and Organization	88,400	160,100	71,700	81.11% 7
Purchase from Other Government	2,765,150	3,540,970	775,820	28.06%
Total Expenditures	28,409,335	30,383,959	1,974,624	6.95%
Operating Program Surplus (Deficit)	(19,204,235)	(20,679,359)	(1,475,124)	7.68%
Other				
Gain/(Loss) on Disposal of Tangible Capital Assets	(617,500)	(173,600)	443,900	(71.89%)
Amortization of Tangible Capital Assets	(16,144,100)	(15,655,700)	488,400	(3.03%)
Total Other	(16,761,600)	(15,829,300)	932,300	(5.56%)
Annual Surplus – Operating Program Budget	(35,965,835)	(36,508,659)	(542,824)	1.51%
Tax Adjustment				
(Gain)/Loss on Disposal of Tangible Capital Assets	617,500	173,600	(443,900)	(71.89%)
Amortization	16,144,100	15,655,700	(488,400)	(3.03%)
Proceeds on Sales of Tangible Asset	845,300	650,000	(195,300)	(23.10%)
Transfers from Restricted Surplus	666,985	1,633,359	966,374	144.89% 8
Transfers to Restricted Surplus	(7,532,450)	(6,904,100)	628,350	(8.34%)
Transfer from Liability	367,000	35,000	(332,000)	(90.46%) 9
Liability Expenditure	(367,000)	(35,000)	332,000	(90.46%) 9
Debenture Payments	(2,315,300)	(2,454,500)	(139,200)	6.01%
Total Tax Adjustment	8,426,135	8,754,059	327,924	3.89%
Tax Impacts - Operating Program Budget	(27,539,700)	(27,754,600)	(214,900)	0.78%

4. Increased budget for the Seal Coat Surface Program, Increased budget for the Bridge File Assessments, Addition of maintenance budget for the Wabamun
5. Increase due to inflation in cost of fuel, fleet parts and repairs
6. Increase due to addition of new debt interest
7. Addition of WILD Phase 3 & 4 debt
8. New debt funded from Long Term Sustainability and increased funding for the Utility budget
9. Decrease to planned reclamation work that will be completed

Operations Services Municipal Budget Summary 2023 Final Budget

2022 Budget	2023 Budget	Budget Change	Budget Change
\$	\$	\$	%

OPERATING PROJECTS

Revenues

Government Transfer - Operating	3,120,852	300,582	(2,820,270)	(90.37%) 10
Transfers from Restricted Surplus	1,534,299	1,616,202	81,903	5.34%
Operating Projects Revenues Total	4,655,151	1,916,784	(2,738,367)	(58.82%)

Expenses

Salaries, Wages and Employee Benefits	138,649	39,028	(99,621)	(71.85%)
Contracted and General Services	1,873,654	1,358,214	(515,440)	(27.51%)
Materials, Goods, Supplies and Utilities	377,848	399,542	21,694	5.74%
Transfers to Government, Agencies and Organization	2,430,000	150,000	(2,280,000)	(93.83%)
Operating Project Expenditure Total	4,820,151	1,946,784	(2,873,367)	(59.61%)
Tax Impacts - Operating Projects Budget	(165,000)	(30,000)	135,000	(81.82%)

CAPITAL PROJECTS

Revenues

Government Transfer - Capital	12,228,553	19,422,456	7,193,903	58.83%
Transfers from Restricted Surplus	7,076,221	7,134,358	58,137	0.82%
Proceeds from Long Term Debt	5,188,046	2,699,745	(2,488,301)	(47.96%)
Contributed Asset	15,340,500	3,954,500	(11,386,000)	(74.22%)
Capital Projects Revenues Total	39,833,320	33,211,059	(6,622,261)	(16.62%)

Expenses

Capital Purchases	24,592,820	30,777,059	6,184,239	25.15%
Contributed Asset	15,340,500	3,954,500	(11,386,000)	(74.22%)
Capital Projects Expenditure Total	39,933,320	34,731,559	(5,201,761)	(13.03%)
Tax Impacts - Capital Projects Budget	(100,000)	(1,520,500)	(1,420,500)	1420.50%

BALANCED BUDGET

(27,804,700)	(29,305,100)	(1,500,400)	5.40%
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10. Operating and Capital Projects will be outlined in department presentations

Agriculture, Community, and Protective Services

Agriculture, Community, and Protective Services offer a variety of services directly to residents. They are responsible for managing:

- County parks and recreation facilities to provide opportunities for residents to take part in sports and enjoy the natural beauty of the County.
- Fire and protective services to help ensure that residents and businesses are safe.
- Agriculture and Community Sustainability supports sustainable land use, agriculture, and helps to ensure a vibrant and sustainable County remains for future generations to enjoy.
- Communications provides open, transparent, and meaningful communication and engagement with the community.

Key Budget Highlights Include:

- Increased cost for rural crime prevention contract from the province (provincial policing)
- Addition of Spruce Grove Civic Centre Contribution
- Reduced Pilot Traffic Safety Initiative revenues to align with historical trend
- Addition of Website Refresh and Citizen Portal Implementation projects
- Addition of Drainage System Wetland Restoration
- Addition of Environmental Coordinator for Agricultural Services

Agricultural, Community & Protective Services Municipal Budget Summary 2023 Final Budget

Operating Program

Revenues

Special and Other Taxes	353,300	396,400	43,100	12.20%	1
User Fees and Sales	2,985,500	2,718,700	(266,800)	(8.94%)	2
Investment Income	116,100	12,100	(104,000)	(89.58%)	
Government Transfers - Operating	2,883,300	2,609,184	(274,116)	(9.51%)	
Licenses and Permits	27,000	15,000	(12,000)	(44.44%)	3
Other Revenue - Operating	97,300	118,000	20,700	21.27%	4

Total Revenues

6,462,500	5,869,384	(593,116)	(9.18%)
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Expenditures

Salaries, Wages and Employee Benefits	9,199,700	9,957,900	758,200	8.24%	
Contracted and General Services	4,775,592	4,726,994	(48,598)	(1.02%)	
Materials, Goods, Supplies and Utilities	744,000	777,171	33,171	4.46%	
Interest on Long Term Debt, Bank Charges and Transfers	-	-	-	-	
Bank Charges	-	-	-	-	
Transfers to Government, Agencies and Organization	6,522,600	9,588,552	3,065,952	47.01%	5
Purchase from Other Government	1,038,100	1,078,100	40,000	3.85%	

Total Expenditures

22,279,992	26,128,717	3,848,725	17.27%
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Operating Program Surplus (Deficit)

(15,817,492)	(20,259,333)	(4,441,841)	28.08%
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Other

Gain/(Loss) on Disposal of Tangible Capital Assets	-	-	-	-	
Amortization of Tangible Capital Assets	(735,500)	(726,700)	8,800	(1.20%)	

Total Other

(735,500)	(726,700)	8,800	(1.20%)
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Annual Surplus – Operating Program Budget

(16,552,992)	(20,986,033)	(4,433,041)	26.78%
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1. Increase to Community Aggregate Levy Payment revenue to fund Enforcement
2. Reduced Pilot Traffic Safety Initiative Program to align historical trend
2. Decrease to revenue from dog licenses to align historical trend
4. Increase to revenue from ALUS program to match the increased ALUS Program expenses
5. Increase to Provincial Policing contract, addition of the Spruce Grove Civic Centre contribution, added Magnolia, Muir Lake, Clymont Community League

Agricultural, Community & Protective Services Municipal Budget Summary 2023 Final Budget

	2022 Budget	2023 Budget	Budget Change	Budget Change
	\$	\$	\$	%
Tax Adjustment				
(Gain)/Loss on Disposal of Tangible Capital Assets	-	-	-	-
Amortization	735,500	726,700	(8,800)	(1.20%)
Proceeds on Sales of Tangible Asset	-	-	-	-
Transfers from Restricted Surplus	1,380,392	3,711,133	2,330,741	168.85% ⁶
Transfers to Restricted Surplus	(1,477,700)	(774,100)	703,600	(47.61%)
Transfer from Liability	48,500	111,854	63,354	130.63%
Liability Expenditure	(48,500)	(111,854)	(63,354)	130.63%
Debenture Payments	-	-	-	-
Total Tax Adjustment	638,192	3,663,733	3,025,541	474.08%
Tax Impacts - Operating Program Budget	(15,914,800)	(17,322,300)	(1,407,500)	8.84%
OPERATING PROJECTS				
Revenues				
Government Transfer - Operating	102,400	80,800	(21,600)	(21.09%) ⁷
Transfers from Restricted Surplus	180,514	745,067	564,553	312.75%
Operating Projects Revenues Total	282,914	825,867	542,953	191.91%
Expenses				
Salaries, Wages and Employee Benefits	13,700	-	(13,700)	(100.00%)
Contracted and General Services	323,014	643,262	320,248	99.14%
Materials, Goods, Supplies and Utilities	94,200	197,605	103,405	109.77%
Transfers to Government, Agencies and Organization	-	-	-	-
Operating Project Expenditure Total	430,914	840,867	409,953	95.14%
Tax Impacts - Operating Projects Budget	(148,000)	(15,000)	133,000	(89.86%)
CAPITAL PROJECTS				
Revenues				
Government Transfer - Capital	1,134,645	484,275	(650,370)	(57.32%)
Transfers from Restricted Surplus	1,858,557	1,695,146	(163,411)	(8.79%)
Capital Projects Revenues Total	2,993,202	2,179,422	(813,781)	(27.19%)
Expenses				
Capital Purchases	2,993,202	2,696,422	(296,781)	(9.92%)
Capital Projects Expenditure Total	2,993,202	2,696,422	(296,781)	(9.92%)
Tax Impacts - Capital Projects Budget	-	(517,000)	(517,000)	-
BALANCED BUDGET	(16,062,800)	(17,854,300)	(1,791,500)	11.15%

6. Addition of funding for the Spruce Grove Civic Centre contribution and funding for the Tri Leisure Infrastructure replacement plan

7. Operating and Capital Projects will be outlined in the department presentations

Municipal Property Taxation

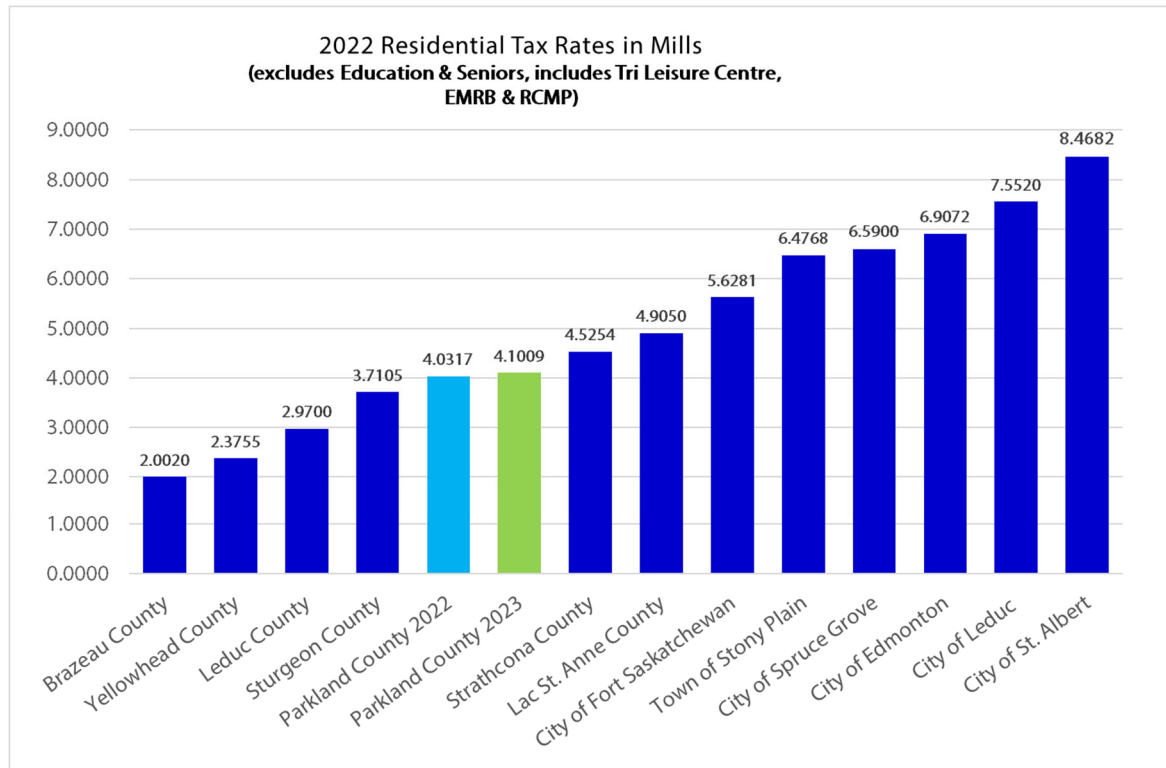
The 2023 budget proposes 2.78% municipal tax increase. The final budget calls for a 2.78% tax increase over last year and a \$4 monthly increase for the median homeowner, assuming no increase in property value. For instance, a median homeowner with a market increase of 4% may see total tax increase of about \$11 per month.

Parkland County maintains a 2:1 tax ratio which mean the non-residential mill rate is two times that of the residential mill rate.

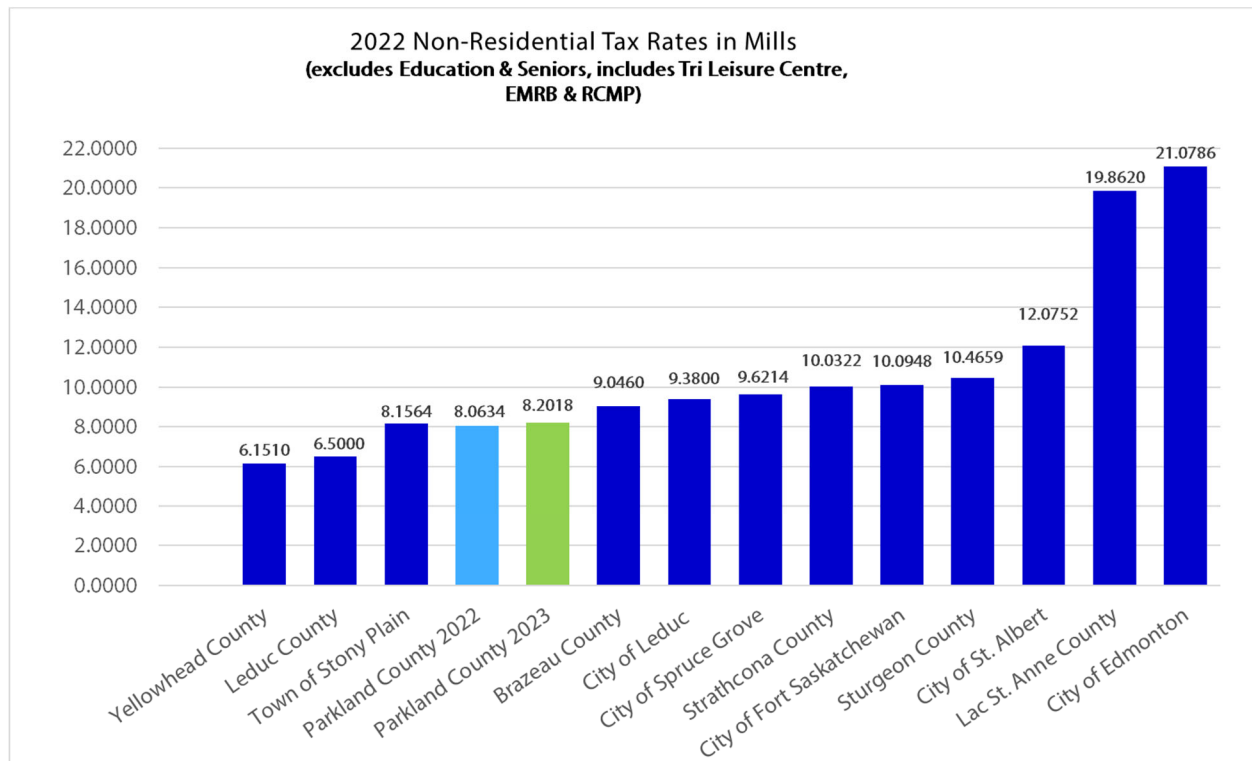
This 2:1 ratio is reflected in tax dollars collected versus the assessment. While residential assessment is 60.0% of the assessment base, it generates 43% of tax revenues.

Summary of Parkland County's 2023 Municipal Taxes by Category					
	Assessment		Municipal Taxes		
	Assessment Value	% of Total Assessment	Tax Rate	Tax Revenue	% of Total Tax Revenue
Residential	6,994,513,530	60.3%	0.0041009	28,683,554	43.3%
Farmland	41,045,540	0.4%	0.0041009	168,324	0.3%
Commercial	2,711,192,370	23.4%	0.0082018	22,236,658	33.5%
Machinery & Equipment	189,892,350	1.6%	0.0082018	1,557,459	2.3%
Linear	1,327,129,000	11.4%	0.0082018	10,884,847	16.4%
Designated Industrial Property	337,335,040	2.9%	Various	2,762,858	4.2%
	11,601,107,830	100.0%		66,293,700	100.0%

A median homeowner will pay \$2,234 annually in municipal property taxes.



A median non-residential property would pay \$48,659 annually in municipal property taxes.



Even with the proposed tax increase, (not considering potential tax increase for other municipalities), the County ranks among municipalities with low property tax within the Edmonton Region.

Reasonable tax increases help the County to maintain service levels for residents and businesses during high levels of inflation. Incremental and predictable tax increases are generally preferred to significant tax fluctuations, as it provides certainty to residents and the business community.

2023 Capital Budget Overview

Approved by Council April 11, 2023

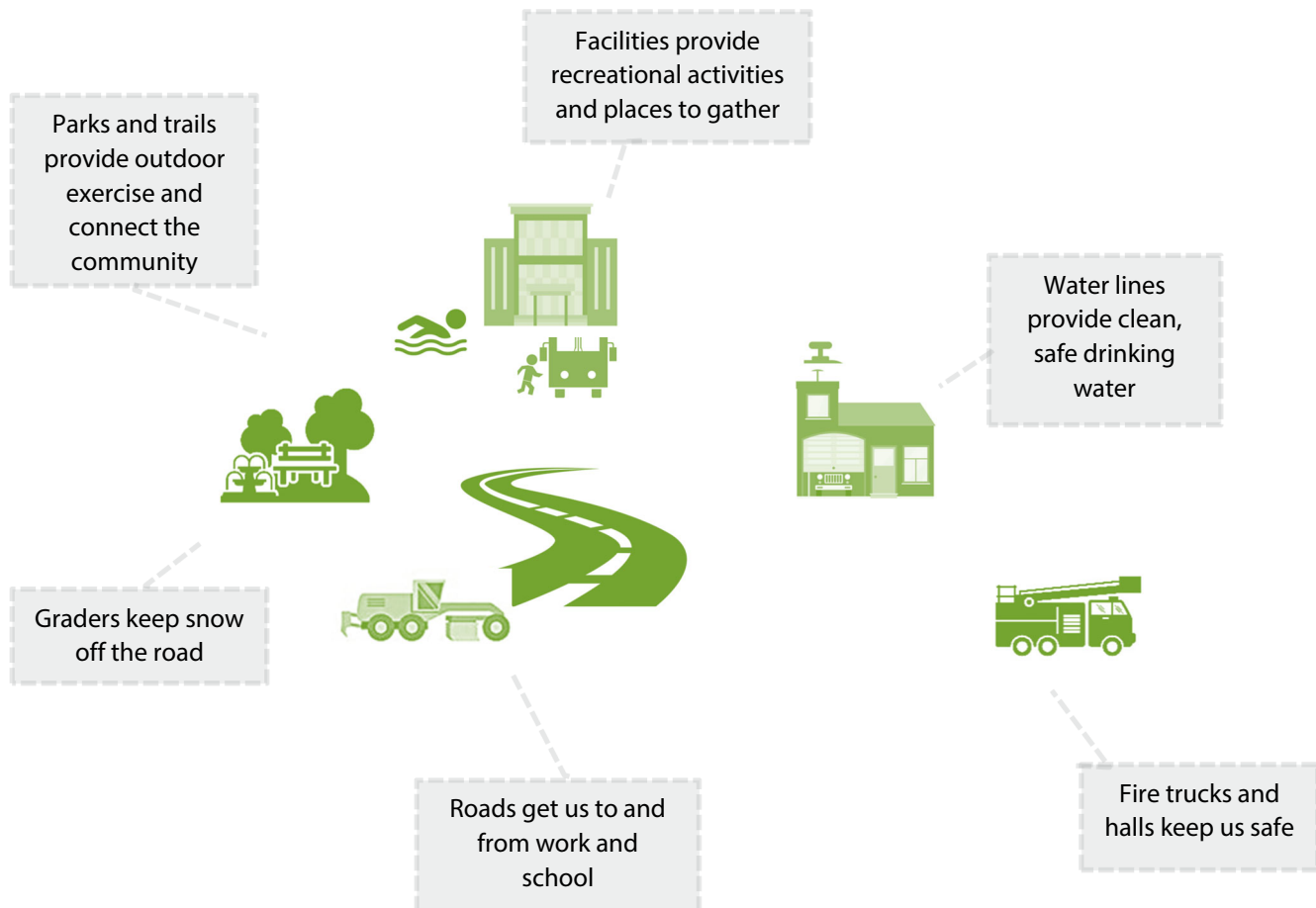


Parkland County: gifted by nature, inspired by innovation, powerfully connected, and home to opportunity.



Capital Budget Philosophy

Municipal capital is infrastructure used to provide municipal services to residents in Parkland County such as roads, utilities, equipment, etc. Some of the many ways that capital serves Parkland County are depicted below.



2023 FOCUS

The focus for the 2023 Capital Budget is on prioritizing the annual road maintenance programs utility infrastructure projects, investment in Acheson and Wabamun.

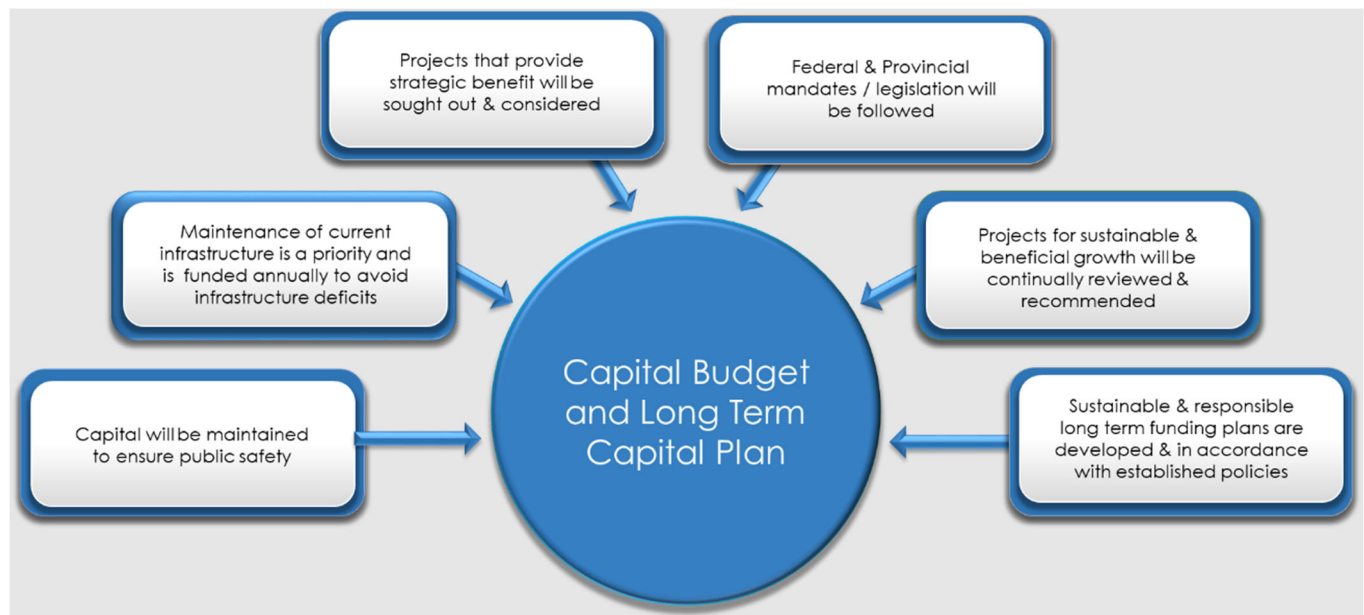
We heard from the 2023 budget engagement survey that road maintenance and high-speed internet are of high importance to County residents and businesses. The 2023 Capital Budget addresses residents' feedback on the need to improve road maintenance and high-speed internet.

2023 Capital Budget Overview

The County will make strategic capital investment to attract new businesses and to enhance the quality of life of residents. These include capital investments in Wabamun and Acheson Business Park, trail developments, and broadband initiatives. The planning and design of these projects are currently on-going, and construction is expected in 2023 and 2024.

KEY BUDGET CONCEPTS & GUIDING PRINCIPLES

- The budgeted amount for capital should be the planned spend for the fiscal year.
- All carry forward projects are added to the 2023 budget after year end close.



ALIGNING TO COUNCIL'S STRATEGIC PLAN

Council's strategic plan provides direction to administration. The 2023 Capital Budget has recommended projects that are in alignment with Council's strategic pillars and goals. The Capital Budget is developed in the context of the long-term plan and considers critical factors such as:

- **Renewal/Preservation** - work on existing infrastructure such as major maintenance that does not increase the service level of the infrastructure
- **Value Add Growth** - new infrastructure
- **Service Growth** - significant upgrade of an existing asset due to population growth
- **Development Growth** - new infrastructure contributed from new development or new infrastructure that will encourage development

2023 Capital Budget Overview

CAPITAL BUDGETING PROCESS

The Capital Budget considers and balances all infrastructure pressures including, but not limited to:

- aging infrastructure and functional obsolescence
- growth
- safety
- policy standards
- strategic issues
- triple-bottom line sustainability (economic, environment, and social)
- funding constraints
- legislative requirements



2023 Capital Budget Overview

CAPITAL BUDGET PROJECT RANKING

To help determine which projects should be included in the budget, projects are ranked based on the following:

1. Imperative (Must Do)

- Initiatives that cannot be reasonably postponed in order to avoid harmful or otherwise undesirable consequences

2. Essential (Should Do)

- Initiatives that address clearly demonstrated needs or objectives

3. Important (Could Do)

- Initiatives that benefit the community but may be delayed without detrimental effect to basic services

4. Desirable (Other Year)

- Desirable initiatives that are not included within the current year budget because of funding limitations

The intention of the ranking process is to provide the Executive Team with a basis for prioritizing projects given funding constraints. For 2023, Departments were only asked to submit projects that were imperative or essential due to current economic factors affecting the County.

2023 Capital Budget Overview

CAPITAL BUDGET FUNDING SOURCES

The Capital Budget indicates how projects are to be funded. The following funding sources are available:

Restricted Surplus - Policy C-F105 — funding for the County's future capital needs is set aside through appropriate restricted surplus transfers. Use of restricted surplus is planned and is not considered as an alternate funding source. Like debt, restricted surplus helps to avert fluctuating tax rates from capital projects and purchases.

Grant— when funding for infrastructure comes by way of grants, reasonable assurance that the project is eligible for grant funding is required. Grant funds are used prior to municipal funding sources, except in relation to annual programs, which require continued and sustained funding.

Developer Levy—eligible capital projects may be funded, in whole or in part, by specific developer levy accounts. If there are insufficient funds in the appropriate levy account, the County may choose to use levy-serviced debt to fund the project.

Taxation – taxation funding is utilized to support annual programs, projects where other funding sources are not available, or projects not eligible for other funding sources.

Debt— Policy C-FI09 has been established to maintain a strong financial position through limiting tax supported debt, effectively, a pay as you go philosophy. Debt financing is not a funding source; instead, it is a financing vehicle that requires scheduled repayment in the future by various other sources, such as developer levy payments, residential taxes, or utility rates. Debt funding helps to spread out the impact of major capital projects on municipal taxes and serves as inflation hedging during times of high inflation.

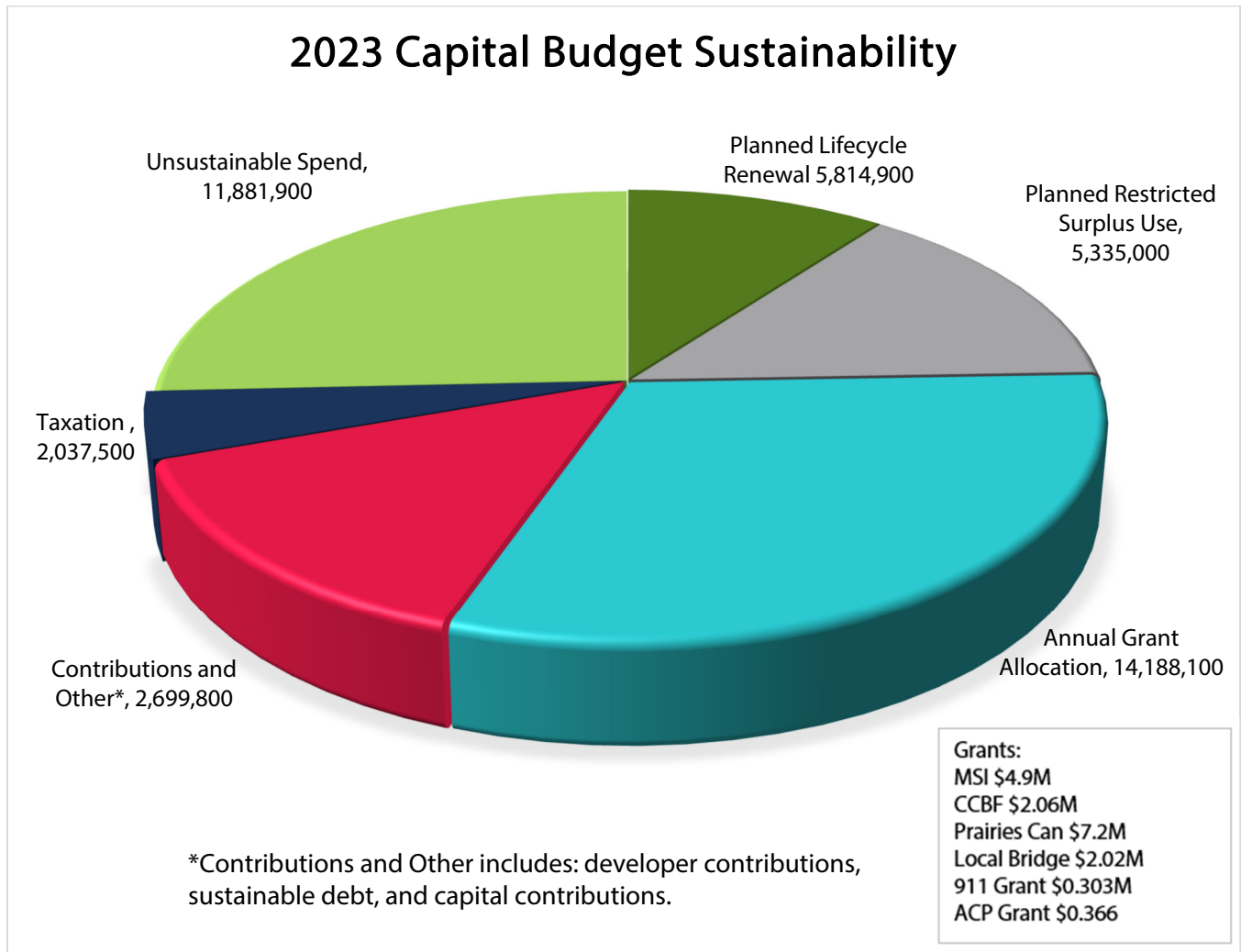
2023 Capital Budget Overview



Sustainable Capital Spending

2023 SUSTAINABLE SPENDING CALCULATION

Sustainable spending practices are essential to the long-term viability of any organization including governments. The figure below is a snapshot of the sustainability of the 2023 Capital Budget.

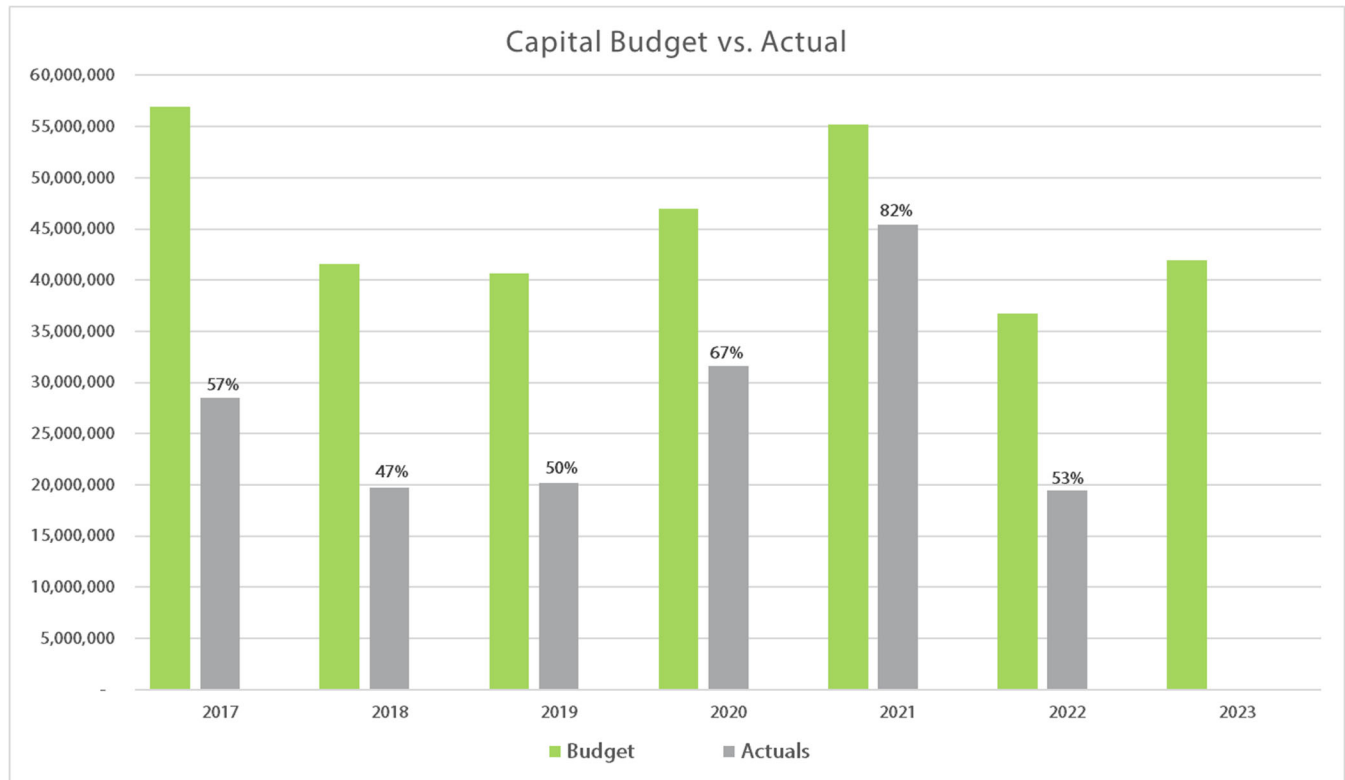


Sustainability is defined as “the ability to be maintained at a certain rate” or perhaps more appropriately “the avoidance of depletion.” For Parkland County’s purposes, sustainability of the 2023 Capital Budget has been calculated at \$30.08M based on consistent sources of funding including grant allocations, our planned spending, sustainable debt, taxation, and contributions. The remaining capital spend of \$11.88M is considered unsustainable. The unsustainable portion includes restricted surplus utilized to fund a project not in the existing long term capital plan and any core grant amounts over and above our annual core grant allocations.

2023 Capital Budget Overview

CAPITAL BUDGET VERSUS ACTUAL

This figure illustrates that there has been a remarkable improvement in aligning capital actual spend to budget in recent years.



Note: Figures include carryforward budgets and exclude developer contributed assets.

A key observation from the above illustrations is that the County should continue to re-evaluate capacity. Over the past years (2017 to 2019), the County was only able to complete approximately 50% of what it plans to accomplish. However, this trend has improved in recent years as the County continues to align budget levels to the existing resources available.

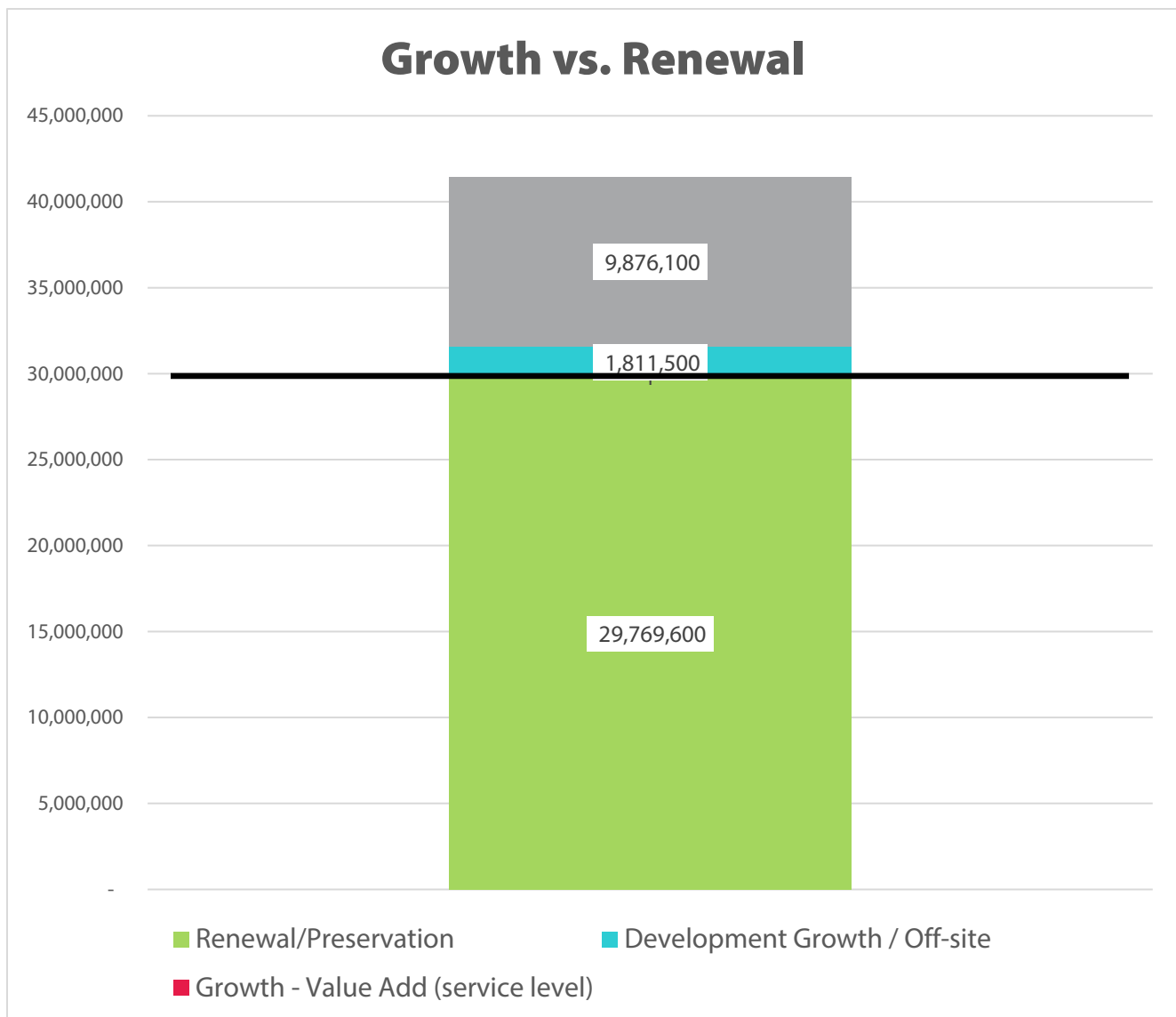
The County has taken significant steps in the Capital Budget process to resolve these historical issues. Steps taken included: focusing on allocating project cash flows between the current budget and future budget years and deferring new construction projects to ensure that outstanding projects can be completed.

2023 Capital Budget Overview

GROWTH VERSUS RENEWAL/MAINTENANCE

Growth projects are split into two categories: service growth (growth required due to a population increase) and development growth (new services provided). Service growth is prioritized over development growth as this type of growth is required to maintain existing levels of service to residents.

Only growth projects deemed “imperative” or “essential” have been included in the 2023 Capital Budget. The graphic below illustrates how the County is prioritizing funds between growth and renewal projects.



Represents the sustainable capital spending level of \$30.088M for 2023

Note: does not include CAO Emergent Capital or developer contributed assets

2023 Capital Budget Overview



Capital Purchases

CAPITAL PURCHASES BY CLASS

The table below lists capital expenditures by infrastructure class. This illustrates the classes of infrastructure the County has focused the capital program on for the 2023 budget year. Most of the capital expenditures relate to Road Rehabilitation and Construction, Utility Infrastructure projects, and Parks and Recreation.

Infrastructure Class	Capital Cost
Bridges	3,838,205
County Facilities	1,128,581
Fire Services	1,027,793
Fleet	4,790,020
Information Technology	2,373,764
Machinery & Equipment	687,002
Parks & Recreation	400,000
Parks & Recreation Facilities	6,550,476
Road Construction - New	7,713,720
Road Rehabilitation	6,942,061
Sidewalks	150,000
Stormwater	70,031
Wastewater	4,746,293
Water	1,039,290
Total	\$41,457,236
CAO Emergent Capital	500,000
Total Capital Budget	\$41,957,236

2023 Capital Budget Overview

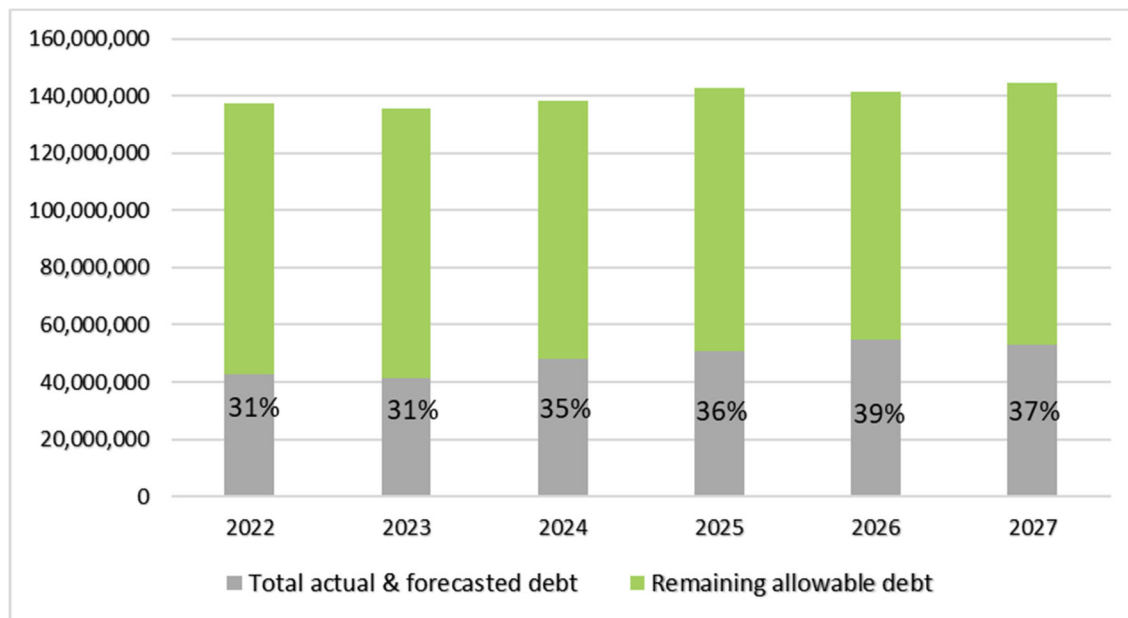


Funding Sources

DEBT

The 2023 Capital Budget contains utility rate supported debt for Entwistle Water Treatment Plant and Tomahawk Lagoon Renewal. The total new debt in the 2023 budget is \$2,699,745.

The County's debt is illustrated in the next figure. The total debt projected at the end of 2023 is \$40.5M. Debt servicing costs in 2023 are anticipated to be \$2.47M.



Debt Policy C-FI09 has been established to maintain a strong financial position through limiting tax supported debt, effectively, a pay as you go philosophy. The ability to ensure sufficient funding for capital intensive projects has been achieved with both orderly planning through restricted surplus and maximizing granting opportunities. In the past, the County has acquired most of its debt, either internal or external, to fund utility and other public infrastructure which is supported through utility rates and/or off-site levies.

2023 Capital Budget Overview

RESTRICTED SURPLUS

Restricted Surplus funds are used by the County to stabilize the tax rate and to reduce reliance on debt borrowing. This is accomplished by setting aside funds for large one-time projects and for replacement of existing capital. This process is governed by the restricted surplus policy C-FI105.

It should be noted that only those operating or capital items identified on the restricted surplus authorization forms can be funded from restricted surplus. Unless otherwise recommended by the Executive Committee and approved by Council, new capital purchases must be funded through general taxation or debt until such time that a corresponding restricted surplus is established.

Infrastructure Class	Planned Lifecycle Renewal	Planned Restricted Surplus	Unplanned Restricted Surplus
Bridges	-	-	31,244
CAO Emergent Capital	-	500,000	-
County Facilities	45,810	-	35,000
Fire Services	934,593	-	-
Fleet	4,306,634	10,011	-
Information Technology	171,100	1,684,911	54,296
Machinery & Equipment	186,900	-	80,000
Parks & Recreation Facilities	19,900	1,361,054	-
Road Construction - New	150,000	541,900	-
Road Rehabilitation	-	1,037,357	-
Sidewalks	-	50,000	-
Wastewater	-	94,116	-
Water	-	55,698	-
Total	5,814,937	5,335,047	200,540

2023 Capital Budget Overview

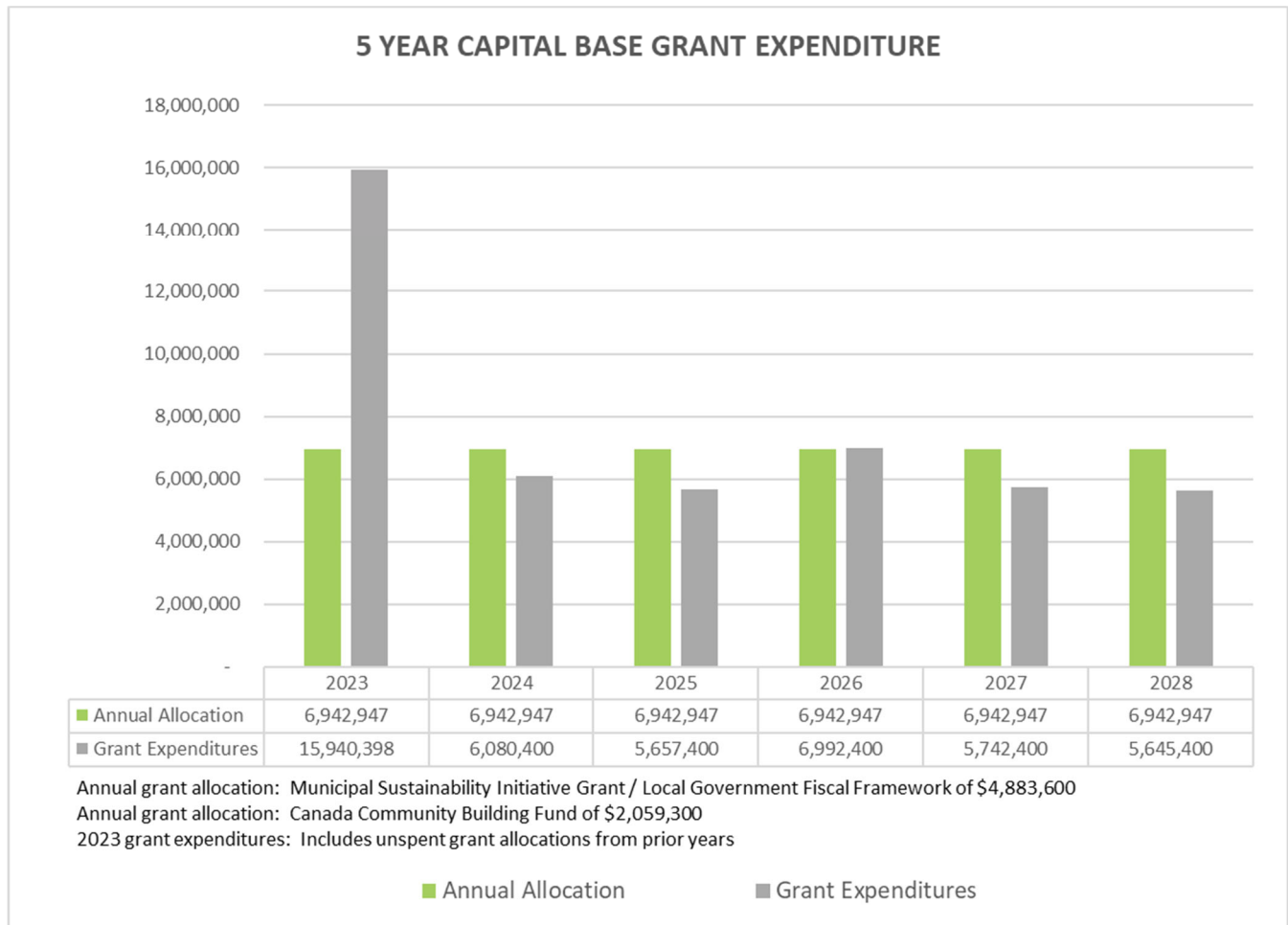
GRANT FUNDING

The base capital grant (MSI Capital and Canada Community Building Fund) for the County is approximately \$6.9 million per year. In 2023, the base grant expenditure is budgeted at \$15.9 million. With this grant expenditures, the 2023 base grant allocation and unspent grant from prior years is fully allocated in the 2023 budget.

The chart below shows that the expected annual base grant allocation from 2024 to 2028 closely matches the grant expenditures in the Capital Plan.

Beginning in 2024, the new Local Government Fiscal Framework (LGFF) grant will replace the existing MSI grant. The Government of Alberta is currently engaging municipalities and stakeholders on the structures for the new grant. Currently, there is uncertainty on the annual allocation to municipalities under the new grant.

The County has applied for the Prairies Economic Development Canada (Prairies Canada) grant. The County expects to receive about \$29 million for capital investment in Wabamun and the Acheson Business Park.



**PARKLAND COUNTY
MUNICIPAL BUDGET BY TYPE
2023**

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	Budget Change	Budget Change
	\$	\$	\$	\$	\$	%
Operating Program						
Revenues						
Municipal Requirement Taxation	64,238,979	65,235,576	67,777,700	69,661,900	1,884,200	2.78%
Special and Other Taxes	1,371,495	1,639,500	1,398,300	1,541,400	143,100	10.23%
User Fees and Sales	8,358,800	10,092,692	9,266,400	9,380,400	114,000	1.23%
Penalties	896,953	1,201,695	908,500	908,500	-	-
Investment Income	3,974,668	3,294,869	2,041,600	2,041,600	-	-
Government Transfers - Operating	5,268,076	2,571,270	3,420,300	3,296,184	(124,116)	(3.63%)
Licenses and Permits	876,355	4,039,373	1,355,000	1,343,000	(12,000)	(0.89%)
Other Revenue - Operating	316,580	761,229	271,400	292,900	21,500	7.92%
Total Revenues	85,301,906	88,836,204	86,439,200	88,465,884	2,026,684	2.34%
Expenditures						
Salaries, Wages and Employee Benefits	31,062,644	32,053,527	34,998,100	36,514,400	1,516,300	4.33%
Contracted and General Services	11,319,849	12,976,414	15,687,886	16,085,180	397,294	2.53%
Materials, Goods, Supplies and Utilities	6,788,715	7,309,455	6,807,600	7,531,771	724,171	10.64%
Interest on Long Term Debt, Bank Charges and Transfers	718,815	775,857	1,007,200	1,418,200	411,000	40.81%
Bank Charges	42,601	52,052	39,800	54,000	14,200	35.68%
Transfers to Government, Agencies and Organization	4,759,776	5,341,393	6,877,500	10,015,152	3,137,652	45.62%
Purchase from Other Government	3,900,980	4,886,255	3,803,250	4,619,070	815,820	21.45%
Other Expenses - Operating	7,947	31,870	700,000	637,000	(63,000)	(9.00%)
Total Expenditures	58,601,326	63,426,823	69,921,336	76,874,773	6,953,437	9.94%
Operating Program Surplus (Deficit)	26,700,580	25,409,381	16,517,864	11,591,111	(4,926,753)	(29.83%)
Other						
Gain/(Loss) on Disposal of Tangible Capital Assets	(1,148,231)	(4,610,986)	(617,500)	(173,600)	443,900	(71.89%)
Amortization of Tangible Capital Assets	(16,751,795)	(17,867,895)	(17,504,200)	(16,967,000)	537,200	(3.07%)
Developer and Customer Contributions	-	11,486,566	-	-	-	-
Restructuring	-	14,831,567	-	-	-	-
Total Other	(17,900,026)	3,839,252	(18,121,700)	(17,140,600)	981,100	(5.41%)
Annual Surplus – Operating Program Budget	8,800,554	29,248,632	(1,603,836)	(5,549,489)	(3,945,653)	246.01%
Tax Adjustment						
(Gain)/Loss on Disposal of Tangible Capital Assets	1,148,231	4,610,986	617,500	173,600	(443,900)	(71.89%)
Amortization	16,751,795	17,867,895	17,504,200	16,967,000	(537,200)	(3.07%)
Proceeds on Sales of Tangible Asset	1,021,696	3,501,852	845,300	650,000	(195,300)	(23.10%)
Transfers from Restricted Surplus	760,691	1,854,863	3,288,886	6,491,489	3,202,603	97.38%
Transfers to Restricted Surplus	(25,642,848)	(40,217,206)	(17,503,750)	(13,744,600)	3,759,150	(21.48%)
Transfer from Liability	-	36,675	415,500	146,854	(268,646)	(64.66%)
Liability Expenditure	-	(36,675)	(415,500)	(146,854)	268,646	(64.66%)
Debt Payments	(1,447,153)	(2,268,171)	(2,315,300)	(2,454,500)	(139,200)	6.01%
Total Tax Adjustment	(7,407,588)	(14,649,781)	2,436,836	8,082,989	5,646,153	231.70%
Tax Impacts - Operating Program Budget	1,392,966	14,598,851	833,000	2,533,500	1,700,500	204.14%

**PARKLAND COUNTY
MUNICIPAL BUDGET BY TYPE
2023**

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	Budget Change	Budget Change
	\$	\$	\$	\$	\$	%
OPERATING PROJECTS						
Revenues						
Government Transfer - Operating	2,142,414	5,965,357	3,737,461	527,330	(3,210,131)	(85.89%)
Transfers from Restricted Surplus	2,173,613	1,593,712	3,757,301	12,576,352	8,819,051	234.72%
Transfers from Liability	25,740	49,639	1,043,261	1,026,873	(16,388)	(1.57%)
Other Operating Revenue	-	-	-	48,000	48,000	-
Operating Projects Revenues Total	4,341,767	7,608,708	8,538,023	14,178,556	5,640,533	66.06%
Expenses						
Salaries, Wages and Employee Benefits	20,874	842,269	559,059	111,538	(447,521)	(80.05%)
Contracted and General Services	5,028,472	6,937,319	4,490,467	4,400,573	(89,894)	(2.00%)
Materials, Goods, Supplies and Utilities	225,890	1,274,549	748,236	985,572	237,336	31.72%
Transfers to Government, Agencies and Organization	10,000	7,184	2,430,000	8,150,000	5,720,000	235.39%
Liability Expenditure	25,740	49,639	1,043,261	1,026,873	(16,388)	(1.57%)
Operating Project Expenditure Total	5,310,977	9,110,960	9,271,023	14,674,556	5,403,533	58.28%
Tax Impacts - Operating Projects Budget	(969,209)	(1,502,252)	(733,000)	(496,000)	237,000	(32.33%)
CAPITAL PROJECTS						
Revenues						
Government Transfer - Capital	8,696,309	16,612,067	15,701,500	25,869,468	10,167,968	64.76%
Transfers from Restricted Surplus	16,907,229	7,146,773	12,552,851	11,350,523	(1,202,328)	(9.58%)
Proceeds from Long Term Debt	5,102,922	7,338,136	5,188,046	2,699,745	(2,488,301)	(47.96%)
Contributed Asset	5,831,118	8,112,406	15,340,500	3,954,500	(11,386,000)	(74.22%)
Others	503,016	1,199,820	-	-	-	-
Capital Projects Revenues Total	37,040,595	40,409,202	48,782,897	43,874,237	(4,908,661)	(10.06%)
Expenses						
Capital Purchases	31,633,233	45,393,395	33,542,397	41,957,237	8,414,839	25.09%
Contributed Asset	5,831,118	8,112,406	15,340,500	3,954,500	(11,386,000)	(74.22%)
Capital Projects Expenditure Total	37,464,351	53,505,801	48,882,897	45,911,737	(2,971,161)	(6.08%)
Tax Impacts - Capital Projects Budget	(423,757)	(13,096,600)	(100,000)	(2,037,500)	(1,937,500)	1937.50%
Balanced Budget			-	-	-	-

PARKLAND COUNTY
STATEMENT OF OPERATIONS
2023

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	Budget Change	Budget Change
	\$	\$	\$	\$	\$	%
Revenues						
Taxation - Municipal Requirement	64,238,979	65,235,576	67,777,700	69,661,900	1,884,200	2.78%
Special and Other Taxes	1,371,495	1,639,500	1,398,300	1,541,400	143,100	10.23%
User Fees and Sales	8,358,800	10,092,692	9,266,400	9,380,400	114,000	1.23%
Penalties	896,953	1,201,695	908,500	908,500	-	0.00%
Investment Income	3,974,668	3,294,869	2,041,600	2,041,600	-	0.00%
Government Transfers - Operating	7,410,489	8,536,628	7,157,761	3,823,514	(3,334,247)	(46.58%)
Licenses and Permits	876,355	4,039,373	1,355,000	1,343,000	(12,000)	(0.89%)
Other Revenue - Operating	316,580	761,229	271,400	340,900	69,500	25.61%
Total Revenues	87,444,319	94,801,562	90,176,661	89,041,214	(1,135,447)	(1.26%)
Expenses						
Salaries, Wages and Employee Benefits	31,083,518	32,895,796	35,557,159	36,625,938	1,068,779	3.01%
Contracted and General Services	16,348,321	19,913,733	20,178,353	20,485,752	307,399	1.52%
Materials, Goods, Supplies and Utilities	7,014,605	8,584,004	7,555,836	8,517,343	961,507	12.73%
Interest on Long Term Debt, Bank Charges and Transfers	718,815	775,857	1,007,200	1,418,200	411,000	40.81%
Bank Charges	42,601	52,052	39,800	54,000	14,200	35.68%
Transfers to Government, Agencies and Organization	4,769,776	5,348,577	9,307,500	18,165,152	8,857,652	95.17%
Purchases from Other Government	3,900,980	4,886,255	3,803,250	4,619,070	815,820	21.45%
Amortization of Tangible Capital Assets	16,751,795	17,867,895	17,504,200	16,967,000	(537,200)	(3.07%)
Other Expenses - Operating	7,947	31,870	700,000	637,000	(63,000)	(9.00%)
Total Expenses	80,638,358	90,356,039	95,653,298	107,489,455	11,836,157	12.37%
Surplus (Deficit) before Other	6,805,961	4,445,523	(5,476,637)	(18,448,241)	(12,971,604)	236.85%
Other						
Contributed Tangible Capital Assets	5,831,118	8,112,406	15,340,500	3,954,500	(11,386,000)	(74.22%)
Government Transfers - Capital	8,969,501	16,612,067	15,701,500	25,869,468	10,167,968	64.76%
Developer and Customer Contributions - Capital	229,825	12,686,386	-	-	-	0.00%
Gain/(Loss) on Disposal of Tangible Capital Assets	(1,148,231)	(4,610,986)	(617,500)	(173,600)	443,900	(71.89%)
Restructuring	-	14,831,567	-	-	-	0.00%
Total Other	13,882,213	47,631,440	30,424,500	29,650,368	(774,132)	(2.54%)
Total Surplus/(Shortfall)	20,688,174	52,076,963	24,947,863	11,202,127	(13,745,736)	(55.10%)

PARKLAND COUNTY
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
2023

	2021 Actual	2022 Budget	2023 Budget
	\$	\$	\$
Annual Surplus	52,076,963	24,947,863	11,202,127
Acquisition of Tangible Capital Assets	(45,393,395)	(33,542,397)	(41,957,237)
Contributed Tangible Capital Assets	(8,112,406)	(15,340,500)	(3,954,500)
Proceeds of Disposal of Tangible Capital Assets	3,501,852	845,300	650,000
Amortization	17,867,895	17,504,200	16,967,000
Gain/Loss on Disposal of Tangible Capital Assets	4,610,986	617,500	173,600
	(27,525,068)	(29,915,897)	(28,121,137)
Change in Consumable Inventories(CY)	262,968	-	-
Change in Prepaid Expenses(CY)	(423,400)	-	-
	(160,432)	-	-
Change in Net Financial Asset	24,391,463	(4,968,034)	(16,919,010)
Net Financial Assets, Beginning of Year	63,272,960	87,664,422	82,696,387
Net Financial Assets, End of Period	87,664,422	82,696,387	65,777,377

PARKLAND COUNTY
BASE PROGRAM BY STRATEGIC PILLARS
2023

	2021 Actuals	2022 Budget	2023 Budget	Budget Change	Budget Change
	\$	\$	\$	\$	%
Complete Communities					
Linked Communities	20,430,660	20,551,637	22,146,000	1,594,363.	7.20%
Effective Social Supports Services	1,351,394	1,418,700	1,570,195	151,495.	9.65%
County Infrastructure	11,463,785	14,449,585	15,585,061	1,135,476.	7.29%
Honour Indigenous Peoples' History and Culture	-	-	-	-	-
Other Complete Communities Goals	11,540,917	12,103,200	14,935,789	2,832,589.	18.97%
Total Complete Communities	44,786,756	48,523,122	54,237,045	5,713,923.	10.54%
Strategic Economic Diversification					
Business Attraction	541,341	607,300	783,000	175,700.	22.44%
Recreation and Agri-Tourism Economic Drivers	-	-	-	-	-
Revenue Generation from Development	-	-	-	-	-
Energy Transition and Diversification	-	-	-	-	-
Business Retention	254,082	330,000	335,600	5,600.	1.67%
Other Strategic Economic Goals	525,674	587,200	567,300	(19,900)	(3.51%)
Total Strategic Economic Diversification	1,321,098	1,524,500	1,685,900	161,400.	9.57%
Respected Environment and Agriculture					
Inclusion of Public Amenities	-	-	-	-	-
Preservation of Prime Agricultural Land	-	-	-	-	-
Agricultural Community Support	1,889,724	2,918,292	2,774,131	(144,161)	(5.20%)
Other Respected Environment and Agricultural Goal	2,021,412	1,893,900	2,088,300	194,400.	9.31%
Total Respected Environment and Agriculture	3,911,136	4,812,192	4,862,431	50,239.	1.03%
Responsible Leadership					
Robust and Current Legislative Framework	153,690	194,800	205,500	10,700.	5.21%
Organizational Excellence	-	-	-	-	-
Strong Relationships with Business and Community Groups	80,604	77,200	128,500	51,300.	39.92%
External Engagement and Collaboration	533,921	503,200	295,800	(207,400)	(70.11%)
Resident Engagement	528,732	477,000	465,000	(12,000)	(2.58%)
Other Responsible Leadership	2,183,951	2,099,600	2,508,568	408,968.	16.30%
Total Responsible Leadership	3,480,899	3,351,800	3,603,368	251,568.	6.98%
Enabling Services					
Enabling Services	9,926,934	11,709,722	12,486,029	776,307.	6.22%
Total Enabling Services	9,926,934	11,709,722	12,486,029	776,307	6.22%
Grand Total	63,426,823	69,921,336	76,874,773	6,953,437	9.05%

PARKLAND COUNTY
2023 Capital Budget by Infrastructure Class

Infrastructure Class	Capital Cost	Government Transfers	Restricted Surplus	Contribution from Others	Debt	Taxation
Bridges	3,838,200	3,807,000	31,200		-	-
Broadband	-	-	-		-	-
County Facilities	1,128,600	1,047,800	80,800		-	-
Fire Services	1,027,800	93,200	934,600		-	-
Fleet	4,790,000	473,400	4,316,600		-	-
Information Technology	2,373,800	463,500	1,910,300		-	-
Machinery & Equipment	687,000	303,100	266,900		-	117,000
Parks & Recreation	400,000	-	-		-	400,000
Parks & Recreation Facilities	6,550,500	5,169,500	1,381,000		-	-
Road Construction - New	7,713,700	6,831,000	691,900		190,800	-
Road Rehabilitation	6,942,100	4,584,200	1,037,400		-	1,320,500
Sidewalks	150,000	-	50,000		-	100,000
Stormwater	70,000	70,000	-		-	-
Wastewater	4,746,300	2,714,700	94,100		1,837,500	100,000
Water	1,039,300	312,100	55,700		671,500	-
CAO Emergent Capital	500,000	-	500,000		-	-
Total Capital Projects	\$ 41,957,300	\$ 25,869,500	\$ 11,350,500	\$ -	\$ 2,699,800	\$ 2,037,500
Developer Contributed	3,954,500	-	-	3,954,500	-	-
Total Capital Budget	\$ 45,911,800	\$ 25,869,500	\$ 11,350,500	\$ 3,954,500	\$ 2,699,800	\$ 2,037,500