

# 2024 Operating and Capital Budget

*Approved by Council November 28, 2023*



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

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# 2024 Operating Budget Overview

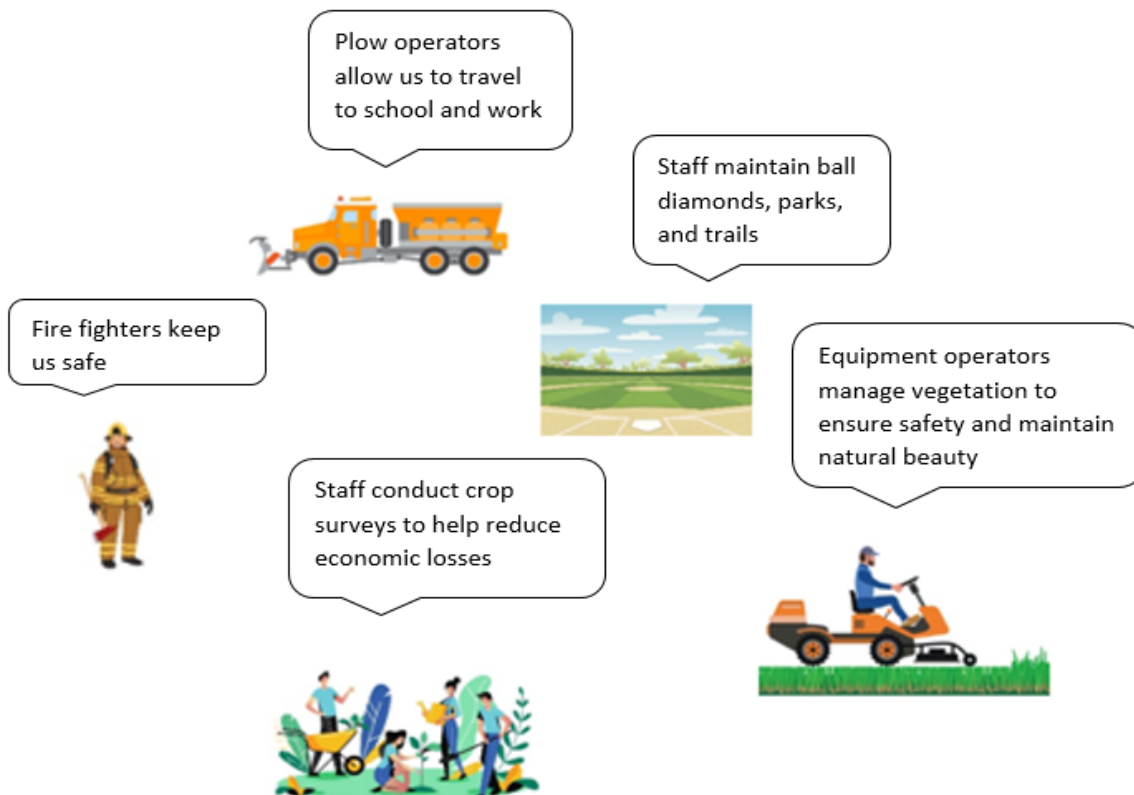
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## Operating Budget Philosophy

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.



## 2024 Focus

In the 2024 operating budget, the focus is on lifecycle maintenance, development services optimization, and the municipal development plan.

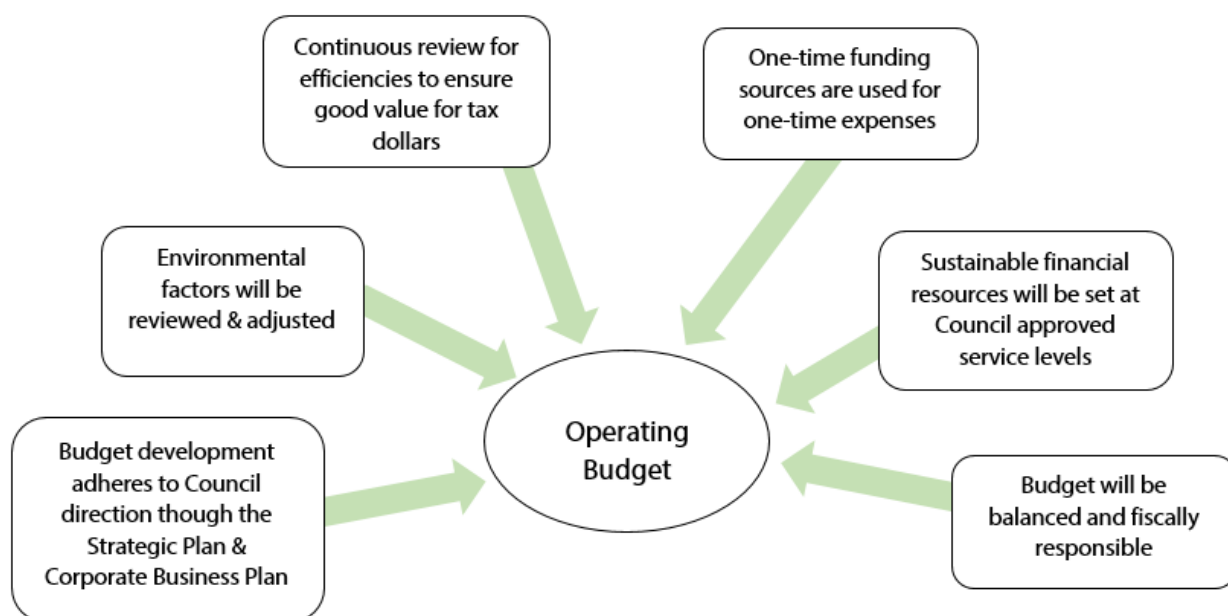
The County will continue to explore ways to diversify its tax base in 2024 through strategic investment in key areas while deepening the relationship with existing businesses in the County.



## Key Budget Concepts & Guiding Principles

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

- All carry forwards are added to the 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.

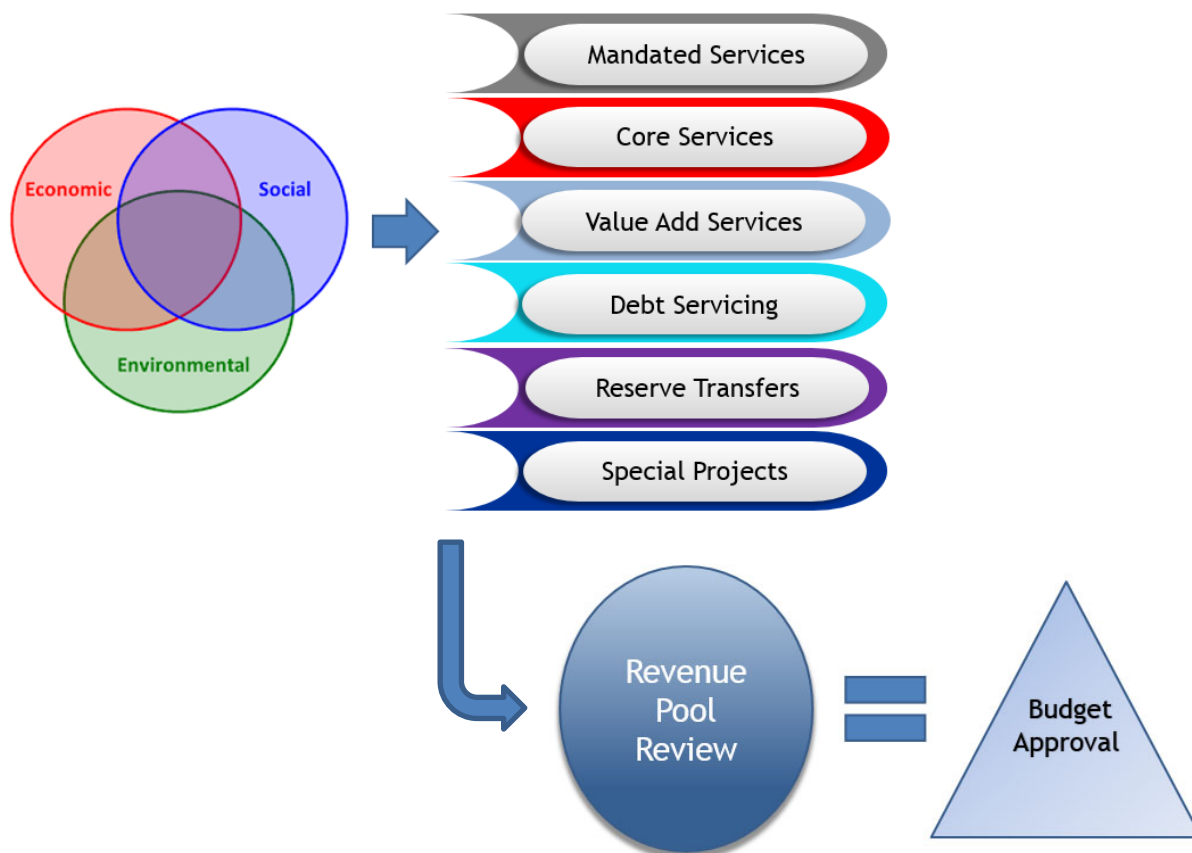


## Operating Budget Process

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.

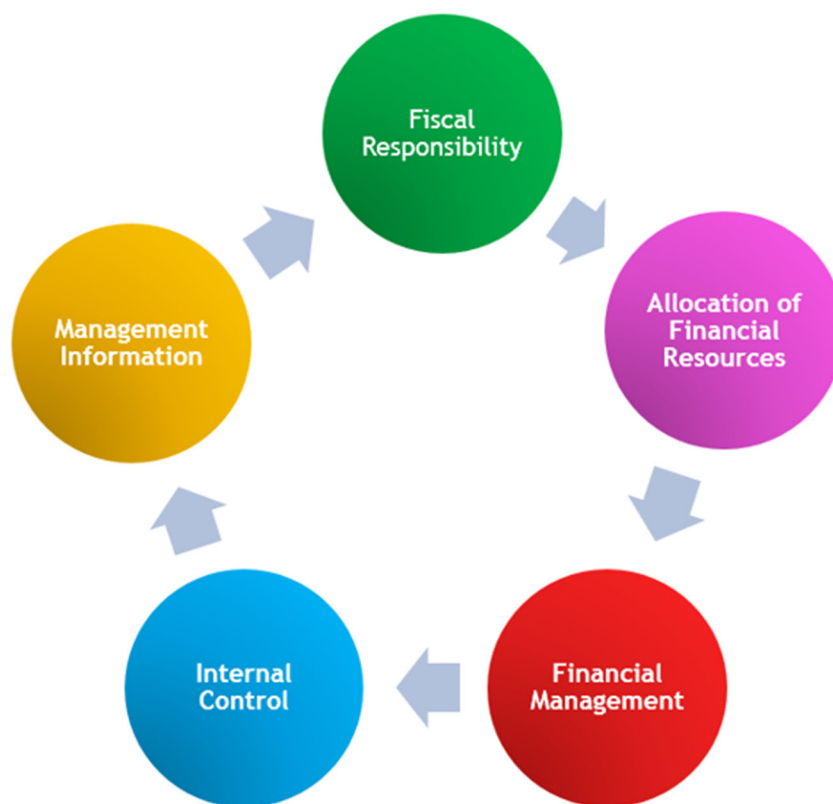




# 2024 Operating Budget Overview

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







# 2024 Operating Budget Overview

## 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 2024 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.

The 12 month rolling average for CPI as of August 2023 was 4.5%. The 2024 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.



# 2024 Operating Budget Overview

## 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.





# 2024 Operating Budget Overview

## 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 how residents 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 2024 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 2024 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 2024 is driven by the projected decline in the County's assessment, inflation, increase in provincial policing contract, and cost sharing pressures from neighboring 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 figure.



## 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



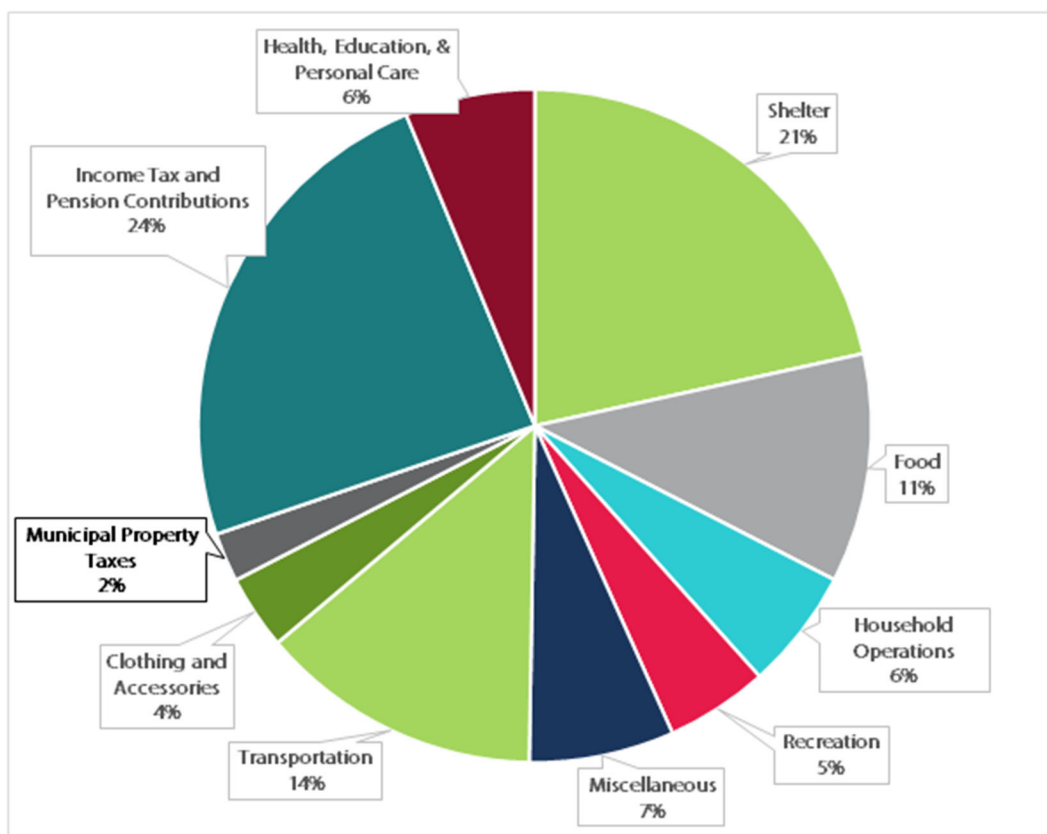
## 2024 Overall Budget Highlights

Budget 2024 includes total operating expenditure of \$101.4 million and total capital expenditures of \$54.2 million.

The final budget calls for a 2.9% tax increase over last year which is a \$5.25 monthly increase for a residential property with an assessed value of \$500,000, assuming no increase in property value.

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

## Average Household Spending in Alberta



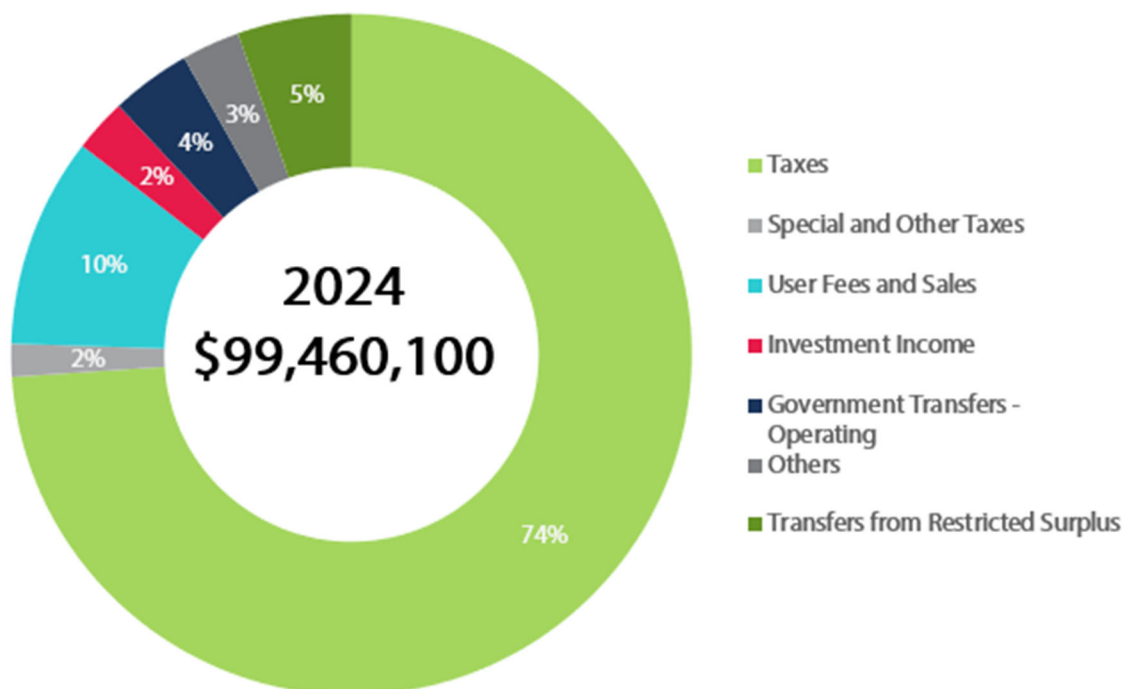
\* Source 2019 Statistics Canada Household Survey and County Administration.

Population increases and new housing starts are not anticipated to create a significant additional impact on County Operations in 2024.



# 2024 Operating Budget Overview

## Operating Program Revenues



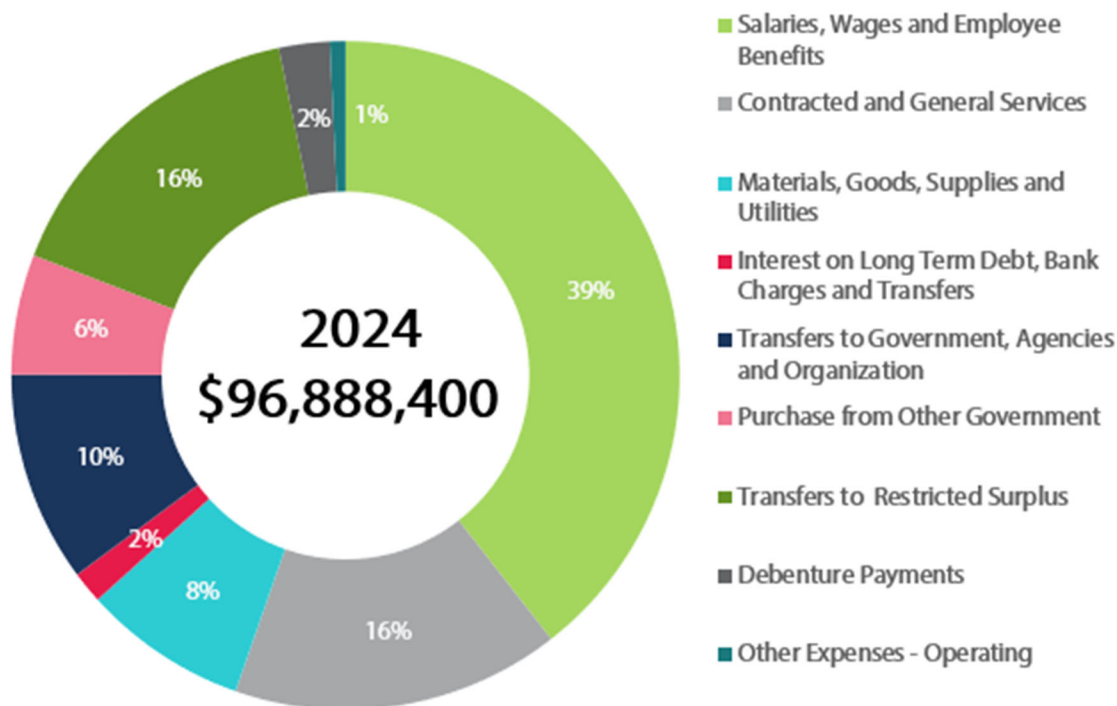
*\* This excludes one-time operating projects revenues*

Significant revenue sources remain similar in 2024 with Taxation, User Fees and Sales, and Transfers from Restricted Surplus being the largest revenue sources.



# 2024 Operating Budget Overview

## Operating Program Expenses



*\*This excludes one-time operating projects expenditures*

Significant expense types remain similar in 2024 with Salaries, Wages and Employee Benefits, Contracted and General Services, and Transfers to Restricted Surplus being the largest expenditures.





# 2024 Operating Budget Overview

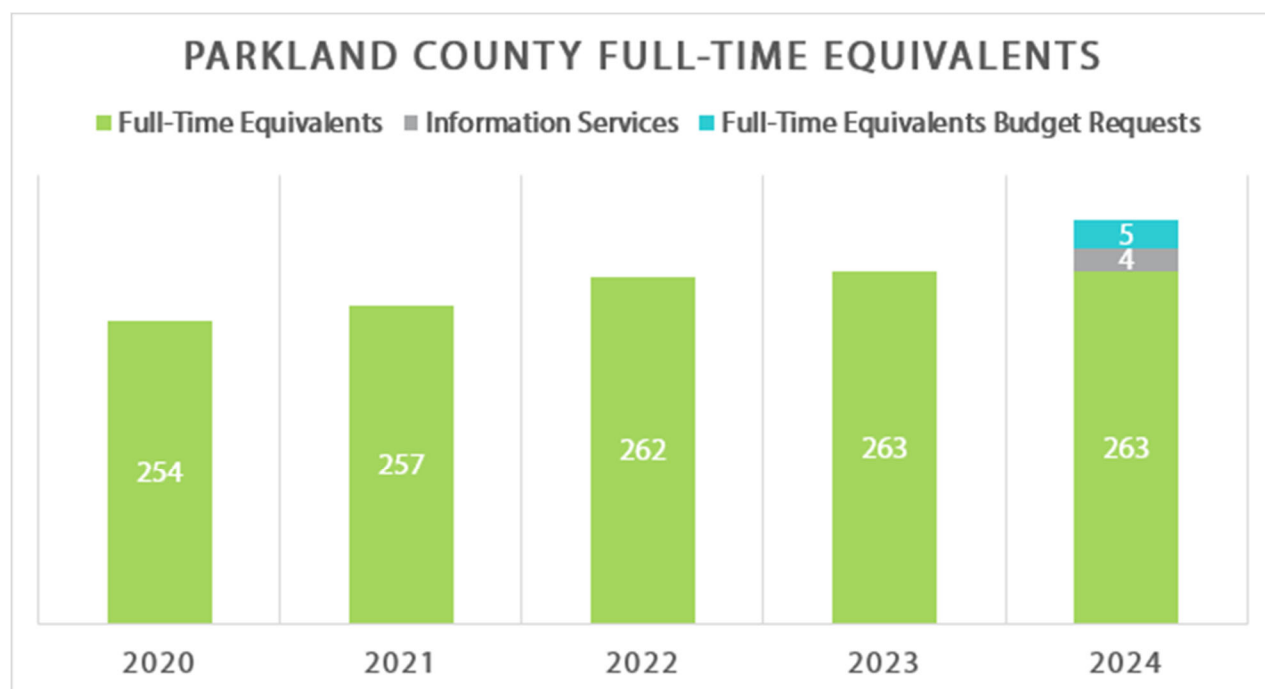
## Salaries, Wages & Benefits

The 2024 base budget for salaries and wages will increase by 4.7% from the 2023 budget.

The increase in the base salaries and wages is due to 9 new full-time equivalent (FTE) employees and annual compensation review.

### Staffing Levels

The graph below illustrates the change in total permanent full-time equivalent staff for five years.



*Note: All years have been adjusted to include Wabamun full-time equivalents (6) to be comparative. This graph includes permanent part-time and seasonal staff and excludes temporary & casual.*



# 2024 Operating Budget Overview

## 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 Office develops a framework to operationalize Council's Strategic Plan. This division includes Executive Administration, Employee Services, and Communications Services.

Key Budget Highlights Include:

- New full time equivalent Communications Advisor
- Temporary Field Safety Technician moved to full time equivalent
- Addition of development service optimization

### Chief Administrative Office Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	%
<b>Operating Program Revenues</b>				
User Fees and Sales	-	-	-	-
Investment Income	3,500	3,500	-	-
Other Revenue - Operating	15,400	15,400	-	-
<b>Total Revenues</b>	<b>18,900</b>	<b>18,900</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>				
Salaries, Wages and Employee Benefits	2,951,200	3,225,200	274,000	9.28% 1
Contracted and General Services	780,000	830,900	50,900	6.53%
Materials, Goods, Supplies and Utilities	42,100	37,800	(4,300)	(10.21%)
Bank Charges	-	-	-	-
Transfers to Government, Agencies and Organization	-	-	-	-
<b>Total Expenditures</b>	<b>3,773,300</b>	<b>4,093,900</b>	<b>320,600</b>	<b>8.50%</b>
<b>Operating Program Surplus (Deficit)</b>	<b>(3,754,400)</b>	<b>(4,075,000)</b>	<b>(320,600)</b>	<b>8.54%</b>
<b>Other</b>				
Gain/(Loss) on Disposal of Tangible Capital Assets	-	-	-	-
Amortization of Tangible Capital Assets	-	-	-	-
<b>Total Other</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Annual Surplus – Operating Program Budget</b>	<b>(3,754,400)</b>	<b>(4,075,000)</b>	<b>(320,600)</b>	<b>8.54%</b>

1. New full time equivalent Communications Advisor/Temporary Field Safety Technician moved to full time equivalent



# 2024 Operating Budget Overview

## Chief Administrative Office Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	%
<b>Tax Adjustment</b>				
(Gain)/Loss on Disposal of Tangible Capital Assets	-	-	-	-
Amortization	-	-	-	-
Proceeds on Sales of Tangible Asset	-	-	-	-
Transfers from Restricted Surplus	-	50,000	50,000	-
Transfers to Restricted Surplus	(15,400)	(35,400)	(20,000)	129.87%
<b>Total Tax Adjustment</b>	<b>(15,400)</b>	<b>14,600</b>	<b>30,000</b>	<b>(194.81%)</b>
<b>Tax Impacts - Operating Program Budget</b>	<b>(3,769,800)</b>	<b>(4,060,400)</b>	<b>(290,600)</b>	<b>7.71%</b>
<b>OPERATING PROJECTS</b>				2
<b>Revenues</b>				
Government Transfer - Operating	-	-	-	-
Transfers from Restricted Surplus	112,000	250,000	138,000	123.21%
Transfers from Liability	-	-	-	-
<b>Operating Projects Revenues Total</b>	<b>112,000</b>	<b>250,000</b>	<b>138,000</b>	<b>123.21%</b>
<b>Expenses</b>				
Salaries, Wages and Employee Benefits	-	-	-	-
Contracted and General Services	162,000	250,000	88,000	54.32%
Materials, Goods, Supplies and Utilities	-	-	-	-
Transfers to Government, Agencies and Organization	(50,000)	-	50,000	(100.00%)
Liability Expenditure	-	-	-	-
<b>Operating Project Expenditure Total</b>	<b>112,000</b>	<b>250,000</b>	<b>138,000</b>	<b>123.21%</b>
<b>Tax Impacts - Operating Projects Budget</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL PROJECTS</b>				
<b>Revenues</b>				
Government Transfer - Capital	-	-	-	-
Transfers from Restricted Surplus	-	-	-	-
Others	-	-	-	-
<b>Capital Projects Revenues Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>				
Capital Purchases	100,000	-	(100,000)	(100.00%)
<b>Capital Projects Expenditure Total</b>	<b>100,000</b>	<b>-</b>	<b>(100,000)</b>	<b>(100.00%)</b>
<b>Tax Impacts - Capital Projects Budget</b>	<b>(100,000)</b>	<b>-</b>	<b>100,000</b>	<b>(100.00%)</b>
<b>BALANCED BUDGET</b>	<b>(3,869,800)</b>	<b>(4,060,400)</b>	<b>(190,600)</b>	<b>4.93%</b>

2. Operating projects are outlined in department presentations



# 2024 Operating Budget Overview

## 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. This division includes Assessment and Tax, Chief Financial Office, Legislative and Administrative Services and Information Services.

### Key Budget Highlights Include:

- Increased investment income due to higher interest rates
- Temporary Assessor moved to full time equivalent
- Increased insurance premiums
- Provincial policing contract reallocated and increased
- Addition of staff & records accommodation
- Addition of Information Services infrastructure projects

### Corporate & Shared Services Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	%
<b>Operating Program</b>				
<b>Revenues</b>				
Special and Other Taxes	45,000	45,000	-	-
User Fees and Sales	67,000	67,000	-	-
Penalties	897,300	1,022,500	125,200	13.95% 1
Investment Income	1,948,900	2,403,600	454,700	23.33% 2
Government Transfers - Operating	-	124,500	124,500	- 3
Licenses and Permits	-	-	-	-
Other Revenue - Operating	97,800	62,500	(35,300)	(36.09%) 4
<b>Total Revenues</b>	<b>3,056,000</b>	<b>3,725,100</b>	<b>669,100</b>	<b>21.89%</b>

1. Increased tax & accounts receivable penalties
2. Increased interest rate
3. Information Services support from 911 Grant
4. Decreased franchise fees





# 2024 Operating Budget Overview

## Corporate & Shared Services Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change	
	\$	\$	\$	%	
<b>Expenditures</b>					
Salaries, Wages and Employee Benefits	6,962,700	7,347,800	385,100	5.53%	5
Contracted and General Services	5,824,700	5,607,200	(217,500)	(3.73%)	6
Materials, Goods, Supplies and Utilities	119,200	111,800	(7,400)	(6.21%)	
Bank Charges	54,000	64,000	10,000	18.52%	
Transfers to Government, Agencies and Organization	-	2,700,000	2,700,000	100.00%	7
Purchase from Other Government	-	-	-	-	
Other Expenses - Operating	637,000	637,000	-	-	
<b>Total Expenditures</b>	<b>13,597,600</b>	<b>16,467,800</b>	<b>2,870,200</b>	<b>21.11%</b>	
<b>Operating Program Surplus (Deficit)</b>	<b>(10,541,600)</b>	<b>(12,742,700)</b>	<b>(2,201,100)</b>	<b>20.88%</b>	
<b>Other</b>					
Gain/(Loss) on Disposal of Tangible Capital Assets	-	-	-	-	
Amortization of Tangible Capital Assets	(501,300)	(695,900)	(194,600)	38.82%	
Developer and Customer Contributions	-	-	-	-	
Restructuring	-	-	-	-	
<b>Total Other</b>	<b>(501,300)</b>	<b>(695,900)</b>	<b>(194,600)</b>	<b>38.82%</b>	
<b>Annual Surplus – Operating Program Budget</b>	<b>(11,042,900)</b>	<b>(13,438,600)</b>	<b>(2,395,700)</b>	<b>21.69%</b>	
<b>Tax Adjustment</b>					
(Gain)/Loss on Disposal of Tangible Capital Assets	-	-	-	-	
Amortization	501,300	695,900	194,600	38.82%	
Proceeds on Sales of Tangible Asset	-	-	-	-	
Transfers from Restricted Surplus	449,800	862,000	412,200	91.64%	8
Transfers to Restricted Surplus	(5,925,600)	(7,066,800)	(1,141,200)	19.26%	9
<b>Total Tax Adjustment</b>	<b>(4,974,500)</b>	<b>(5,508,900)</b>	<b>(534,400)</b>	<b>10.74%</b>	
<b>Tax Impacts - Operating Program Budget</b>	<b>(16,017,400)</b>	<b>(18,947,500)</b>	<b>(2,930,100)</b>	<b>18.29%</b>	

5. Temporary Assessor moved to full time equivalent as well as payroll adjustments and compensation review
6. Increases in insurance premiums & software licensing and support
7. Reallocated provincial policing contract from Enforcement Services (increased \$200,000)
8. Utilize unspent emergent item funds from previous years
9. Increase in restricted surplus tranfers for future commitments



# 2024 Operating Budget Overview

## Corporate & Shared Services Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	%
<b>OPERATING PROJECTS</b>				10
<b>Revenues</b>				
Government Transfer - Operating	-	-	-	-
Transfers from Restricted Surplus	504,300	1,191,900	687,600	136.35%
Other Operating revenue	-	57,200	57,200	-
<b>Operating Projects Revenues Total</b>	<b>504,300</b>	<b>1,249,100</b>	<b>744,800</b>	<b>147.69%</b>
<b>Expenses</b>				
Salaries, Wages and Employee Benefits	7,500	57,200	49,700	662.67%
Contracted and General Services	448,500	1,135,000	686,500	153.07%
Materials, Goods, Supplies and Utilities	329,300	520,300	191,000	58.00%
<b>Operating Project Expenditure Total</b>	<b>785,300</b>	<b>1,712,500</b>	<b>927,200</b>	<b>118.07%</b>
<b>Tax Impacts - Operating Projects Budget</b>	<b>(281,000)</b>	<b>(463,400)</b>	<b>(182,400)</b>	<b>64.91%</b>
<b>CAPITAL PROJECTS</b>				10
<b>Revenues</b>				
Government Transfer - Capital	325,000	-	(325,000)	(100.00%)
Transfers from Restricted Surplus	1,384,900	1,639,200	254,300	18.36%
Contributed Asset	-	-	-	-
<b>Capital Projects Revenues Total</b>	<b>1,709,900</b>	<b>1,639,200</b>	<b>(70,700)</b>	<b>(4.13%)</b>
<b>Expenses</b>				
Capital Purchases	1,709,900	1,639,200	(70,700)	(4.13%)
Contributed Asset	-	-	-	-
<b>Capital Projects Expenditure Total</b>	<b>1,709,900</b>	<b>1,639,200</b>	<b>(70,700)</b>	<b>(4.13%)</b>
<b>Tax Impacts - Capital Projects Budget</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>BALANCED BUDGET</b>	<b>(16,298,400)</b>	<b>(19,685,900)</b>	<b>(3,387,500)</b>	<b>20.78%</b>

10. Operating and Capital projects are outlined in department presentations



# 2024 Operating Budget Overview

## Agriculture, Community, and Protective Services

Agriculture, Community, and Protective Services offer a variety of services directly to residents. This division includes Community Services, Agriculture and Environment Services, Fire Services and Enforcement. 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
- Family and community support services (FCSS) program work to improve quality of life for residents by helping individuals adopt healthy lifecycles and provide tools to assist with crisis situations should they arise
- Fire and Protective Services to help ensure that residents and businesses are safe
- Agriculture and Environment Services support sustainable land use, agriculture, and helps to ensure a vibrant and sustainable County remains for future generations

Key Budget Highlights Include:

- Reduced traffic fine revenue to align with historical trend
- Increase to grant revenue including 911, Family and Community Support Services, ALUS and Agriculture Services Board
- 2 new full time equivalent Team Lead Coordinator positions
- Reallocated provincial policing contract to General Municipal
- Addition of Fire Smart education project
- Addition of Fire Services master plan
- Addition of waterfront park boat launch repairs

### Agricultural, Community & Protective Services Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	%
<b>Operating Program Revenues</b>				
Special and Other Taxes	396,400	405,200	8,800	2.22%
User Fees and Sales	2,718,700	2,533,200	(185,500)	(6.82%) 1
Investment Income	12,100	7,300	(4,800)	(39.67%)
Government Transfers - Operating	2,530,000	2,868,200	338,200	13.37% 2
Licenses and Permits	15,000	15,000	-	-
Other Revenue - Operating	118,000	144,200	26,200	22.20% 3
<b>Total Revenues</b>	<b>5,790,200</b>	<b>5,973,100</b>	<b>182,900</b>	<b>3.16%</b>

1. Reduced traffic fine revenue to align with historical trend
2. Increases to other grants including 911 grant
3. Increase to ALUS revenue, to match the ALUS expenses



# 2024 Operating Budget Overview

## Agricultural, Community & Protective Services Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	%
<b>Expenditures</b>				
Salaries, Wages and Employee Benefits	9,659,300	10,144,900	485,600	5.03% 4
Contracted and General Services	4,191,200	4,699,500	508,300	12.13% 5
Materials, Goods, Supplies and Utilities	752,600	831,400	78,800	10.47% 6
Interest on Long Term Debt, Bank Charges and Transfers	-	-	-	-
Bank Charges	-	-	-	-
Transfers to Government, Agencies and Organization	8,837,200	6,954,600	(1,882,600)	(21.30%) 7
Purchase from Other Government	1,078,100	1,193,100	115,000	10.67% 8
<b>Total Expenditures</b>	<b>24,518,400</b>	<b>23,823,500</b>	<b>(694,900)</b>	<b>(2.83%)</b>
<b>Operating Program Surplus (Deficit)</b>	<b>(18,728,200)</b>	<b>(17,850,400)</b>	<b>877,800</b>	<b>(4.69%)</b>
<b>Other</b>				
Gain/(Loss) on Disposal of Tangible Capital Assets	-	-	-	-
Amortization of Tangible Capital Assets	(726,700)	(867,900)	(141,200)	19.43%
<b>Total Other</b>	<b>(726,700)</b>	<b>(867,900)</b>	<b>(141,200)</b>	<b>19.43%</b>
<b>Annual Surplus – Operating Program Budget</b>	<b>(19,454,900)</b>	<b>(18,718,300)</b>	<b>736,600</b>	<b>(3.79%)</b>
<b>Tax Adjustment</b>				
(Gain)/Loss on Disposal of Tangible Capital Assets	-	-	-	-
Amortization	726,700	867,900	141,200	19.43%
Proceeds on Sales of Tangible Asset	-	-	-	-
Transfers from Restricted Surplus	2,695,400	2,650,300	(45,100)	(1.67%)
Transfers to Restricted Surplus	(774,100)	(940,800)	(166,700)	21.53% 9
Transfer from Liability	46,600	56,600	10,000	21.46%
Liability Expenditure	(46,600)	(56,600)	(10,000)	21.46%
Debenture Payments	-	-	-	-
<b>Total Tax Adjustment</b>	<b>2,648,000</b>	<b>2,577,400</b>	<b>(70,600)</b>	<b>(2.67%)</b>
<b>Tax Impacts – Operating Program Budget</b>	<b>(16,806,900)</b>	<b>(16,140,900)</b>	<b>666,000</b>	<b>(3.96%)</b>

4. Added 2 new full time equivalent Team Lead Coordinator positions
5. Increase in fleet internal charges due to inflation
6. Minor increases to materials, goods, supplies and utilities
7. Reallocated provincial policing contract to General Municipal
8. Increase to fire agreements
9. Increase to Lifecycle restricted surplus transfers





# 2024 Operating Budget Overview

## Agricultural, Community & Protective Services Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	%
<b>OPERATING PROJECTS</b>				10
<b>Revenues</b>				
Government Transfer - Operating	43,000	218,500	175,500	408.14%
Transfers from Restricted Surplus	235,900	438,700	202,800	85.97%
Other Operating revenue	-	-	-	-
<b>Operating Projects Revenues Total</b>	<b>278,900</b>	<b>657,200</b>	<b>378,300</b>	<b>135.64%</b>
<b>Expenses</b>				
Salaries, Wages and Employee Benefits	-	165,500	165,500	-
Contracted and General Services	102,800	449,000	346,200	336.77%
Materials, Goods, Supplies and Utilities	191,100	57,700	(133,400)	(69.81%)
Bank Charges	-	-	-	-
Transfers to Government, Agencies and Organization	-	75,000	75,000	-
<b>Operating Project Expenditure Total</b>	<b>293,900</b>	<b>747,200</b>	<b>453,300</b>	<b>154.24%</b>
<b>Tax Impacts - Operating Projects Budget</b>	<b>(15,000)</b>	<b>(90,000)</b>	<b>(75,000)</b>	<b>500.00%</b>
<b>CAPITAL PROJECTS</b>				10
<b>Revenues</b>				
Government Transfer - Capital	378,500	1,246,300	867,800	229.27%
Transfers from Restricted Surplus	723,500	1,820,600	1,097,100	151.64%
<b>Capital Projects Revenues Total</b>	<b>1,102,000</b>	<b>3,066,900</b>	<b>1,964,900</b>	<b>178.30%</b>
<b>Expenses</b>				
Capital Purchases	1,519,000	3,600,900	2,081,900	137.06%
<b>Capital Projects Expenditure Total</b>	<b>1,519,000</b>	<b>3,600,900</b>	<b>2,081,900</b>	<b>137.06%</b>
<b>Tax Impacts - Capital Projects Budget</b>	<b>(417,000)</b>	<b>(534,000)</b>	<b>(117,000)</b>	<b>28.06%</b>
<b>BALANCED BUDGET</b>	<b>(17,238,900)</b>	<b>(16,764,900)</b>	<b>474,000</b>	<b>(2.75%)</b>

10. Operating and Capital projects are outlined in department presentations



# 2024 Operating Budget Overview

## Development Services

Development Services is responsible for all permitting services to enable residents and businesses to construct and maintain infrastructure in a safe manner. It is also responsible for corporate strategy and planning, economic diversification, and strategic municipal projects. This division includes Planning and Development Services and the new Growth and Strategy.

Key Budget Highlights Include:

- Development of municipal development plan
- Continued work on Wabamun waterfront park
- Continued work on Wabamun water feature

### Development Services Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	%
<b>Operating Program</b>				
<b>Revenues</b>				
User Fees and Sales	346,000	346,000	-	-
Licenses and Permits	1,318,000	1,318,000	-	-
<b>Total Revenues</b>	<b>1,664,000</b>	<b>1,664,000</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>				
Salaries, Wages and Employee Benefits	4,491,300	4,710,500	219,200	4.88%
Contracted and General Services	768,200	802,900	34,700	4.52%
Materials, Goods, Supplies and Utilities	86,300	96,100	9,800	11.36%
Transfers to Government, Agencies and Organization	266,200	67,900	(198,300)	(74.49%) 1
<b>Total Expenditures</b>	<b>5,612,000</b>	<b>5,677,400</b>	<b>65,400</b>	<b>1.17%</b>
<b>Operating Program Surplus (Deficit)</b>	<b>(3,948,000)</b>	<b>(4,013,400)</b>	<b>(65,400)</b>	<b>1.66%</b>
<b>Other</b>				
Amortization of Tangible Capital Assets	(84,600)	(72,200)	12,400	(14.66%)
<b>Total Other</b>	<b>(84,600)</b>	<b>(72,200)</b>	<b>12,400</b>	<b>(14.66%)</b>
<b>Annual Surplus – Operating Program Budget</b>	<b>(4,032,600)</b>	<b>(4,085,600)</b>	<b>(53,000)</b>	<b>1.31%</b>

1. Removed Edmonton Global Air Service contribution



# 2024 Operating Budget Overview

## Development Services Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	%
<b>Tax Adjustment</b>				
Amortization	84,600	72,200	(12,400)	(14.66%)
Transfers from Restricted Surplus	217,800	20,000	(197,800)	(90.82%) 1
Transfers to Restricted Surplus	(405,400)	(363,200)	42,200	(10.41%) 2
<b>Total Tax Adjustment</b>	<b>(103,000)</b>	<b>(271,000)</b>	<b>(168,000)</b>	<b>163.11%</b>
<b>Tax Impacts - Operating Program Budget</b>	<b>(4,135,600)</b>	<b>(4,356,600)</b>	<b>(221,000)</b>	<b>5.34%</b>
<b>OPERATING PROJECTS</b>				3
<b>Revenues</b>				
Government Transfer - Operating	129,000	-	(129,000)	(100.00%)
Transfers from Restricted Surplus	8,317,000	150,000	(8,167,000)	(98.20%)
Other Operating revenue	48,000	-	(48,000)	(100.00%)
<b>Operating Projects Revenues Total</b>	<b>8,494,000</b>	<b>150,000</b>	<b>(8,344,000)</b>	<b>(98.23%)</b>
<b>Expenses</b>				
Contracted and General Services	614,000	320,000	(294,000)	(47.88%)
Transfers to Government, Agencies and Organization	8,050,000	-	(8,050,000)	(100.00%)
<b>Operating Project Expenditure Total</b>	<b>8,664,000</b>	<b>320,000</b>	<b>(8,344,000)</b>	<b>(96.31%)</b>
<b>Tax Impacts - Operating Projects Budget</b>	<b>(170,000)</b>	<b>(170,000)</b>	<b>-</b>	<b>-</b>
<b>CAPITAL PROJECTS</b>				3
<b>Revenues</b>				
Government Transfer - Capital	5,000,000	7,095,000	2,095,000	41.90%
Transfers from Restricted Surplus	-	405,000	405,000	-
<b>Capital Projects Revenues Total</b>	<b>5,000,000</b>	<b>7,500,000</b>	<b>2,500,000</b>	<b>50.00%</b>
<b>Expenses</b>				
Capital Purchases	5,000,000	7,564,700	2,564,700	51.29%
<b>Capital Projects Expenditure Total</b>	<b>5,000,000</b>	<b>7,564,700</b>	<b>2,564,700</b>	<b>51.29%</b>
<b>Tax Impacts - Capital Projects Budget</b>	<b>-</b>	<b>(64,700)</b>	<b>(64,700)</b>	<b>-</b>
<b>BALANCED BUDGET</b>	<b>(4,305,600)</b>	<b>(4,591,300)</b>	<b>(285,700)</b>	<b>6.64%</b>
1. Removed Edmonton Global Air Service contribution				
2. Decrease to Lifecycle restricted surplus transfers				
3. Operating and Capital projects are outlined in department presentations				



# 2024 Operating Budget Overview

## 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. This division includes Public Works, Road Maintenance and Drainage, and Engineering.

Key Budget Highlights Include:

- Increase in Water & Wastewater revenue and charges
- Interest earned on Water and Wastewater restricted surplus accounts
- Increase in grant revenue for seal coat surfacing
- Increase to Lifecycle restricted surplus transfers

### Operation Services Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	%
<b>Operating Program</b>				
<b>Revenues</b>				
Special and Other Taxes	1,100,000	1,100,000	-	-
User Fees and Sales	6,248,700	6,986,800	738,100	11.81% 1
Penalties	11,200	8,000	(3,200)	(28.57%)
Investment Income	77,100	102,600	25,500	33.07% 2
Government Transfers - Operating	687,000	787,000	100,000	14.56% 3
Licenses and Permits	10,000	10,000	-	-
Other Revenue - Operating	61,700	59,200	(2,500)	(4.05%)
<b>Total Revenues</b>	<b>8,195,700</b>	<b>9,053,600</b>	<b>857,900</b>	<b>10.47%</b>
<b>Expenditures</b>				
Salaries, Wages and Employee Benefits	11,597,500	11,885,500	288,000	2.48%
Contracted and General Services	3,411,800	3,156,300	(255,500)	(7.49%) 4
Materials, Goods, Supplies and Utilities	6,504,200	6,633,700	129,500	1.99%
Interest on Long Term Debt, Bank Charges and Transfers	1,418,200	1,430,200	12,000	0.85%
Bank Charges	-	-	-	-
Transfers to Government, Agencies and Organization	160,100	160,100	-	-
Purchase from Other Government	3,501,800	4,432,200	930,400	26.57% 5
<b>Total Expenditures</b>	<b>26,593,600</b>	<b>27,698,000</b>	<b>1,104,400</b>	<b>4.15%</b>
<b>Operating Program Surplus (Deficit)</b>	<b>(18,397,900)</b>	<b>(18,644,400)</b>	<b>(246,500)</b>	<b>1.34%</b>

1. Increase in fees and charges for Water and Wastewater
2. Interest earned on Water and Wastewater restricted surplus accounts
3. Inflation increase for seal coat surfacing
4. Decrease in fleet internal charges due to inflation
5. Increase to Water and Wastewater charges





# 2024 Operating Budget Overview

## Operation Services Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	%
<b>Other</b>				
Gain/(Loss) on Disposal of Tangible Capital Assets	(173,600)	(45,900)	127,700	(73.56%) 6
Amortization of Tangible Capital Assets	(15,654,400)	(16,801,100)	(1,146,700)	7.33%
<b>Total Other</b>	<b>(15,828,000)</b>	<b>(16,847,000)</b>	<b>(1,019,000)</b>	<b>6.44%</b>
<b>Annual Surplus – Operating Program Budget</b>	<b>(34,225,900)</b>	<b>(35,491,400)</b>	<b>(1,265,500)</b>	<b>3.70%</b>
<b>Tax Adjustment</b>				
(Gain)/Loss on Disposal of Tangible Capital Assets	173,600	45,900	(127,700)	(73.56%) 6
Amortization	15,654,400	16,801,100	1,146,700	7.33%
Proceeds on Sales of Tangible Asset	650,000	509,900	(140,100)	(21.55%) 6
Transfers from Restricted Surplus	1,536,000	1,804,300	268,300	17.47% 7
Transfers to Restricted Surplus	(6,624,100)	(7,041,400)	(417,300)	6.30% 8
Transfer from Liability	35,000	35,000	-	-
Liability Expenditure	(35,000)	(35,000)	-	-
Debenture Payments	(2,454,500)	(2,373,800)	80,700	(3.29%)
<b>Total Tax Adjustment</b>	<b>8,935,400</b>	<b>9,746,000</b>	<b>810,600</b>	<b>9.07%</b>
<b>Tax Impacts - Operating Program Budget</b>	<b>(25,290,500)</b>	<b>(25,745,400)</b>	<b>(454,900)</b>	<b>1.80%</b>
<b>OPERATING PROJECTS</b>				9
<b>Revenues</b>				
Government Transfer - Operating	-	-	-	-
Transfers from Restricted Surplus	694,800	1,285,600	590,800	85.03%
Other Operating revenue	-	-	-	-
<b>Operating Projects Revenues Total</b>	<b>694,800</b>	<b>1,285,600</b>	<b>590,800</b>	<b>85.03%</b>
<b>Expenses</b>				
Salaries, Wages and Employee Benefits	-	-	-	-
Contracted and General Services	399,000	765,000	366,000	91.73%
Materials, Goods, Supplies and Utilities	325,800	732,600	406,800	124.86%
Bank Charges	-	-	-	-
Transfers to Government, Agencies and Organization	-	-	-	-
<b>Operating Project Expenditure Total</b>	<b>724,800</b>	<b>1,497,600</b>	<b>772,800</b>	<b>106.62%</b>
<b>Tax Impacts - Operating Projects Budget</b>	<b>(30,000)</b>	<b>(212,000)</b>	<b>(182,000)</b>	<b>606.67%</b>

6. Change due to market value estimates for asset disposals
7. Increase to Water & Wastewater due to interest costs on user pay debt
8. Increase to Lifecycle restricted surplus transfers
9. Operating and Capital projects are outlined in department presentations



# 2024 Operating Budget Overview

## Operation Services Municipal Budget Summary 2024 Budget

	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	%
<b>CAPITAL PROJECTS</b>				9
<b>Revenues</b>				
Government Transfer - Capital	15,289,816	23,481,900	8,192,084	53.58%
Transfers from Restricted Surplus	4,318,910	7,834,900	3,515,990	81.41%
Proceeds from Long Term Debt	1,450,000	8,500,000	7,050,000	486.21%
Contributed Asset	3,954,500	90,500	(3,864,000)	(97.71%)
Others	-	-	-	-
<b>Capital Projects Revenues Total</b>	<b>25,013,226</b>	<b>39,907,300</b>	<b>14,894,074</b>	<b>59.54%</b>
<b>Expenses</b>				
Capital Purchases	22,579,226	41,364,300	18,785,074	83.20%
Contributed Asset	3,954,500	90,500	(3,864,000)	(97.71%)
<b>Capital Projects Expenditure Total</b>	<b>26,533,726</b>	<b>41,454,800</b>	<b>14,921,074</b>	<b>56.23%</b>
<b>Tax Impacts - Capital Projects Budget</b>	<b>(1,520,500)</b>	<b>(1,547,500)</b>	<b>(27,000)</b>	<b>1.78%</b>
<b>BALANCED BUDGET</b>	<b>(26,841,000)</b>	<b>(27,579,900)</b>	<b>(738,900)</b>	<b>2.75%</b>

9. Operating and Capital projects are outlined in department presentations



# 2024 Operating Budget Overview

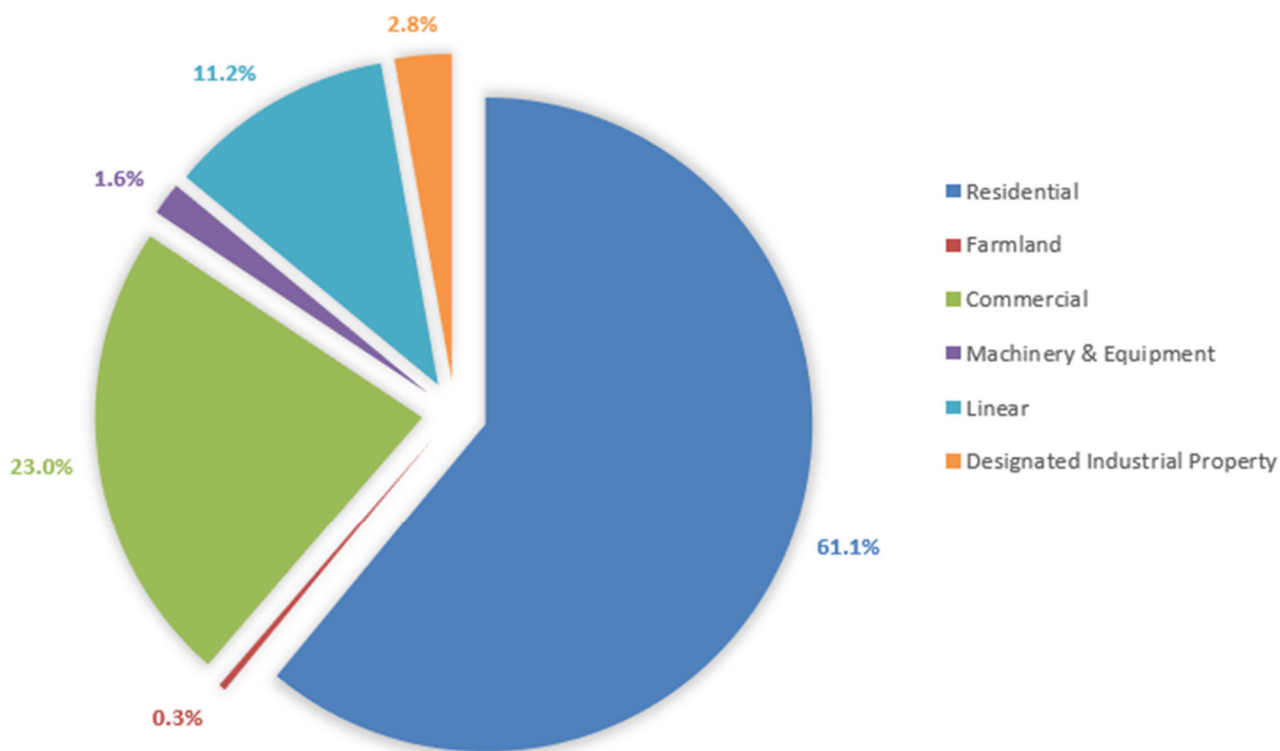
## Municipal Property Taxation

The final budget calls for a 2.9% tax increase over last year which is a \$5.25 monthly increase for a residential property with an assessed value of \$500,000, assuming no increase in property value.

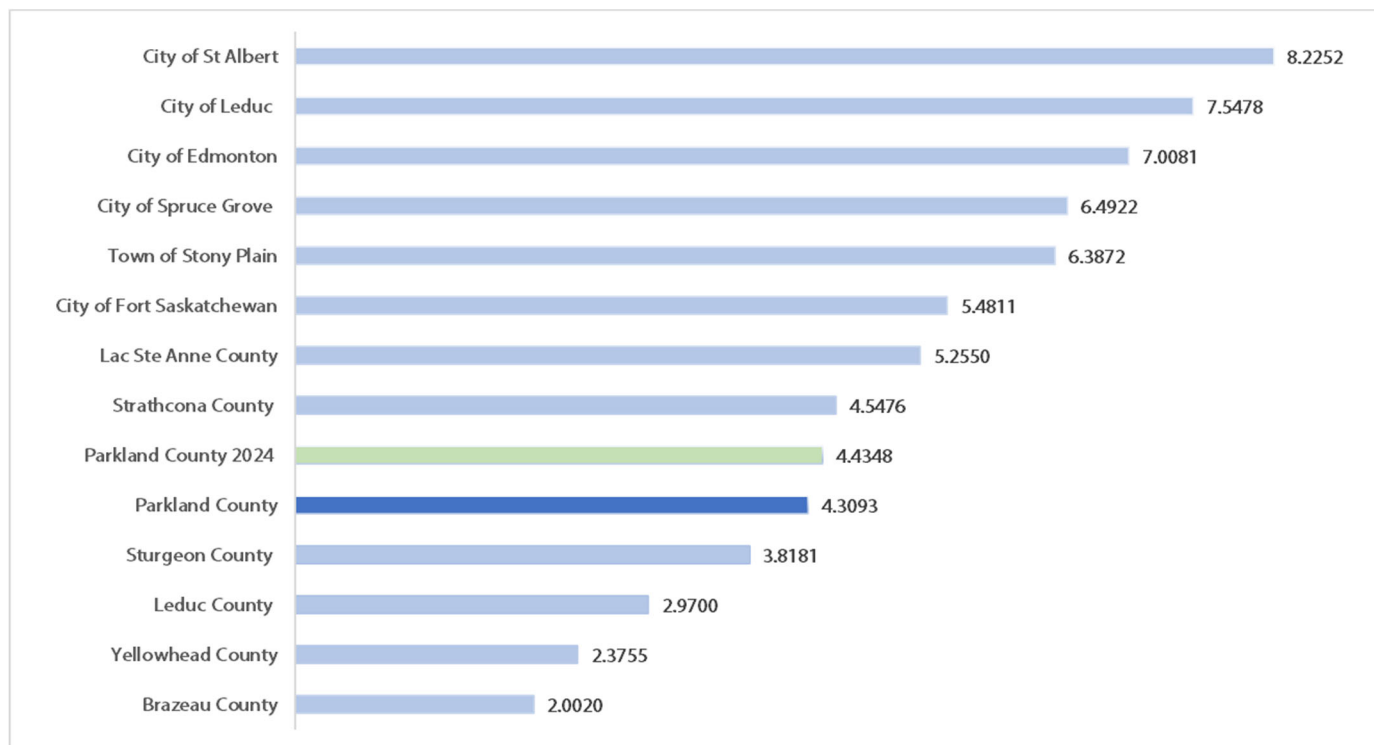
Parkland County will adjust its tax ratio to a 2.04:1 ratio as the County moves towards the average split tax ratio within the capital region.

This ratio is reflected in tax dollars collected versus the assessment. While residential assessment is 61% of the assessment base, it generates 44% of tax revenues.

**2024 Property Tax Assessment by Type**



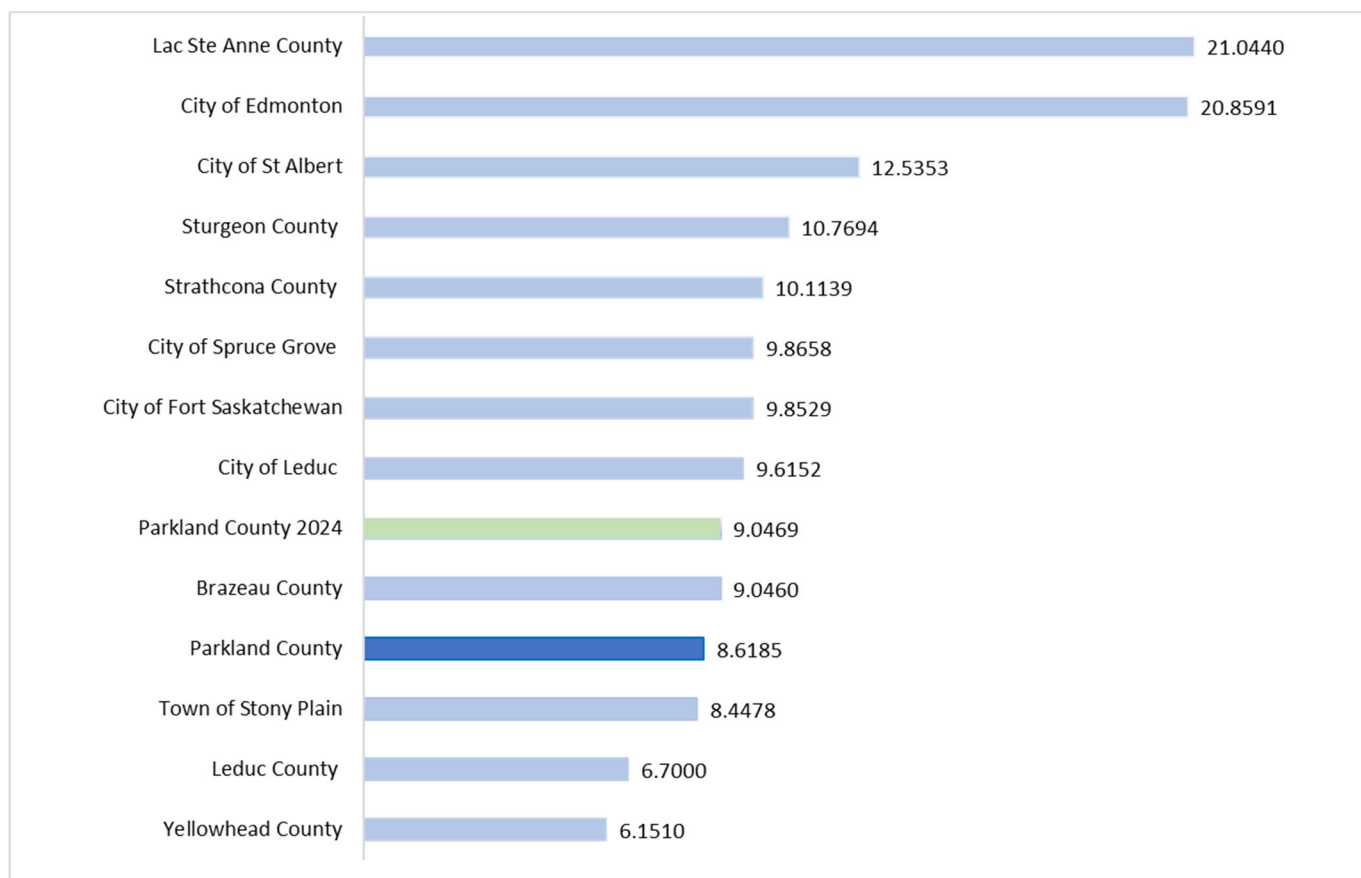
## 2024 Residential Tax Rate Comparison



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



## 2024 Non-Residential Tax Rate Comparison



Even with the proposed tax increase, (not considering potential tax increase for other municipalities), the County ranks among the lowest non-residential property tax rates 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.

# 2024 Capital Budget Overview

*Approved by Council November 28, 2023*



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



# 2024 Capital Budget Overview



## 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.



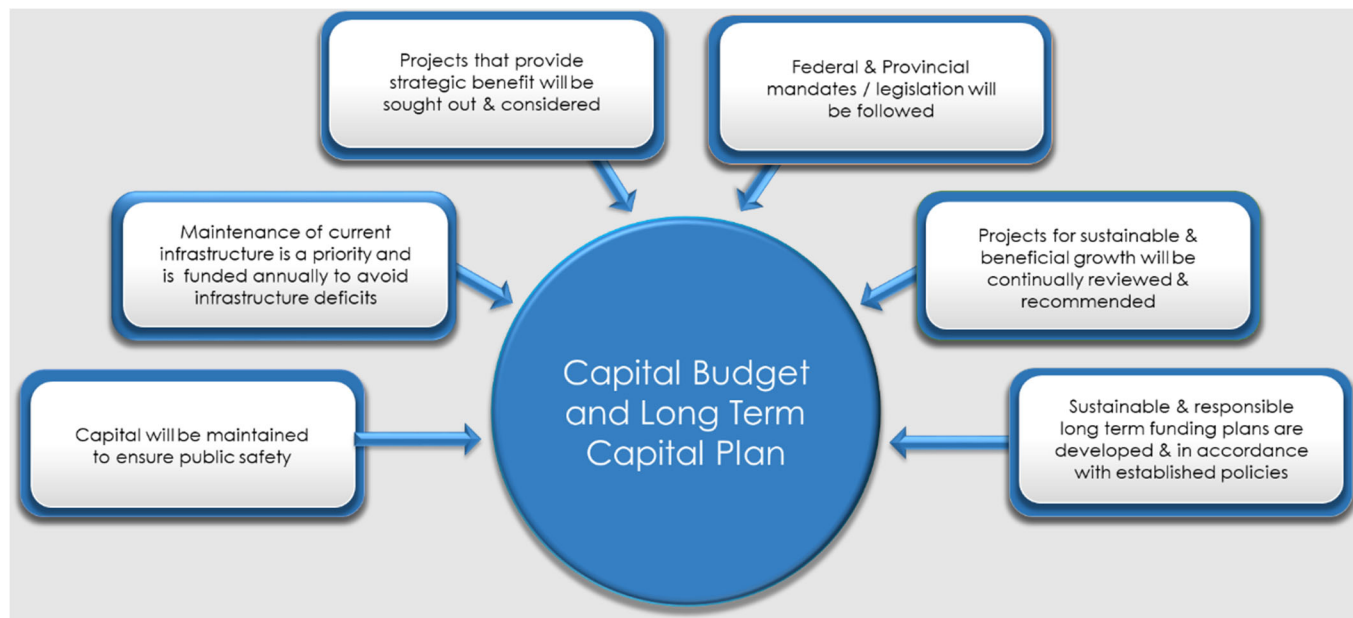
## 2024 FOCUS

The focus for the 2024 Capital Budget is on road rehabilitation and construction, water and wastewater infrastructure, and emerging capital projects. The County will make strategic capital investment to attract new businesses and to enhance the quality of life of residents.



## 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 2024 budget after year end close.



## ALIGNING TO COUNCIL'S STRATEGIC PLAN

Council's strategic plan provides direction to administration. The 2024 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

# 2024 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







# 2024 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 2024, Departments were only asked to submit projects that were imperative or essential due to current economic factors affecting the County.



# 2024 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-F109 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.



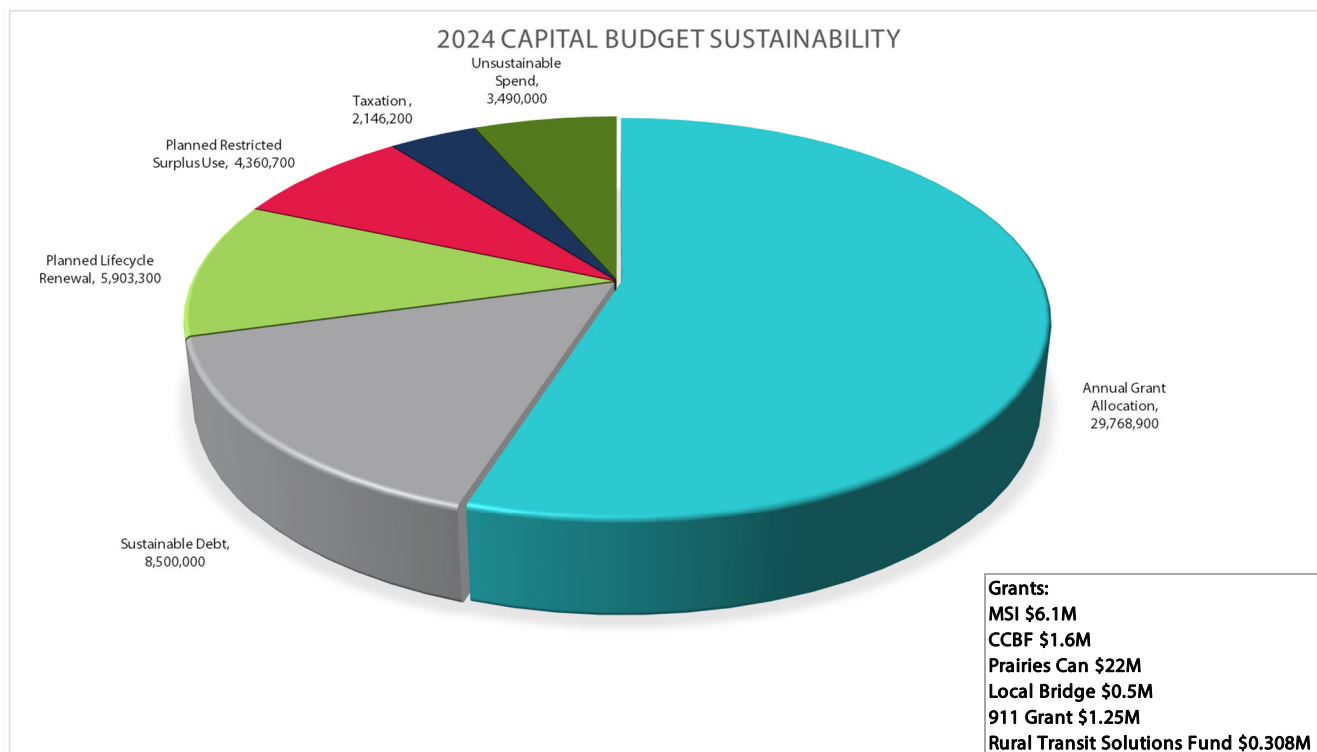
# 2024 Capital Budget Overview



## Sustainable Capital Spending

### 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 2024 Capital Budget.



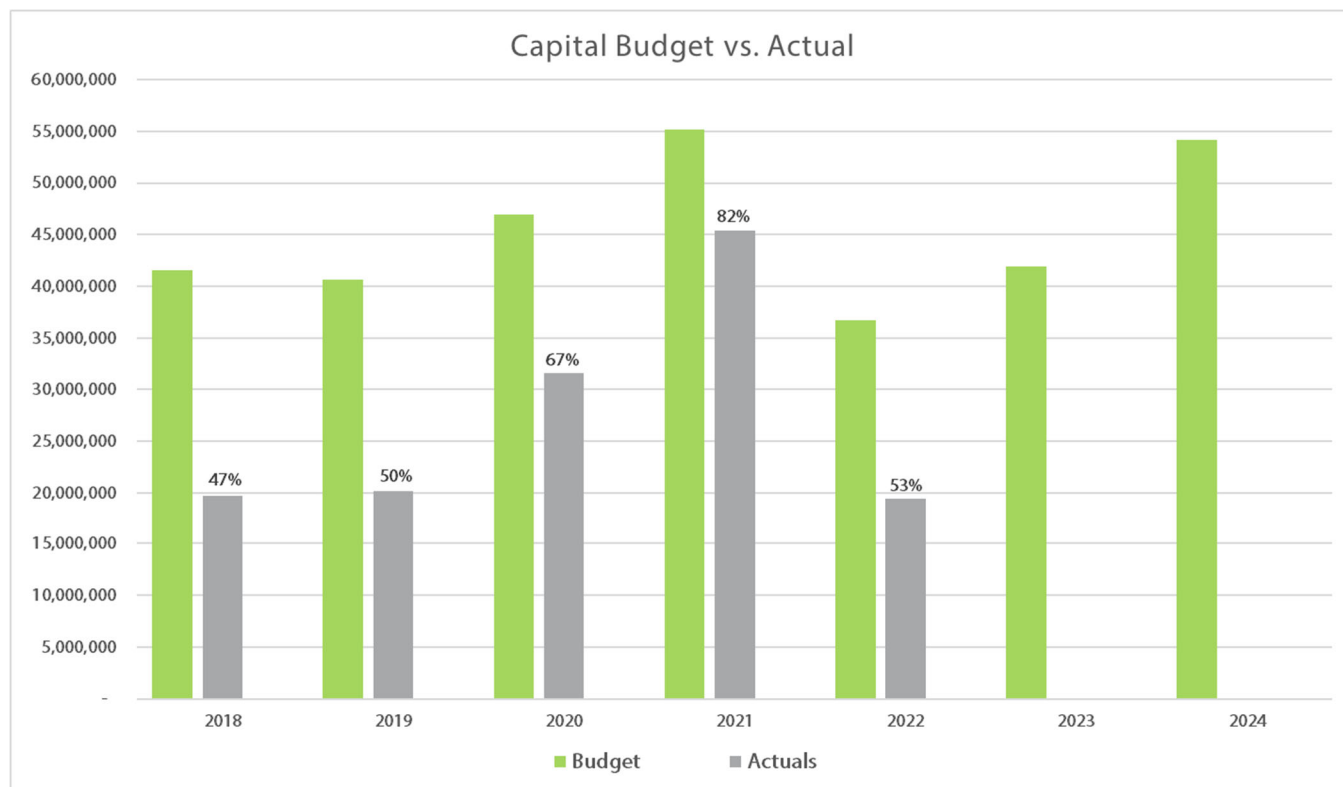
Sustainability is defined as “the ability to be maintained at a certain rate” or perhaps more appropriately “the avoidance of depletion.” For Parkland County’s purposes, sustainability of the 2024 Capital Budget has been calculated at \$50.77M based on consistent sources of funding including grant allocations, our planned spending, sustainable debt, taxation, and contributions. The remaining capital spend of \$3.49M 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.



# 2024 Capital Budget Overview

## CAPITAL BUDGET VERSUS ACTUAL

This figure illustrates that while there has been improvement in aligning actual capital spend to budget in recent years there is still room for improvement.



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.

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.

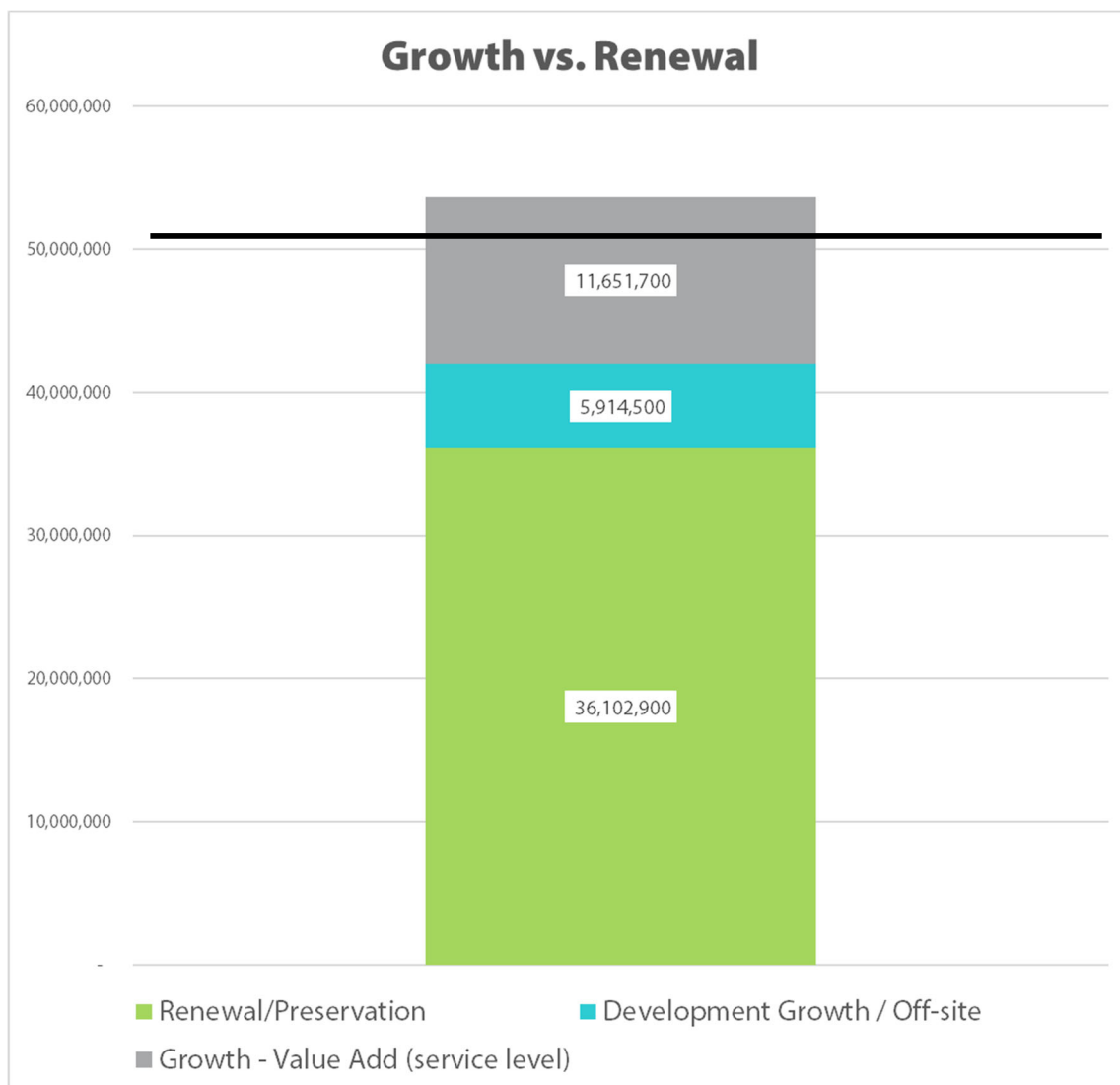


# 2024 Capital Budget Overview

## 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 2024 Capital Budget. The graphic below illustrates how the County is prioritizing funds between growth and renewal projects.



----- Represents the sustainable capital spending level of \$50.77M for 2024

This illustration excludes CAO Emergent Capital and developer contributed assets





# 2024 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 2024 budget year. Most of the capital expenditures relate to Road Construction, Parks and Recreation and Utility Infrastructure.

Infrastructure Class	Capital Cost
Road Construction - New	11,860,000
Parks & Recreation	8,869,700
Wastewater	8,593,000
Fleet	6,413,400
Water	4,877,000
Road Rehabilitation	4,630,000
Stormwater	2,500,000
Bridges	2,100,000
Information Technology	3,097,200
County Facilities	390,900
Machinery & Equipment	176,000
Fire Services	161,900
<b>Total Capital Projects</b>	<b>53,669,100</b>
CAO Emergent Capital	500,000
<b>Total Capital Budget</b>	<b>54,169,100</b>



# 2024 Capital Budget Overview

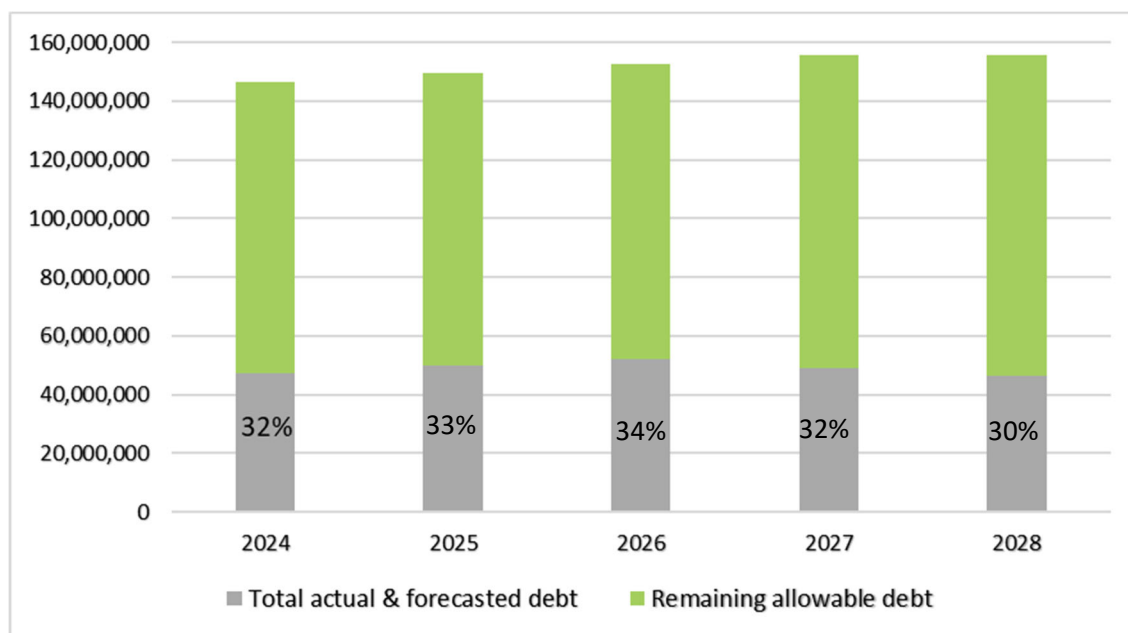


## Funding Sources

### DEBT

The 2024 Capital Budget contains utility and user pay supported debt for the Entwistle Water Reservoir, Acheson Zone 5 Wastewater Trunk Upgrade and widening of Township Road 531A (114<sup>th</sup> Avenue). The total new debt in the 2024 budget is \$8,500,000.

The County's debt is illustrated in the next figure. The total debt projected at the end of 2024 is \$47.3M. Debt servicing costs in 2024 are anticipated to be \$2.37M.



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.



# 2024 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-FI05.

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.

Asset Class	Planned Lifecycle Renewal	Restricted Surplus	Unplanned Restricted Surplus
County Facilities	225,900	-	165,000
Fire Services	13,900	-	-
Fleet	5,344,300	-	355,700
Information Technology	169,200	1,711,700	-
Machinery & Equipment	150,000	-	10,000
Parks & Recreation	-	405,000	905,000
Road Construction - New	-	1,106,960	-
Wastewater	-	483,902	-
Water	-	153,138	-
CAO Emergent Capital	-	500,000	-
<b>Total</b>	<b>5,903,300</b>	<b>4,360,700</b>	<b>1,435,700</b>



# 2024 Capital Budget Overview

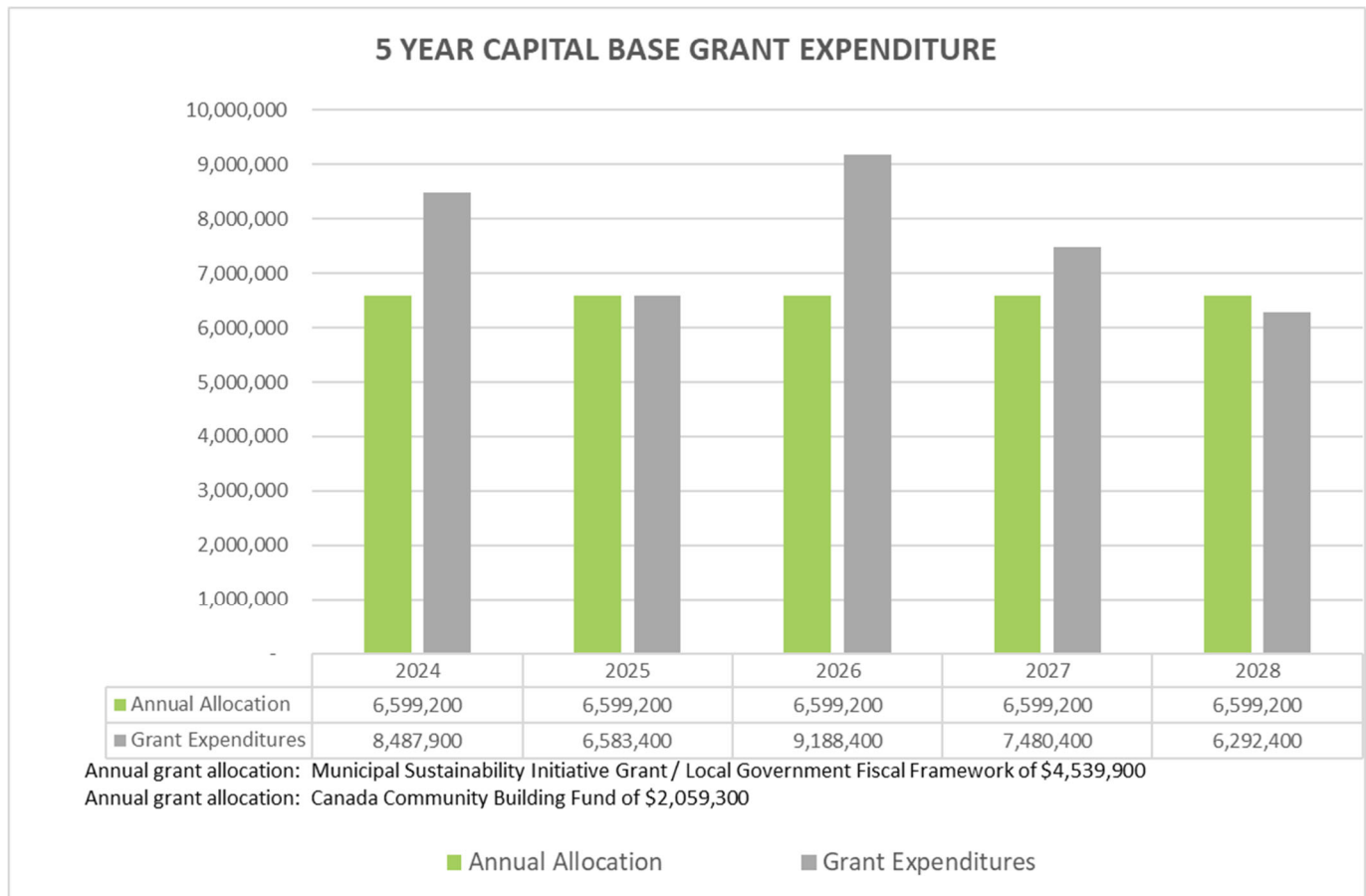
## GRANT FUNDING

The base capital grant (MSI Capital and Canada Community Building Fund) for the County is approximately \$6.6 million per year. In 2024, the base grant expenditure is budgeted at \$8.5 million. With this grant expenditure, the 2024 base grant allocation and unspent grant from prior years is fully allocated in the 2024 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 but is consistently less than the anticipated funding need. Administration will prioritize projects to ensure that funding is continually applied in a sustainable manner.

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 \$29 million for capital investment in Wabamun and the Acheson Business Park.



**PARKLAND COUNTY  
MUNICIPAL BUDGET BY TYPE  
2024**

	2021 Actual \$	2022 Actual \$	2023 Budget \$	2024 Budget \$	Budget Change \$	Budget Change %
<b>Operating Program</b>						
<b>Revenues</b>						
Municipal Requirement Taxation	65,235,576	67,269,314	69,661,900	73,547,200	3,885,300	5.58%
Special and Other Taxes	1,639,500	1,322,226	1,541,400	1,550,200	8,800	0.57%
User Fees and Sales	10,092,692	9,913,172	9,380,400	9,933,000	552,600	5.89%
Penalties	1,201,695	1,083,416	908,500	1,030,500	122,000	13.43%
Investment Income	3,294,869	3,854,185	2,041,600	2,517,000	475,400	23.29%
Government Transfers - Operating	2,571,270	3,113,210	3,217,000	3,779,700	562,700	17.49%
Licenses and Permits	4,039,373	1,308,052	1,343,000	1,343,000	-	-
Other Revenue - Operating	761,229	383,566	292,900	281,300	(11,600)	(3.96%)
<b>Total Revenues</b>	<b>88,836,204</b>	<b>88,247,141</b>	<b>88,386,700</b>	<b>93,981,900</b>	<b>5,595,200</b>	<b>6.33%</b>
<b>Expenditures</b>						
Salaries, Wages and Employee Benefits	32,053,527	33,303,877	36,514,400	38,221,700	1,707,300	4.68%
Contracted and General Services	12,976,414	14,222,268	15,257,600	15,398,000	140,400	0.92%
Materials, Goods, Supplies and Utilities	7,309,455	7,401,077	7,508,200	7,716,600	208,400	2.78%
Interest on Long Term Debt, Bank Charges and Transfers	775,857	951,940	1,418,200	1,430,200	12,000	0.85%
Bank Charges	52,052	55,021	54,000	64,000	10,000	18.52%
Transfers to Government, Agencies and Organization	5,341,393	5,758,198	9,263,800	9,882,600	618,800	6.68%
Purchase from Other Government	4,886,255	4,938,616	4,579,900	5,625,300	1,045,400	22.83%
Other Expenses - Operating	31,870	11,658	637,000	637,000	-	-
<b>Total Expenditures</b>	<b>63,426,823</b>	<b>66,642,656</b>	<b>75,233,100</b>	<b>78,975,400</b>	<b>3,742,300</b>	<b>4.97%</b>
<b>Operating Program Surplus (Deficit)</b>	<b>25,409,381</b>	<b>21,604,485</b>	<b>13,153,600</b>	<b>15,006,500</b>	<b>1,852,900</b>	<b>14.09%</b>
<b>Other</b>						
Gain/(Loss) on Disposal of Tangible Capital Assets	(4,610,986)	1,315,275	(173,600)	(45,900)	127,700	(73.56%)
Amortization of Tangible Capital Assets	(17,867,895)	(18,363,058)	(16,967,000)	(18,437,100)	(1,470,100)	8.66%
Developer and Customer Contributions	11,486,566	4,596,778	-	-	-	-
Restructuring	14,831,567	-	-	-	-	-
<b>Total Other</b>	<b>3,839,252</b>	<b>(12,451,005)</b>	<b>(17,140,600)</b>	<b>(18,483,000)</b>	<b>(1,342,400)</b>	<b>7.83%</b>
<b>Annual Surplus – Operating Program Budget</b>	<b>29,248,632</b>	<b>9,153,480</b>	<b>(3,987,000)</b>	<b>(3,476,500)</b>	<b>510,500</b>	<b>(12.80%)</b>
<b>Tax Adjustment</b>						
(Gain)/Loss on Disposal of Tangible Capital Assets	4,610,986	(1,315,275)	173,600	45,900	(127,700)	(73.56%)
Amortization	17,867,895	18,363,058	16,967,000	18,437,100	1,470,100	8.66%
Proceeds on Sales of Tangible Asset	3,501,852	2,587,275	650,000	509,900	(140,100)	(21.55%)
Transfers from Restricted Surplus	1,854,863	2,364,114	4,929,000	5,386,600	457,600	9.28%
Transfers to Restricted Surplus	(40,217,206)	(28,403,311)	(13,744,600)	(15,447,600)	(1,703,000)	12.39%
Transfer from Liability	36,675	66,117	81,600	91,600	10,000	12.25%
Liability Expenditure	(36,675)	(66,117)	(81,600)	(91,600)	(10,000)	12.25%
Debenture Payments	(2,268,171)	(2,191,870)	(2,454,500)	(2,373,800)	80,700	(3.29%)
<b>Total Tax Adjustment</b>	<b>(14,649,781)</b>	<b>(8,596,009)</b>	<b>6,520,500</b>	<b>6,558,100</b>	<b>37,600</b>	<b>0.58%</b>
<b>Tax Impacts - Operating Program Budget</b>	<b>14,598,851</b>	<b>557,472</b>	<b>2,533,500</b>	<b>3,081,600</b>	<b>548,100</b>	<b>21.63%</b>



**PARKLAND COUNTY  
MUNICIPAL BUDGET BY TYPE  
2024**

	2021 Actual	2022 Actual	2023 Budget	2024 Budget	Budget Change	Budget Change
	\$	\$	\$	\$	\$	%
<b>OPERATING PROJECTS</b>						
<b>Revenues</b>						
Government Transfer - Operating	5,965,357	3,420,889	172,000	218,500	46,500	27.03%
Transfers from Restricted Surplus	1,593,712	4,427,265	9,864,000	3,316,200	(6,547,800)	(66.38%)
Transfers from Liability	49,639	16,388	-	-	-	-
Other Operating revenue	-	52,160	48,000	57,200	9,200	19.17%
<b>Operating Projects Revenues Total</b>	<b>7,608,708</b>	<b>7,916,701</b>	<b>10,084,000</b>	<b>3,591,900</b>	<b>(6,492,100)</b>	<b>(64.38%)</b>
<b>Expenses</b>						
Salaries, Wages and Employee Benefits	842,269	290,428	7,500	222,700	215,200	2869.33%
Contracted and General Services	6,937,319	4,491,212	1,726,300	2,919,000	1,192,700	69.09%
Materials, Goods, Supplies and Utilities	1,274,549	740,747	846,200	1,310,600	464,400	54.88%
Bank Charges	-	(0)	-	-	-	-
Transfers to Government, Agencies and Organization	7,184	3,255,757	8,000,000	75,000	(7,925,000)	(99.06%)
Liability Expenditure	49,639	16,388	-	-	-	-
<b>Operating Project Expenditure Total</b>	<b>9,110,960</b>	<b>8,794,531</b>	<b>10,580,000</b>	<b>4,527,300</b>	<b>(6,052,700)</b>	<b>(57.21%)</b>
<b>Tax Impacts - Operating Projects Budget</b>	<b>(1,502,252)</b>	<b>(877,830)</b>	<b>(496,000)</b>	<b>(935,400)</b>	<b>(439,400)</b>	<b>88.59%</b>
<b>CAPITAL PROJECTS</b>						
<b>Revenues</b>						
Government Transfer - Capital	16,612,067	10,558,461	20,993,316	31,823,200	10,829,884	51.59%
Transfers from Restricted Surplus	7,146,773	5,198,235	6,427,310	11,699,700	5,272,390	82.03%
Proceeds from Long Term Debt	7,338,136	3,997,002	1,450,000	8,500,000	7,050,000	486.21%
Contributed Asset	8,112,406	15,805,880	3,954,500	90,500	(3,864,000)	(97.71%)
Others	1,199,820	-	-	-	-	-
<b>Capital Projects Revenues Total</b>	<b>40,409,202</b>	<b>35,559,578</b>	<b>32,825,126</b>	<b>52,113,400</b>	<b>19,288,274</b>	<b>58.76%</b>
<b>Expenses</b>						
Capital Purchases	45,393,395	19,433,340	30,908,126	54,169,100	23,260,974	75.26%
Contributed Asset	8,112,406	15,805,880	3,954,500	90,500	(3,864,000)	(97.71%)
<b>Capital Projects Expenditure Total</b>	<b>53,505,801</b>	<b>35,239,220</b>	<b>34,862,626</b>	<b>54,259,600</b>	<b>19,396,974</b>	<b>55.64%</b>
<b>Tax Impacts - Capital Projects Budget</b>	<b>(13,096,600)</b>	<b>320,358</b>	<b>(2,037,500)</b>	<b>(2,146,200)</b>	<b>(108,700)</b>	<b>5.33%</b>
<b>Budget Surplus</b>			-	-	-	-

# **PARKLAND COUNTY** **2024 Capital Budget by Infrastructure Class**

<b>Infrastructure Class</b>	<b>Capital Cost</b>	<b>Government Transfers</b>	<b>Restricted Surplus</b>	<b>Contribution from Others</b>	<b>Debt</b>	<b>Taxation</b>
Bridges	2,100,000	2,100,000	-	-	-	-
County Facilities	390,900	-	390,900	-	-	-
Fire Services	161,900	30,000	13,900	-	-	118,000
Fleet	6,413,400	636,400	5,700,000	-	-	77,000
Information Technology	3,097,200	1,216,300	1,880,900	-	-	-
Machinery & Equipment	176,000	-	160,000	-	-	16,000
Parks & Recreation	8,869,700	7,095,000	1,310,000	-	-	464,700
Road Construction - New	11,860,000	8,603,040	1,106,960	-	2,000,000	150,000
Road Rehabilitation	4,630,000	3,309,500	-	-	-	1,320,500
Sidewalks	-	-	-	-	-	-
Stormwater	2,500,000	2,500,000	-	-	-	-
Wastewater	8,593,000	5,609,098	483,902	-	2,500,000	-
Water	4,877,000	723,862	153,138	-	4,000,000	-
CAO Emergent Capital	500,000	-	500,000	-	-	-
<b>Total Capital Projects</b>	<b>\$ 54,169,100</b>	<b>\$ 31,823,200</b>	<b>\$ 11,699,700</b>	<b>\$ -</b>	<b>\$ 8,500,000</b>	<b>\$ 2,146,200</b>
Developer Contributed	90,500	-	-	90,500	-	-
<b>Total Capital Budget</b>	<b>\$ 54,259,600</b>	<b>\$ 31,823,200</b>	<b>\$ 11,699,700</b>	<b>\$ 90,500</b>	<b>\$ 8,500,000</b>	<b>\$ 2,146,200</b>