# APPENDIX K

2020 Annexation Financial Impact Assessment

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# Annexation Financial Impact Assessment

## City of St. Albert Growth Management Study

Prepared by CORVUS Business Advisors Inc.

October 2020 (FINAL)

October 14th, 2020

City of St Albert
5 St. Anne Street
St. Albert, Alberta
T8N 3Z9

## RE: City of St Albert Annexation Financial Impact Assessment (v6 Final)

Enclosed is the updated and final financial impact assessment of the City of St Albert's proposed annexation. The 2019 "base year" that was used in previous versions has not changed. Similarly, the 35-year review period (2021-2055), the majority of the inputs, and the overall analysis remains the same. However, the analysis has been updated to reflect the boundaries of the negotiated annexation area agreed to by the City of St Albert and Sturgeon County, as well as other minor edits and new information as summarized below.

- The City of St Albert's transportation-related capital plan (and associated capital financing plan) has been amended to reflect recent updates.
- The City of St Albert's and Sturgeon County's 2020 forecast mill rates have been updated to reflect actual mill rates.
- The existing assessment in the annexation area has been updated to reflect the boundaries of the negotiated annexation area.
- The land staging plan, land use map, and land staging maps have been updated in alignment with the updated Growth Management Study and negotiated annexation area.
- The overall financial impact on Sturgeon County has been updated to reflect the negotiated annexation area (*Section 12)*.
- Table and map (figure) numbers have been amended to align with the numbering

conventions contained in the Growth Management Study.

Respectfully,



Greg Weiss
President

## Final Report

# City of St Albert
# Annexation Financial Impact Assessment

**Version 6.0**
**October 14th, 2020**

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This report has been prepared by CORVUS Business Advisors for the sole purpose and exclusive use of the **City of St Albert**.

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# 2 DOCUMENT INFORMATION

## 2.1 Revision History

| Version Number | Revision Date | Summary of Changes and Author |
|---|---|---|
| 1.0 | November 12th, 2019 | Created by CORVUS Business Advisors |
| 2.0 | December 3rd, 2019 | Reviewed with City Staff |
| 3.0 | January 21st, 2020 | Updated Impact on County |
| 4.0 | January 28th, 2020 | Reviewed with Legal Advisor |
| 5.0 | April 2nd, 2020 | Presented to AASC |
| 6.0 | October 14th, 2020 | Final. Updated to Reflect Negotiated Annexation Area. |

## 2.2 Acronyms and Terms

| Term | Explanation |
|---|---|
| BMTG | Basic Municipal Transportation Grant |
| FCSS | Family and Community Support Services |
| FGTF | Federal Gas Tax Fund |
| IDP | Inter-municipal Development Plan |
| MCFP | Major Community Facilities Program |
| MDP | Municipal Development Plan |
| MSI | Municipal Sustainability Initiative |
| NPV | Net Present Value |
| RMR | Rehabilitation, Maintenance, & Replacement |


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| Term | Explanation |
|---|---|
| WTP | Water Treatment Plan |
| WWTP | Wastewater Treatment Plan |


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# 3 EXECUTIVE SUMMARY

We would like to thank the management, staff and Council of the City of St Albert ("the City") for their input into this report. This report analyses the financial impacts associated with growth within the current City boundary and the proposed annexation area for a 35-year period from 2021 – 2055. This analysis also considers the impact on Sturgeon County ("the County") and annexation area landowners.

This analysis is supported by a comprehensive capital infrastructure plan for core infrastructure (i.e., roads, water, wastewater, and drainage) that includes growth and life-cycle requirements, a capital infrastructure plan for non-core infrastructure (e.g., fire, recreation, transit, etc.) that includes growth and life-cycle requirements, an operating plan (revenues and expenses) for all departments, and an assessment forecast both in boundary as well as in the proposed annexation area. These elements have been constructed to service the urban growth identified in the growth study undertaken by ISL Engineering and Land Services. The growth study contains the population projections, land requirements, land use classifications, and development staging, all of which are foundational to this financial impact assessment.

The capital investment required to support growth over the 35-year review period is **$2.60 billion** in current dollars or **$3.06 billion** in the year of construction. The net operating costs (including direct capital allocation and contingencies) increase from **$117.1 million** in 2021 to **$366.2 million** in 2055. The total tax requirement, including school requisitions and Homeland Housing Foundation requisition, increases from **$155.7 million** in 2021 to **$487.0 million** in 2055. The assessment base for the City and annexation area, excluding tax exempt assessments, is forecast to increase from **$13.29 billion** in 2021 to **$22.10 billion** in 2055.

Forecast tax increases over the 35-year review period are outlined in the table below. Though municipalities can endure tax increases greater than 3% in a single year and even over short periods of time, increases greater than 3% for long periods are likely not


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sustainable. Accordingly, this analysis uses a "sustainability threshold" of 3%[1]. As highlighted in *Section 10.3*, forecast tax increases stay below the sustainability threshold throughout the entire review period:

- 2021 to 2023: **2.40%** per year
- 2024 to 2026: **2.15%** per year
- 2027 to 2029: **2.15%** per year
- 2030 to 2032: **2.75%** per year
- 2033 to 2035: **0.40%** per year
- 2036 to 2038: **2.35%** per year
- 2039 to 2041: **2.90%** per year
- 2042 to 2044: **1.25%** per year
- 2045 to 2047: **2.35%** per year
- 2048 to 2050: **0.50%** per year
- 2051 to 2053: **0.60%** per year
- 2054 to 2055: **1.40%** per year

*Table K.1 – Projected Tax Impact over 35-year Review Period*

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| **Mill Rates** | | | | | |
| Residential | 11.305 | 11.577 | 11.854 | 12.109 | 12.370 |
| Non-residential | 15.016 | 15.377 | 15.746 | 16.084 | 16.430 |
| **% Increase** | | | | | |
| Residential | **2.40%** | **2.40%** | **2.40%** | **2.15%** | **2.15%** |
| Non-residential | **2.40%** | **2.40%** | **2.40%** | **2.15%** | **2.15%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -0.60% | -0.60% | -0.60% | -0.85% | -0.85% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |

| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| **Mill Rates** | | | | | |
| Residential | 12.636 | 12.907 | 13.185 | 13.468 | 13.839 |
| Non-residential | 16.783 | 17.144 | 17.513 | 17.889 | 18.381 |
| **% Increase** | | | | | |
| Residential | **2.15%** | **2.15%** | **2.15%** | **2.15%** | **2.75%** |
| Non-residential | **2.15%** | **2.15%** | **2.15%** | **2.15%** | **2.75%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -0.85% | -0.85% | -0.85% | -0.85% | -0.25% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |

[1] In addition to political challenges of perpetual tax increases beyond 3%, the 3% sustainability threshold also aligns with the average tax increase for Cities in Alberta from 2010 to 2019 which was 3.1%.



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| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| **Mill Rates** | | | | | |
| Residential | 14.219 | 14.610 | 14.669 | 14.727 | 14.786 |
| Non-residential | 18.887 | 19.406 | 19.484 | 19.562 | 19.640 |
| **% Increase** | | | | | |
| Residential | **2.75%** | **2.75%** | **0.40%** | **0.40%** | **0.40%** |
| Non-residential | **2.75%** | **2.75%** | **0.40%** | **0.40%** | **0.40%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -0.25% | -0.25% | -2.60% | -2.60% | -2.60% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |

| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| **Mill Rates** | | | | | |
| Residential | 15.134 | 15.489 | 15.853 | 16.313 | 16.786 |
| Non-residential | 20.101 | 20.574 | 21.057 | 21.668 | 22.296 |
| **% Increase** | | | | | |
| Residential | **2.35%** | **2.35%** | **2.35%** | **2.90%** | **2.90%** |
| Non-residential | **2.35%** | **2.35%** | **2.35%** | **2.90%** | **2.90%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -0.65% | -0.65% | -0.65% | -0.10% | -0.10% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |

| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| **Mill Rates** | | | | | |
| Residential | 17.273 | 17.489 | 17.707 | 17.929 | 18.350 |
| Non-residential | 22.943 | 23.230 | 23.520 | 23.814 | 24.374 |
| **% Increase** | | | | | |
| Residential | **2.90%** | **1.25%** | **1.25%** | **1.25%** | **2.35%** |
| Non-residential | **2.90%** | **1.25%** | **1.25%** | **1.25%** | **2.35%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -0.10% | -1.75% | -1.75% | -1.75% | -0.65% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |

| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| **Mill Rates** | | | | | |
| Residential | 18.781 | 19.223 | 19.319 | 19.415 | 19.513 |
| Non-residential | 24.946 | 25.533 | 25.660 | 25.789 | 25.918 |
| **% Increase** | | | | | |
| Residential | **2.35%** | **2.35%** | **0.50%** | **0.50%** | **0.50%** |
| Non-residential | **2.35%** | **2.35%** | **0.50%** | **0.50%** | **0.50%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -0.65% | -0.65% | -2.50% | -2.50% | -2.50% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |



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| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| **Mill Rates** | | | | | |
| Residential | 19.630 | 19.747 | 19.866 | 20.144 | 20.426 |
| Non-residential | 26.073 | 26.229 | 26.387 | 26.756 | 27.131 |
| **% Increase** | | | | | |
| Residential | **0.60%** | **0.60%** | **0.60%** | **1.40%** | **1.40%** |
| Non-residential | **0.60%** | **0.60%** | **0.60%** | **1.40%** | **1.40%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -2.40% | -2.40% | -2.40% | -1.60% | -1.60% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |

As highlighted in *Section 11*, the debt limit is anticipated to peak at **61.3%** in 2030 and decrease to **6.7%** by the end of the 35-year review period. The debt servicing limit is anticipated to peak at **23.3%** in 2030 and decrease to **5.6%** by the end of the 35-year review period. Both the debt limit and debt service limit remain within legislated limits during the 35-year review period.

As highlighted in *Section 12*, for Sturgeon County the proposed annexation results in a net loss of approximately **$50,300** in 2021. Overall financial compensation from the City to the County is discussed in *Section 12.4*.

As highlighted in *Section 13*, annexation area landowners are not impacted by the proposed annexation, assuming the request by the City for tax protection is granted—namely that, in the absence of an activation event annexation area properties have their tax status "grandfathered" and be taxed at the lower of County or City tax rates in a given year.

As highlighted in *Section 13*, the impact on the City of tax mitigation for annexation area landowners is forecast between **$4.2 million** and **$8.6 million** (between 0.04% and 0.08% of total City taxes collected) over the 35-year review period.


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# 4 INTRODUCTION

This report assesses the financial impact of the proposed annexation of lands in Sturgeon County ("the County") by the initiating municipality—the City of St Albert ("the City").

## 4.1 Methodology

There are several ways to assess the financial impact of annexations. One scenario can be compared to another (e.g., compare the forecast tax impact without annexation vs. the forecast tax impact with annexation). Another approach is to examine the reasonableness of a single scenario against a minimum standard (e.g., compare the forecast tax impact with annexation to a go/no go threshold).

In our view analyses that rely on "with-without" comparisons are less meaningful. For example, one might determine that the average annual tax increase over the review period without annexation is 10% and with annexation is 8%. By this measure annexation might be deemed positive, even though long term tax increases of 8% year-after-year are not plausible.

We believe there is more value in assessing annexation financial impact by forecasting the tax impact with annexation and comparing it to a "sustainability threshold". Once the annexation plan is determined to be financially sustainable (or unsustainable), all other analyses of scenarios without annexation become moot—the annexation is financially viable or it is not. The sustainability threshold used in this report is discussed further in *Section 10.3*.

This financial impact assessment is based on a pro forma analysis intended to provide the reader with insight into the future—it is forward looking. Inflation is a valid forward looking assumption because it will impact municipal capital costs, operating costs, and recoveries. Accordingly, this pro forma analysis includes inflation of 2%[2] except where noted. The results provide future insight into tax rates, debt, and other key indicators of


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the City's future position post-annexation.

## 4.2 Approach

This report assesses the financial impacts associated with growth within the current City boundary and the proposed annexation area for a 35-year period (i.e., this analysis includes costs, recoveries, assessment, and tax impacts associated with the combined area of the current City and the proposed annexation area).

While the growth study prepared by ISL Engineering and Land Services forecasts land requirements for a longer review period, the financial impact assessment undertaken herein is limited to a 35-year review period. A 35-year review period is used because: (1) capital and operating plan certainty is greater within a shorter review period (forecasting uncertainty increases over time), (2) infrastructure requirements (generally) remain within the current technological base, and (3) it is sufficient to demonstrate the financial viability of the City's proposed annexation.

In developing the capital and operating plans that will be required to support an expanded service area (i.e., City and annexation lands), the City has taken a comprehensive and detailed approach to determining the strategies and associated costs and recoveries. As a result, the financial impact assessment described herein has a solid foundation and demonstrates the reasonableness and viability of the annexation plan.

Furthermore, the financial impact assessment undertaken herein uses conservative assumptions that serve to "test" and "stress" the annexation plan. For example, an average assessment growth rate of just 0.36%[3] is used (discussed in *Section 9*), and significant contingencies are included (discussed in *Section 4.3*).

In reading this document, it should be understood that this analysis reflects a generic plan and is not a budget or a reflection of approved policy changes. The capital and operating assumptions herein will ultimately require budget and policy review by Council

[2] The average inflation in Alberta from 2004-2019 was 1.97%.
[3] The market assessment growth rate in St Albert averaged 2.9% from 2013 to 2019.



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at a future point in time. Furthermore, development of capital and operating plans in this review reflect generic classifications and categories. For ease of analysis, City base budgets etc. have been placed into these generic classifications and categories.

## 4.3 Use of Contingencies

The most significant conservative assumption built into this financial impact assessment is the use of a very large contingency—**$160.0 million** over the 35-year review period is added to projected City costs. This contingency enables the City to absorb additional capital projects or additional services either not contemplated within the City's annexation plans or added as a result of changing circumstances. This contingency also enables the City to absorb potential tax mitigation impacts (discussed in *Section 13*). Should this contingency not be required to the extent it is included in the City's projected costs, the tax impacts on the City reflected in this report will decrease.



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# 5 LAND REQUIREMENTS, TARGETED LANDS, AND STAGING

## 5.1 Land Requirements

ISL Engineering and Land Services identified land requirements for the City of St Albert. As described in *Section 4*, the financial analysis contained in this report is limited to the 35-years from 2021 to 2055. The land requirements in both the City and the annexation area for the 35-years are:

- Residential* growth from 2021 to 2055 requires approximately 855 ha.
- Commercial growth from 2021 to 2055 requires approximately 130 ha.
- Industrial growth from 2021 to 2055 requires approximately 536 ha.
- Institutional/other* growth from 2021 to 2055 requires approximately 91 ha.

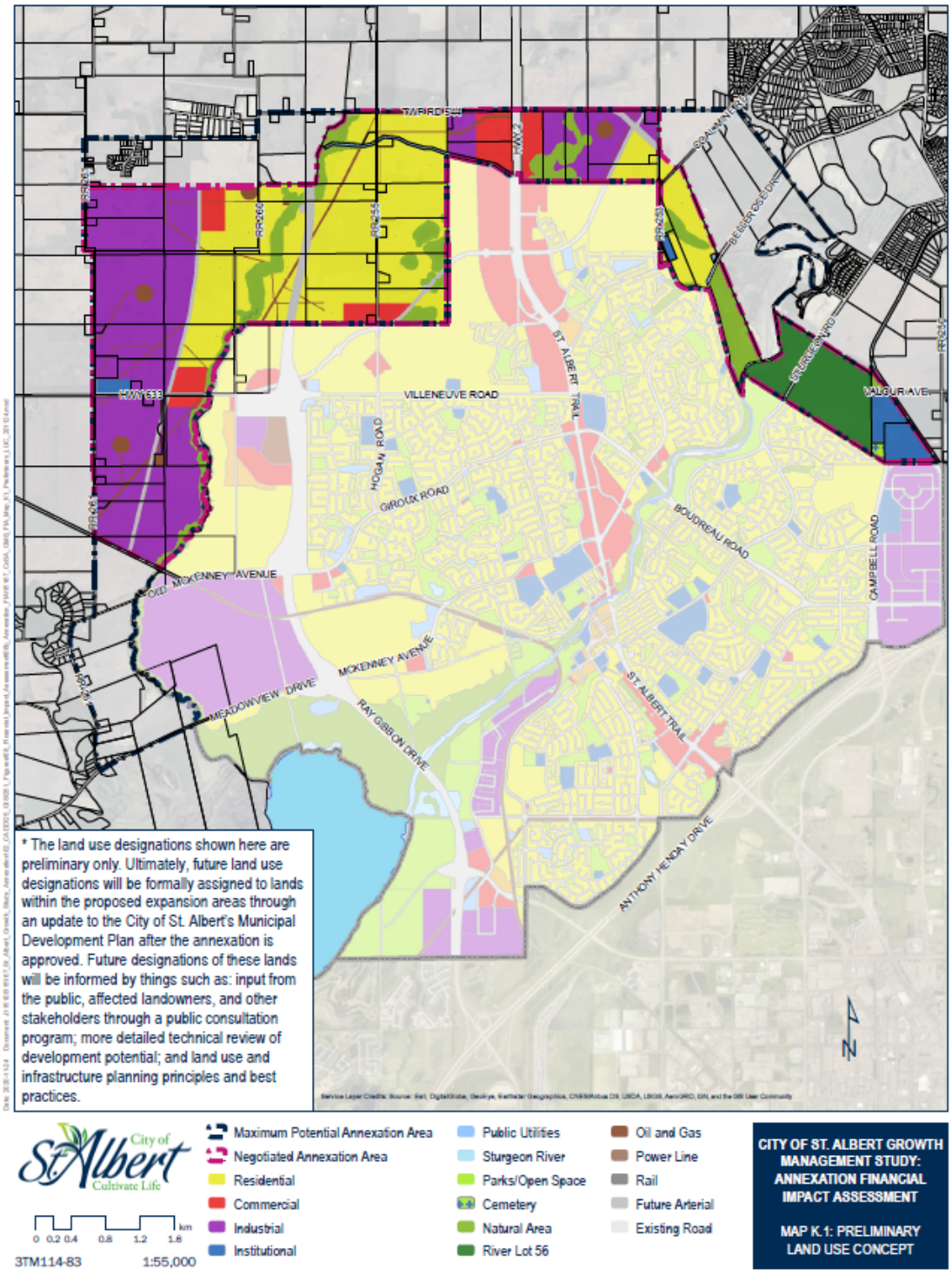
*The Growth Study prepared by ISL Engineering and Land Services allocates institutional/other lands to residential land use. However, for the purposes of this financial impact assessment institutional lands have been segregated so as not to overinflate the impact of residential taxes.

## 5.2 Targeted Lands and Staging

Upon selection of the targeted annexation lands, ISL Engineering and Land Services developed a conceptual plan for how the lands in-boundary and in the annexation area will develop (see Map K.1 below) and be staged (see Map K.2 below). In Map K.2, lands staged to 2055 are highlighted in shades of ‘green’, ‘yellow’, ‘orange’ and ‘red’ (see legend). Lands staged beyond 2055 are highlighted in ‘grey’.


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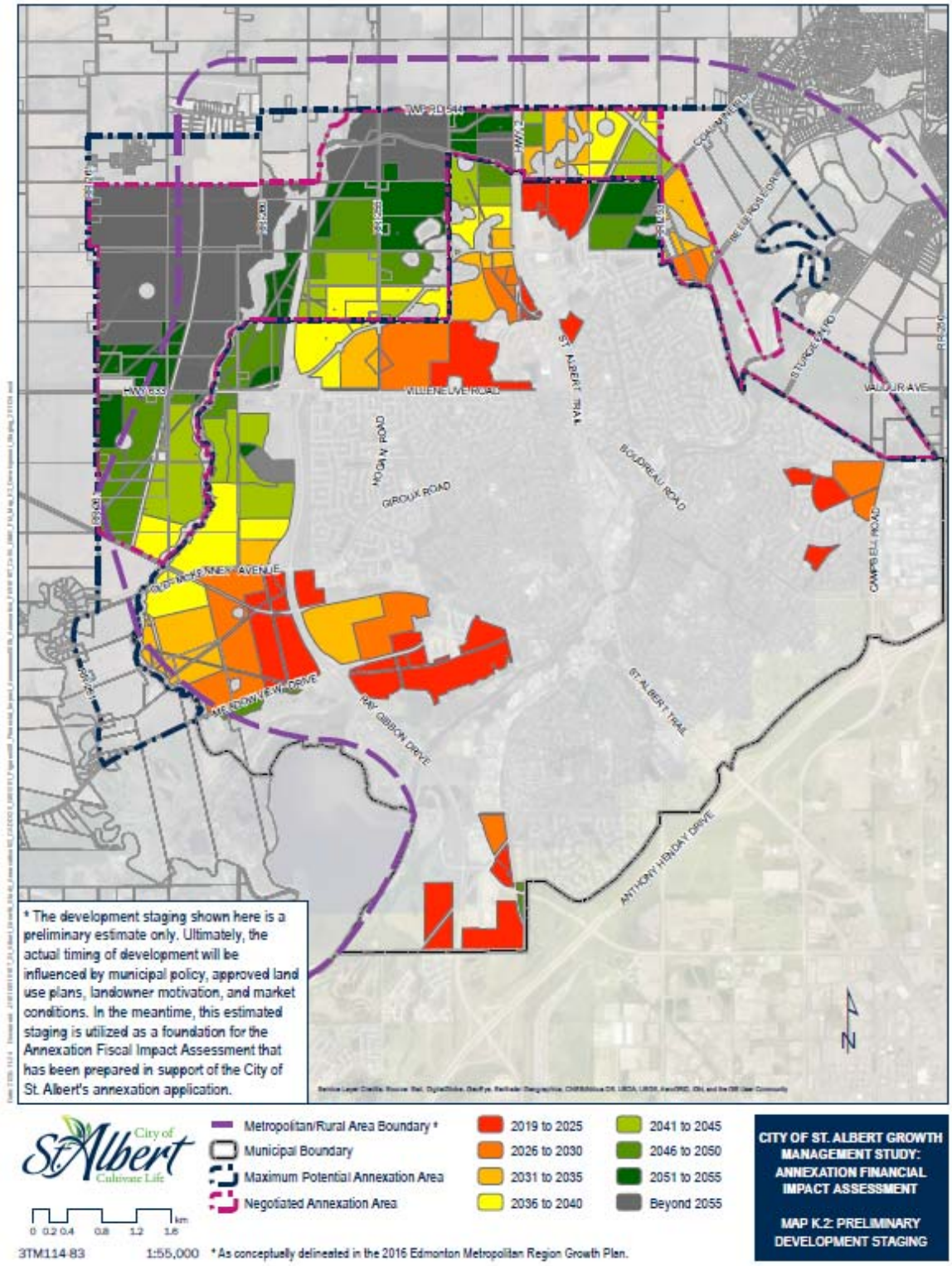
*Map K.1 – City and Negotiated Annexation Area Preliminary Land Use Concept*






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*Map K.2 – City and Negotiated Annexation Area Preliminary Development Staging*






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# 6 CAPITAL PLAN OVERVIEW

The City of St Albert reviewed the infrastructure required to support future growth of the community over the 35-year review period, including annexation lands. As summarized in the table below, anticipated capital infrastructure investment for the expanded urban community is **$2.59 billion** in current dollars or **$3.06 billion** in year of construction dollars. Capital infrastructure project details and construction timing are outlined in *Appendix K2 – Capital Plan Details*. Capital infrastructure costs are reflected in year of construction dollars based upon 2019 construction prices and escalated 2%[4] per annum to the date of construction.

As described in *Section 4.3*, a **$160.0 million** contingency is included in this financial impact assessment to fund any capital (or operating) requirements that are unforeseen or arise as a result of changing circumstances.

[4] The average inflation rate in Alberta from 2004 to 2019 was 1.97%.


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*Table K.2 – Summary of Capital Infrastructure Required to Support City Needs (Including Both Current City Lands and Annexation Lands)*[5]

| Expenditure Area | $ | % |
|---|---|---|
| Council | $ - | 0.0% |
| Culture | $ 84,966,869 | 2.8% |
| Environment | $ 3,984,402 | 0.1% |
| Fire | $ 69,430,271 | 2.3% |
| Legislative | $ - | 0.0% |
| Library | $ 23,527,548 | 0.8% |
| Planning & Development | $ 30,074,270 | 1.0% |
| Police | $ 23,546,505 | 0.8% |
| Public Works | $ 9,176,104 | 0.3% |
| Recreation | $ 235,061,322 | 7.7% |
| RMR | $ 1,270,389,287 | 41.6% |
| Roads | $ 715,027,311 | 23.4% |
| Sanitary | $ 128,781,652 | 4.2% |
| Solid Waste Management | $ 1,845,071 | 0.1% |
| Stormwater | $ 113,262,036 | 3.7% |
| Strategic Services | $ 50,645,043 | 1.7% |
| Transit | $ 109,932,495 | 3.6% |
| Utilities | $ 3,388,009 | 0.1% |
| Water | $ 184,196,994 | 6.0% |
| | | |
| **Total** | $ 3,057,235,189 | 100.0% |

[5] RMR is rehabilitation, maintenance, and replacement.



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# 7 CAPITAL PLAN FINANCING

A capital financing plan was developed to fund capital infrastructure investments over the 35-year period. As summarized in the tables below, total capital financing is **$3.06 billion** and is grouped into 5 broad categories: (1) tax levy (i.e., pay-as-you-go), (2) debentures (i.e., debt), (3) offsite levies, (4) third party contributions (i.e., Sturgeon County), and (5) grants. In some cases, financing options are limited and funding is specifically earmarked for a project (e.g., special grant programs such as Alberta Water and Wastewater Partnership Grant, and Major Community Facilities Grant); in other cases the project financing methods are used interchangeably (e.g., general grant programs such as the Municipal Sustainability Initiative, and Federal Gas Tax). Capital financing requirements coincide with the timing of infrastructure construction and the timing of infrastructure construction is predicated upon the financial capacity of the municipality at that time. Additional capital financing details are outlined in *Appendix K3 – Capital Financing Plan Details*.

*Table K.3 – Summary of Capital Financing Plan by Source*

| Source of Financing | $ | % |
|---|---|---|
| Tax Levy | $ 872,562,967 | 28.5% |
| Debentures | $ 515,075,506 | 16.8% |
| Reserves | $ 11,637,623 | 0.4% |
| Offsite Levies | $ 827,733,933 | 27.1% |
| Third Party Contributions | $ 116,383,041 | 3.8% |
| Grants | $ 713,842,119 | 23.3% |
| | | |
| **Total** | $ 3,057,235,189 | 100.0% |


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*Table K.4 – Summary of Capital Financing Plan by Expenditure Area*

| Expenditure Area | Total | Tax Levy (PAYG) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|---|
| Council | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Culture | $ 84,966,869 | $ - | $ 84,966,869 | $ - | $ - | $ - | $ - |
| Environment | $ 3,984,402 | $ - | $ 3,984,402 | $ - | $ - | $ - | $ - |
| Fire | $ 69,430,271 | $ 34,000,000 | $ 35,430,271 | $ - | $ - | $ - | $ - |
| Legislative | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Library | $ 23,527,548 | $ - | $ 23,527,548 | $ - | $ - | $ - | $ - |
| Planning & Development | $ 30,074,270 | $ - | $ 30,074,270 | $ - | $ - | $ - | $ - |
| Police | $ 23,546,505 | $ - | $ 23,546,505 | $ - | $ - | $ - | $ - |
| Public Works | $ 9,176,104 | $ 9,176,104 | $ - | $ - | $ - | $ - | $ - |
| Recreation | $ 235,061,322 | $ 13,529,282 | $ 207,700,051 | $ - | $ - | $ - | $ 13,831,989 |
| RMR | $ 1,270,389,287 | $ 662,778,033 | $ - | $ - | $ - | $ - | $ 607,611,254 |
| Roads | $ 715,027,311 | $ 139,568,330 | $ 14,354,301 | $ - | $ 407,897,794 | $ 116,383,041 | $ 36,823,846 |
| Sanitary | $ 128,781,652 | $ - | $ - | $ - | $ 128,781,652 | $ - | $ - |
| Solid Waste Management | $ 1,845,071 | $ - | $ - | $ 1,845,071 | $ - | $ - | $ - |
| Stormwater | $ 113,262,036 | $ - | $ - | $ - | $ 113,262,036 | $ - | $ - |
| Strategic Services | $ 50,645,043 | $ 13,511,218 | $ 37,133,825 | $ - | $ - | $ - | $ - |
| Transit | $ 109,932,495 | $ - | $ 54,357,464 | $ - | $ - | $ - | $ 55,575,031 |
| Utilities | $ 3,388,009 | $ - | $ - | $ 3,388,009 | $ - | $ - | $ - |
| Water | $ 184,196,994 | $ - | $ - | $ 6,404,543 | $ 177,792,451 | $ - | $ - |
| | | | | | | | |
| **Total** | $ 3,057,235,189 | $ 872,562,967 | $ 515,075,506 | $ 11,637,623 | $ 827,733,933 | $ 116,383,041 | $ 713,842,119 |

## Tax Levy (Pay-as-you-go)

A provision of **$896.3 million** in tax levy (pay-as-you-go[6]) funding was established in the operating budget to finance recurring capital requirements from 2019 to 2055[7]. Of the available funding, a total of **$872.6 million** (28.5% of total financing) is earmarked to finance various capital expenditures over the 35-year capital plan.

## Debenture Financing

Debenture financing is generally used for large capital undertakings that are not financed by other means. All debentures are assumed to be issued for 25-years at an interest rate of 1.203% compounded semi-annually (i.e., 2.42% annual rate[8]). The amount of debt that a municipality can assume is controlled by legislation. Debt repayments cannot exceed 25% of eligible revenues and debenture obligations cannot exceed 1.5 times eligible revenues. These legislated limits are discussed in detail in *Section 11*. The timing of debenture financing is subject to construction project scheduling and availability of funds. The timing of new debenture financing over the 35-year capital plan is outlined below. A total of **$515.1 million** in debenture funding (16.9% of total financing) is earmarked to finance various expenditures contained in the 35-year capital plan.

[6] The City separates tax levy funding into: (1) capital allowance, and (2) life cycle funding. Together, they comprise pay-as-you-go funding.
[7] The 2 "stub" years (2019 and 2020) are included to account for any carry over funding available and utilized during the 2021 to 2055 review period.


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*Table K.5 – Summary of Debenture Financing in 5-year Increments*

| Period | | | $ |
|---|---|---|---|
| 2021 | to | 2025 | 142,643,457 |
| 2026 | to | 2030 | 190,944,844 |
| 2031 | to | 2035 | 35,756,487 |
| 2036 | to | 2040 | 115,854,548 |
| 2041 | to | 2045 | 23,526,275 |
| 2046 | to | 2050 | - |
| 2051 | to | 2055 | 6,349,895 |
| | | | |
| | | Total | 515,075,506 |

## Reserves

Reserve financing relates to funds that are obtained from utility rate payers via utility charges[9]. Utility charges are used to finance various water, sewer, stormwater, and solid waste infrastructure that isn't financed by other means such as offsite levies. A total of **$11.6 million** in reserve financing (0.4% of total financing) is earmarked to finance various capital expenditures contained in the 35-year capital plan[10].

## Offsite Levies

Developer financing relates to funds obtained from developers through offsite levies or other development charges. A total of **$827.7 million** in offsite levies (27.1% of total financing) is used to finance various roads, water, sewer and stormwater offsite infrastructure contained in the 35-year capital plan.

## Third Party Contributions

Third party financing relates to funds that are received from neighbouring municipalities in support of joint use infrastructure. A total of **$116.4 million** in third party contributions (3.8% of total financing) is earmarked to finance various capital expenditures contained

[8] At the time of analysis, the Alberta Capital Finance Authority 25-year borrowing rate was 2.42%.
[9] City staff report that utility rates are established on a full cost basis. Accordingly, it is assumed that St Albert's utility (water, sewer, drainage, solid waste), will implement rate increases as necessary to recover the full cost of future capital costs and the like.
[10] Capital requirements for RMR (Rehabilitation, Maintenance, & Replacement) includes all municipal areas except utilities. Accordingly, a funding envelop, similar to earmarked grants, has been established to fund utility-related RMR. After financing utility capital requirements as described in *Section 6*, and operating costs as described in *Section 8*, $519.8 million in reserves are amassed over the 35 year review period (all while capping utility rate increases at 1.4% per annum). These reserves can be used to finance utility-related RMR requirements.


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in the 35-year capital plan.

### Grants

Capital grants include the Municipal Sustainability Initiative (MSI), Major Community Facilities Program grant (MCFP), Basic Municipal Transportation Grant (BMTG), Federal Gas Tax grant, and traffic grants and sponsorships, with certain assumptions as follows:

- Available MSI grant funding is based upon the 2019/2020 grant amount, held constant in 2021, reduced by 25% in 2022, and then inflated by 1.2% per annum thereafter.

- Available Federal Gas Tax grant funding is based upon the 2019/2020 grant amount, reduced by ~10% in 2021, held constant in 2022, and then inflated by 1.2% per annum thereafter.

- Available BMTG grant funding is based upon the 2019/2020 grant amount, held constant in 2021, reduced by 25% in 2022, and then inflated by 1.2% per annum thereafter.

- Available traffic grant funding is based upon the 2019/2020 grant amount of $1.5 million, held constant thereafter.

- MCFP is specific (earmarked) to community facility projects (e.g., Arena Complex, and Community Cultural Center) based on a prescribed funding formula (50% of program costs to maximum of $10 million per project, and community must provide a minimum of 33% of program costs).

A total of **$713.8 million** in grants (23.3% of total financing) is earmarked to finance various capital expenditures contained in the 35-year capital plan.


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# 8 OPERATING PLAN

An operating plan was developed for the 35-year review period. The operating plan outlines the programs and services that will be provided to residents, operating and maintenance costs associated with supporting community programs and infrastructure, and debt repayment and other financial charges applicable to capital and other investments. The plan also provides for the ongoing generation of revenues and recoveries from various program areas. A summary of the operating plan is outlined in the table below and described in the sections that follow. Additional plan details are provided in *Appendix K4 – Operating Plan Details*.

*Table K.6 – Summary of Operating Revenues & Expenditures*

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| Program and Non-program Revenue | $ 102,642,717 | $ 106,418,946 | $ 110,296,396 | $ 114,277,491 | $ 126,792,614 |
| Total Revenues | $ 102,642,717 | $ 106,418,946 | $ 110,296,396 | $ 114,277,491 | $ 126,792,614 |
| | | | | | |
| Program Expenditures | $ 184,776,642 | $ 196,916,573 | $ 204,418,225 | $ 211,878,607 | $ 227,058,193 |
| Existing Debentures (P&I) | $ 6,231,612 | $ 6,231,612 | $ 6,231,612 | $ 4,968,485 | $ 3,328,033 |
| New Debentures (P&I) | $ 505,885 | $ 1,389,595 | $ 1,535,305 | $ 2,483,134 | $ 7,968,486 |
| Transfer To Utility Reserves | $ 11,846,468 | $ 12,108,182 | $ 12,364,774 | $ 12,615,822 | $ 12,860,885 |
| Direct Capital Allocation | $ 15,400,000 | $ 16,900,000 | $ 16,900,000 | $ 16,900,000 | $ 19,400,000 |
| Contingency | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 |
| Total Expenditures | $ 219,760,607 | $ 234,545,961 | $ 242,449,915 | $ 249,846,047 | $ 271,615,597 |

| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| Program and Non-program Revenue | $ 131,343,871 | $ 136,017,224 | $ 140,815,619 | $ 145,742,068 | $ 153,223,374 |
| Total Revenues | $ 131,343,871 | $ 136,017,224 | $ 140,815,619 | $ 145,742,068 | $ 153,223,374 |
| | | | | | |
| Program Expenditures | $ 235,107,604 | $ 243,388,169 | $ 252,809,918 | $ 262,742,658 | $ 278,040,881 |
| Existing Debentures (P&I) | $ 2,950,707 | $ 2,195,990 | $ 1,295,313 | $ 681,795 | $ 681,795 |
| New Debentures (P&I) | $ 8,094,530 | $ 10,598,073 | $ 12,026,245 | $ 16,215,729 | $ 18,176,209 |
| Transfer To Utility Reserves | $ 13,099,506 | $ 13,331,211 | $ 13,555,510 | $ 13,771,892 | $ 13,979,831 |
| Direct Capital Allocation | $ 19,400,000 | $ 19,400,000 | $ 19,400,000 | $ 19,400,000 | $ 21,900,000 |
| Contingency | $ 2,000,000 | $ 2,000,000 | $ 2,000,000 | $ 2,000,000 | $ 2,000,000 |
| Total Expenditures | $ 280,652,347 | $ 290,913,443 | $ 301,086,987 | $ 314,812,074 | $ 334,778,716 |



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| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| Program and Non-program Revenue | $ 158,512,179 | $ 163,941,405 | $ 169,514,427 | $ 175,234,699 | $ 181,105,756 |
| Total Revenues | $ 158,512,179 | $ 163,941,405 | $ 169,514,427 | $ 175,234,699 | $ 181,105,756 |
| | | | | | |
| Program Expenditures | $ 287,995,874 | $ 297,776,390 | $ 307,832,928 | $ 318,172,616 | $ 328,894,949 |
| Existing Debentures (P&I) | $ 681,795 | $ 681,795 | $ 681,795 | $ 681,795 | $ 681,795 |
| New Debentures (P&I) | $ 18,447,405 | $ 18,984,552 | $ 18,984,552 | $ 19,109,383 | $ 20,087,715 |
| Transfer To Utility Reserves | $ 14,178,780 | $ 14,368,172 | $ 14,547,420 | $ 14,715,918 | $ 14,873,035 |
| Direct Capital Allocation | $ 21,900,000 | $ 21,900,000 | $ 21,900,000 | $ 21,900,000 | $ 24,400,000 |
| Contingency | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 |
| Total Expenditures | $ 346,203,854 | $ 356,710,909 | $ 366,946,695 | $ 377,579,712 | $ 391,937,494 |

| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| Program and Non-program Revenue | $ 187,131,212 | $ 193,314,766 | $ 199,660,201 | $ 207,559,279 | $ 217,082,282 |
| Total Revenues | $ 187,131,212 | $ 193,314,766 | $ 199,660,201 | $ 207,559,279 | $ 217,082,282 |
| | | | | | |
| Program Expenditures | $ 339,824,872 | $ 351,060,435 | $ 364,061,050 | $ 386,194,908 | $ 403,156,682 |
| Existing Debentures (P&I) | $ 681,795 | $ 681,795 | $ 340,898 | $ - | $ - |
| New Debentures (P&I) | $ 20,087,715 | $ 20,316,773 | $ 20,326,119 | $ 24,002,361 | $ 26,281,185 |
| Transfer To Utility Reserves | $ 15,018,122 | $ 15,150,505 | $ 15,269,486 | $ 15,374,346 | $ 15,464,338 |
| Direct Capital Allocation | $ 24,400,000 | $ 24,400,000 | $ 24,400,000 | $ 24,400,000 | $ 26,900,000 |
| Contingency | $ 4,000,000 | $ 4,000,000 | $ 4,000,000 | $ 4,000,000 | $ 4,000,000 |
| Total Expenditures | $ 404,012,505 | $ 415,609,508 | $ 428,397,552 | $ 453,971,614 | $ 475,802,205 |

| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| Program and Non-program Revenue | $ 224,092,249 | $ 231,284,637 | $ 238,663,804 | $ 246,234,205 | $ 254,000,399 |
| Total Revenues | $ 224,092,249 | $ 231,284,637 | $ 238,663,804 | $ 246,234,205 | $ 254,000,399 |
| | | | | | |
| Program Expenditures | $ 416,106,427 | $ 429,412,899 | $ 443,085,187 | $ 457,132,601 | $ 472,274,007 |
| Existing Debentures (P&I) | $ - | $ - | $ - | $ - | $ - |
| New Debentures (P&I) | $ 26,281,185 | $ 27,039,880 | $ 27,039,880 | $ 27,012,242 | $ 27,195,969 |
| Transfer To Utility Reserves | $ 15,538,691 | $ 15,596,609 | $ 15,637,268 | $ 15,659,816 | $ 15,663,374 |
| Direct Capital Allocation | $ 26,900,000 | $ 26,900,000 | $ 26,900,000 | $ 26,900,000 | $ 29,400,000 |
| Contingency | $ 4,000,000 | $ 4,000,000 | $ 4,000,000 | $ 4,000,000 | $ 4,000,000 |
| Total Expenditures | $ 488,826,303 | $ 502,949,389 | $ 516,662,335 | $ 530,704,660 | $ 548,533,349 |

| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| Program and Non-program Revenue | $ 261,967,049 | $ 270,138,924 | $ 278,520,905 | $ 287,117,982 | $ 295,935,262 |
| Total Revenues | $ 261,967,049 | $ 270,138,924 | $ 278,520,905 | $ 287,117,982 | $ 295,935,262 |
| | | | | | |
| Program Expenditures | $ 487,114,700 | $ 502,360,112 | $ 518,020,494 | $ 534,106,348 | $ 550,848,121 |
| Existing Debentures (P&I) | $ - | $ - | $ - | $ - | $ - |
| New Debentures (P&I) | $ 27,032,992 | $ 26,149,282 | $ 26,003,571 | $ 25,055,743 | $ 19,570,390 |
| Transfer To Utility Reserves | $ 15,647,031 | $ 15,609,849 | $ 15,550,859 | $ 15,469,058 | $ 15,363,411 |
| Direct Capital Allocation | $ 29,400,000 | $ 29,400,000 | $ 29,400,000 | $ 29,400,000 | $ 31,900,000 |
| Contingency | $ 8,000,000 | $ 8,000,000 | $ 8,000,000 | $ 8,000,000 | $ 8,000,000 |
| Total Expenditures | $ 567,194,723 | $ 581,519,243 | $ 596,974,925 | $ 612,031,149 | $ 625,681,923 |



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| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| Program and Non-program Revenue | $ 304,977,966 | $ 314,251,436 | $ 323,761,137 | $ 333,512,657 | $ 343,511,714 |
| Total Revenues | $ 304,977,966 | $ 314,251,436 | $ 323,761,137 | $ 333,512,657 | $ 343,511,714 |
| | | | | | |
| Program Expenditures | $ 567,821,835 | $ 585,254,159 | $ 603,156,646 | $ 621,541,132 | $ 641,198,206 |
| Existing Debentures (P&I) | $ - | $ - | $ - | $ - | $ - |
| New Debentures (P&I) | $ 19,444,347 | $ 16,940,804 | $ 15,512,631 | $ 11,323,147 | $ 9,702,127 |
| Transfer To Utility Reserves | $ 15,232,852 | $ 15,076,278 | $ 14,892,550 | $ 14,680,494 | $ 14,438,900 |
| Direct Capital Allocation | $ 31,900,000 | $ 31,900,000 | $ 31,900,000 | $ 31,900,000 | $ 34,400,000 |
| Contingency | $ 10,000,000 | $ 10,000,000 | $ 10,000,000 | $ 10,000,000 | $ 10,000,000 |
| Total Expenditures | $ 644,399,034 | $ 659,171,240 | $ 675,461,827 | $ 689,444,773 | $ 709,739,233 |

## 8.1 Program Expenditures

Program expenditures were identified for all areas of municipal operations: Administration, Public Works, Culture Services, Community Services, Council, Stormwater, Recreation & Parks, Engineering & Environment, SERVUS Place, Fire, Library, Planning & Development, Police, Transit, Wastewater, Solid Waste Management, Water & Utility Financing, Outside Agencies, Parks & Open Spaces, and Buildings. Program expenditures are forecast to grow from **$184.8 million** in 2021 to **$641.2 million** in 2055. Assumptions used in developing program expenditures include the following:

- Program costs grow based on the unique requirements of the program in order to meet forecast urban growth.
- Staff and non-staff costs increase in step with population growth, unless otherwise noted (e.g., facility centric program areas such as fire services).
- Programs costs also escalate at 2%[11] per annum (inflation).

Specific staff increases for each area are outlined in *Appendix K4 – Operating Plan Details.*

## 8.2 Existing Debentures

In addition to program expenditures, operating costs include the principal and interest costs associated with existing debentures as shown in the table below. The existing debt forecast uses the 2019 opening debt balances as a start point. All forecasts forward in time stem from the City's forecast repayment schedule as at the commencement of 2019. Existing debt payments (principal and interest) are forecast to decline from **$6.2**


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**million** in 2021 to **$0** in 2039. In other words, the City is forecasting repayment of its existing debt in 2038.

*Table K.7 – Summary of Existing Debentures*

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| Opening Debt Balance | $ 33,484,257 | $ 28,630,471 | $ 23,550,411 | $ 18,233,410 | $ 13,931,422 |
| Principal Payment | $ 4,853,787 | $ 5,080,060 | $ 5,317,001 | $ 4,301,988 | $ 2,826,303 |
| Interest | $ 1,377,825 | $ 1,151,551 | $ 914,611 | $ 666,497 | $ 501,729 |
| Annuity Payment | $ 6,231,612 | $ 6,231,612 | $ 6,231,612 | $ 4,968,485 | $ 3,328,033 |
| | | | | | |
| **Ending Balance** | $ 28,630,471 | $ 23,550,411 | $ 18,233,410 | $ 13,931,422 | $ 11,105,118 |

| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| Opening Debt Balance | $ 11,105,118 | $ 8,540,984 | $ 6,627,961 | $ 5,543,127 | $ 5,035,551 |
| Principal Payment | $ 2,564,135 | $ 1,913,023 | $ 1,084,833 | $ 507,576 | $ 524,031 |
| Interest | $ 386,573 | $ 282,967 | $ 210,480 | $ 174,219 | $ 157,764 |
| Annuity Payment | $ 2,950,707 | $ 2,195,990 | $ 1,295,313 | $ 681,795 | $ 681,795 |
| | | | | | |
| **Ending Balance** | $ 8,540,984 | $ 6,627,961 | $ 5,543,127 | $ 5,035,551 | $ 4,511,519 |

| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| Opening Debt Balance | $ 4,511,519 | $ 3,970,500 | $ 3,411,941 | $ 2,835,275 | $ 2,239,914 |
| Principal Payment | $ 541,020 | $ 558,559 | $ 576,666 | $ 595,361 | $ 614,662 |
| Interest | $ 140,775 | $ 123,236 | $ 105,129 | $ 86,434 | $ 67,133 |
| Annuity Payment | $ 681,795 | $ 681,795 | $ 681,795 | $ 681,795 | $ 681,795 |
| | | | | | |
| **Ending Balance** | $ 3,970,500 | $ 3,411,941 | $ 2,835,275 | $ 2,239,914 | $ 1,625,252 |

| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| Opening Debt Balance | $ 1,625,252 | $ 990,663 | $ 335,503 | -$ 0 | -$ 0 |
| Principal Payment | $ 634,588 | $ 655,161 | $ 335,503 | | |
| Interest | $ 47,207 | $ 26,634 | $ 5,395 | | |
| Annuity Payment | $ 681,795 | $ 681,795 | $ 340,898 | $ - | $ - |
| | | | | | |
| **Ending Balance** | $ 990,663 | $ 335,503 | -$ 0 | -$ 0 | -$ 0 |

[11] The average inflation rate in Alberta from 2004 to 2019 was 1.97%.



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| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| Opening Debt Balance | -$ 0 | -$ 0 | -$ 0 | -$ 0 | -$ 0 |
| Principal Payment | | | | | |
| Interest | | | | | |
| Annuity Payment | $ - | $ - | $ - | $ - | $ - |
| | | | | | |
| **Ending Balance** | -$ 0 | -$ 0 | -$ 0 | -$ 0 | -$ 0 |

| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| Opening Debt Balance | -$ 0 | -$ 0 | -$ 0 | -$ 0 | -$ 0 |
| Principal Payment | | | | | |
| Interest | | | | | |
| Annuity Payment | $ - | $ - | $ - | $ - | $ - |
| | | | | | |
| **Ending Balance** | -$ 0 | -$ 0 | -$ 0 | -$ 0 | -$ 0 |

| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| Opening Debt Balance | -$ 0 | -$ 0 | -$ 0 | -$ 0 | -$ 0 |
| Principal Payment | | | | | |
| Interest | | | | | |
| Annuity Payment | $ - | $ - | $ - | $ - | $ - |
| | | | | | |
| **Ending Balance** | -$ 0 | -$ 0 | -$ 0 | -$ 0 | -$ 0 |

## 8.3 New Debentures

In addition to program expenditures and existing debt, operating costs include the principal and interest costs associated with new capital items financed by way of debt, as shown in the table below. All debentures are assumed to be issued for 25-years at an interest rate of 1.203% compounded semi-annually (2.42% annual rate[12]). New debt payments (principal and interest) are forecast to grow from **$0.5 million** in 2021 to **$27.2 million** in 2045, then decrease to **$9.7 million** in 2055. The amount of debt that a municipality can assume is controlled by legislation. Debt repayments cannot exceed 25% of eligible revenues and debenture obligations cannot exceed 1.5 times eligible revenues. These legislated limits are discussed in detail in *Section 11*.

[12] At the time of analysis, the Alberta Capital Finance Authority 25-year borrowing rate was 2.42%.


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*Table K.8 – Summary of New Debenture Payments and Balances*[13]

| Year | Principle | Interest | Total | Closing Balance |
|---|---|---|---|---|
| 2019 | $ 15,293 | $ 12,345 | $ 27,638 | $ 501,707 |
| 2020 | $ 190,112 | $ 152,796 | $ 342,908 | $ 6,209,003 |
| 2021 | $ 284,892 | $ 220,992 | $ 505,885 | $ 8,972,743 |
| 2022 | $ 780,770 | $ 608,824 | $ 1,389,595 | $ 24,722,582 |
| 2023 | $ 880,291 | $ 655,014 | $ 1,535,305 | $ 26,567,934 |
| 2024 | $ 1,426,057 | $ 1,057,077 | $ 2,483,134 | $ 42,871,882 |
| 2025 | $ 4,495,780 | $ 3,472,706 | $ 7,968,486 | $ 140,984,670 |
| 2026 | $ 4,674,322 | $ 3,420,208 | $ 8,094,530 | $ 138,668,108 |
| 2027 | $ 6,172,728 | $ 4,425,345 | $ 10,598,073 | $ 179,326,457 |
| 2028 | $ 7,112,359 | $ 4,913,886 | $ 12,026,245 | $ 198,929,379 |
| 2029 | $ 9,602,648 | $ 6,613,081 | $ 16,215,729 | $ 267,694,878 |
| 2030 | $ 10,919,825 | $ 7,256,384 | $ 18,176,209 | $ 293,447,632 |
| 2031 | $ 11,334,146 | $ 7,113,259 | $ 18,447,405 | $ 287,186,453 |
| 2032 | $ 11,905,652 | $ 7,078,900 | $ 18,984,552 | $ 285,328,632 |
| 2033 | $ 12,193,769 | $ 6,790,783 | $ 18,984,552 | $ 273,134,863 |
| 2034 | $ 12,557,931 | $ 6,551,452 | $ 19,109,383 | $ 262,912,014 |
| 2035 | $ 13,403,174 | $ 6,684,541 | $ 20,087,715 | $ 267,809,447 |
| 2036 | $ 13,727,531 | $ 6,360,184 | $ 20,087,715 | $ 254,081,916 |
| 2037 | $ 14,186,482 | $ 6,130,291 | $ 20,316,773 | $ 244,180,173 |
| 2038 | $ 14,534,966 | $ 5,791,153 | $ 20,326,119 | $ 229,820,024 |
| 2039 | $ 16,920,889 | $ 7,081,471 | $ 24,002,361 | $ 281,666,618 |
| 2040 | $ 18,591,318 | $ 7,689,867 | $ 26,281,185 | $ 305,702,809 |
| 2041 | $ 19,041,228 | $ 7,239,957 | $ 26,281,185 | $ 286,661,581 |
| 2042 | $ 19,921,835 | $ 7,118,046 | $ 27,039,880 | $ 280,931,840 |
| 2043 | $ 20,403,943 | $ 6,635,937 | $ 27,039,880 | $ 260,527,896 |
| 2044 | $ 20,869,914 | $ 6,142,328 | $ 27,012,242 | $ 239,657,982 |
| 2045 | $ 21,333,910 | $ 5,862,058 | $ 27,195,969 | $ 227,658,254 |
| 2046 | $ 21,686,234 | $ 5,346,758 | $ 27,032,992 | $ 205,972,020 |
| 2047 | $ 21,322,016 | $ 4,827,265 | $ 26,149,282 | $ 184,650,004 |
| 2048 | $ 21,691,423 | $ 4,312,149 | $ 26,003,571 | $ 162,958,581 |
| 2049 | $ 21,262,826 | $ 3,792,917 | $ 25,055,743 | $ 141,695,755 |
| 2050 | $ 16,259,046 | $ 3,311,344 | $ 19,570,390 | $ 125,436,709 |
| 2051 | $ 16,525,713 | $ 2,918,633 | $ 19,444,347 | $ 108,910,995 |
| 2052 | $ 14,407,037 | $ 2,533,767 | $ 16,940,804 | $ 94,503,959 |
| 2053 | $ 13,318,926 | $ 2,193,705 | $ 15,512,631 | $ 81,185,033 |
| 2054 | $ 9,426,565 | $ 1,896,582 | $ 11,323,147 | $ 71,758,468 |
| 2055 | $ 7,870,251 | $ 1,831,875 | $ 9,702,127 | $ 70,238,111 |

## 8.4 Transfer to Utility Reserves

The City indicates that it charges its utility customers using a full cost approach.

[13] The 2 "stub" years of 2019 and 2020 are shown to account for all new debt impacting the 2021 to 2055



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Accordingly, transfers to utility reserves represent the net utility revenues collected from rate payers beyond cash requirements, transferred to utility reserves, and then used to finance the rehabilitation, maintenance and replacement of utility infrastructure in the future[14]. Transfers to utility reserves are forecast to grow from **$11.8 million** in 2021 to **$14.4 million** in 2055.

## 8.5 Direct Capital Allocation

The direct capital allocation represents pay-as-you go funding (and life cycle funding) that are used to finance recurring capital program expenditures. The direct capital allocation is forecast to grow from **$15.4 million** in 2021 to **$34.4 million** in 2055. A total of **$896.3 million** in available tax levy financing is included from 2019 to 2055[15], as discussed in *Section 7*.

## 8.6 Contingency

As described in *Section 4.3*, a **$160.0 million** contingency is included in this financial impact assessment to absorb any operating (or capital) requirements that are unforeseen or arise as a result of changing circumstances.

## 8.7 Program Revenues and Recoveries

The operating plan also accounts for program revenues and recoveries, which are forecast to grow from **$102.6 million** in 2021 to **$343.5 million** in 2055. Except where indicated all revenues and recoveries are assumed to escalate at 2% per annum in tandem with program costs. Additional program revenue details are provided in *Appendix K4 – Operating Plan Details.*

review period.

[14] Capital requirements for RMR (Rehabilitation, Maintenance, & Replacement) includes all municipal areas except utilities. Accordingly, a funding envelop, similar to earmarked grants, has been established to fund utility-related RMR. After financing utility capital requirements as described in *Section 6* and operating costs, $519.8 million in reserves are amassed over the 35-year review period (all while capping utility rate increases at 1.4% per annum). These reserves can be used to finance utility-related RMR requirements.

[15] The 2 "stub" years of 2019 and 2020 are included to account for any carry over funding available and utilized during the 2021 to 2055 review period.



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# 9 ASSESSMENT

Assessment is grouped into 4 elements: (1) City assessment base, (2) City assessment growth, (3) Annexation area assessment base, and (4) Annexation area assessment growth. New assessment in the City and annexation area (elements (2) and (4) above) stem directly from forecast land development, as described in *Section 5.2*. In addition, though there is opportunity to take advantage of increases in market values, thereby reducing the overall tax impact, this analysis utilizes conservative assumptions—it is assumed market values will increase at a rate well below historical trends (and on a declining basis) to reflect changes in assessment value over the 35-year review period[16].

## 9.1 City Assessment Base

For this analysis, details from the City's 2019 tax bylaw (2018 assessment) form the base. The total assessment is **$12.45 billion**, excluding tax exempt properties, as shown in the table below. Base assessment within the City's existing boundaries will increase with market values.

*Table K.9 – City's Assessment Base*

| Description | Assessment |
|---|---|
| Residential | $ 10,519,408,050 |
| Vacant Residential | $ 2,497,000 |
| Non-Residential | $ 1,898,547,090 |
| Annexed Land Residential | $ 20,380,700 |
| Annexed Land Farmland | $ 46,700 |
| Annexed Land Non-Residential | $ 8,850,880 |
| Annexed Land M&E | $ 322,900 |
| | $ 12,450,053,320 |

## 9.2 City Assessment Growth

Assumptions pertaining to residential land growth, commercial land growth, industrial

[16] Though the City's assessment values grew at an average of 2.9% from 2013 to 2019, assessment growth factors are capped as follows: Years 1-5: 1.00%, Years 6-10: 0.75%, Years 11-15: 0.50%, Years 16-20: 0.25%, Years 21-25: 0.00%, Years 25-30: 0.00%, Years 31-35: 0.00%. Together, the assessment growth factor averages just 0.36% over the review period.



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land growth, and institutional land growth outlined in *Section 5* have been applied to the City's existing assessment categories to forecast the assessment growth that will occur within existing City boundaries. Assessment within the City's existing boundaries is forecast to grow from **$554.3 million** in 2021 to **$4.81 billion** in 2055, as shown in the table below. Additional details regarding assessment changes in each assessment category are summarized in *Appendix K5 – Assessment Growth Details*.

*Table K.10 – City Assessment Growth*

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| City Growth | $ 554,287,388 | $ 746,440,350 | $ 942,380,942 | $ 1,142,165,701 | $ 1,345,851,918 |

| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| City Growth | $ 1,537,428,787 | $ 1,731,803,605 | $ 1,929,007,565 | $ 2,129,072,170 | $ 2,332,029,238 |

| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| City Growth | $ 2,494,125,405 | $ 2,657,784,232 | $ 2,823,017,295 | $ 2,989,836,244 | $ 3,158,252,807 |

| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| City Growth | $ 3,291,337,744 | $ 3,425,068,366 | $ 3,559,447,070 | $ 3,694,476,261 | $ 3,830,158,351 |

| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| City Growth | $ 3,915,309,679 | $ 4,000,461,006 | $ 4,085,612,334 | $ 4,170,763,662 | $ 4,244,469,053 |

| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| City Growth | $ 4,317,323,337 | $ 4,390,177,621 | $ 4,463,031,905 | $ 4,535,886,189 | $ 4,608,740,473 |

| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| City Growth | $ 4,648,908,115 | $ 4,689,075,758 | $ 4,729,243,400 | $ 4,769,411,042 | $ 4,809,578,685 |

## 9.3 Annexation Area Assessment Base

For this analysis, details from the County's 2020 tax bylaw (2019 assessment) form the base. The total assessment in the proposed annexation area is approximately **$31.7 million**, excluding tax exempt properties, as shown in the table below. The base assessment in the annexation area will grow with market values but will also decrease


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as lands are developed.

*Table K.11 – Annexation Area Assessment Base*[17]

| | | |
|---|---|---|
| Residential | $ | 19,335,458 |
| Farmland | $ | 728,843 |
| Residential Vacant | $ | 710,167 |
| Residential Vacant Reduced | $ | 281,436 |
| Non-Residential (Designated) | $ | 540,797 |
| Non-Residential (Non-Designated) | $ | 2,543,167 |
| DIP M&E | $ | 2,026,288 |
| Linear | $ | 5,503,430 |
| | $ | 31,669,587 |

## 9.4 Annexation Area Assessment Growth

Once the annexation lands form part of the City, it is assumed that growth in the annexation area will be similar to growth that occurs elsewhere in the City. Therefore, growth factors for the proposed annexation area are applied to the City's assessment base profile (i.e., Y hectares of annexation area growth multiplied by the City's assessment base profile). This results in the assessment projections shown in the table below. Though the review period commences in 2021, development in the annexation area is not anticipated to commence until 2026. Accordingly, assessment in the annexation area is forecast to grow from **$0** in 2021 to **$3.02 billion** in 2055, as shown in the table below. It should be noted that growth in the annexation area is relatively small in early years as development is occurring primarily within the City's current boundary. As lands are exhausted within the current boundaries, more development occurs in the annexation area and assessment grows accordingly. Additional details regarding assessment changes in each assessment category are summarized in *Appendix K5 – Assessment Growth Details*.

*Table K.12 – Annexation Area Assessment Growth*

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| Annexation Area Growth | $ - | $ - | $ - | $ - | $ - |



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| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| Annexation Area Growth | $ 12,223,564 | $ 24,630,482 | $ 37,222,816 | $ 50,002,649 | $ 62,972,086 |

| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| Annexation Area Growth | $ 115,719,034 | $ 168,991,878 | $ 222,794,557 | $ 277,131,038 | $ 332,005,313 |

| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| Annexation Area Growth | $ 418,661,878 | $ 505,749,650 | $ 593,270,244 | $ 681,225,281 | $ 769,616,385 |

| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| Annexation Area Growth | $ 898,662,899 | $ 1,027,709,413 | $ 1,156,755,927 | $ 1,285,802,441 | $ 1,427,709,558 |

| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| Annexation Area Growth | $ 1,570,572,975 | $ 1,713,436,392 | $ 1,856,299,809 | $ 1,999,163,227 | $ 2,142,026,644 |

| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| Annexation Area Growth | $ 2,317,576,703 | $ 2,493,126,761 | $ 2,668,676,820 | $ 2,844,226,879 | $ 3,019,776,938 |

## 9.5 Total Assessment Projections

Bringing together each element of assessment as previously described results in a forecast of assessment growth from **$13.29 billion** in 2021 to **$22.09 billion** in 2055, as summarized in the table below.

*Table K.13 – Summary of Total Assessment*

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| Existing City | $ 12,700,299,392 | $ 12,827,302,386 | $ 12,955,575,410 | $ 13,085,131,164 | $ 13,215,982,475 |
| City Growth | $ 554,287,388 | $ 746,440,350 | $ 942,380,942 | $ 1,142,165,701 | $ 1,345,851,918 |
| Existing Annexation Area | $ 32,760,598 | $ 33,088,204 | $ 33,419,086 | $ 33,753,277 | $ 34,090,810 |
| Annexation Area Growth | $ - | $ - | $ - | $ - | $ - |
| | | | | | |
| Total | $ 13,287,347,378 | $ 13,606,830,939 | $ 13,931,375,437 | $ 14,261,050,142 | $ 14,595,925,203 |

[17] Annexation area assessment is an estimate based on the original 2019 assessment of the recommended annexation area contained in the initial growth study, and then reduced by 2.58% in alignment with the reduction in size (ha) of the area agreed to by the City and County.



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| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| Existing City | $ 13,315,102,344 | $ 13,414,965,611 | $ 13,515,577,853 | $ 13,616,944,687 | $ 13,719,071,773 |
| City Growth | $ 1,537,428,787 | $ 1,731,803,605 | $ 1,929,007,565 | $ 2,129,072,170 | $ 2,332,029,238 |
| Existing Annexation Area | $ 34,290,715 | $ 34,491,793 | $ 34,694,049 | $ 34,897,492 | $ 35,102,128 |
| Annexation Area Growth | $ 12,223,564 | $ 24,630,482 | $ 37,222,816 | $ 50,002,649 | $ 62,972,086 |
| | | | | | |
| Total | $ 14,899,045,410 | $ 15,205,891,491 | $ 15,516,502,283 | $ 15,830,916,999 | $ 16,149,175,224 |

| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| Existing City | $ 13,787,667,131 | $ 13,856,605,467 | $ 13,925,888,494 | $ 13,995,517,937 | $ 14,065,495,527 |
| City Growth | $ 2,494,125,405 | $ 2,657,784,232 | $ 2,823,017,295 | $ 2,989,836,244 | $ 3,158,252,807 |
| Existing Annexation Area | $ 35,026,097 | $ 34,950,231 | $ 34,874,530 | $ 34,798,992 | $ 34,723,618 |
| Annexation Area Growth | $ 115,719,034 | $ 168,991,878 | $ 222,794,557 | $ 277,131,038 | $ 332,005,313 |
| | | | | | |
| Total | $ 16,432,537,668 | $ 16,718,331,808 | $ 17,006,574,876 | $ 17,297,284,211 | $ 17,590,477,265 |

| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| Existing City | $ 14,100,659,265 | $ 14,135,910,914 | $ 14,171,250,691 | $ 14,206,678,818 | $ 14,242,195,515 |
| City Growth | $ 3,291,337,744 | $ 3,425,068,366 | $ 3,559,447,070 | $ 3,694,476,261 | $ 3,830,158,351 |
| Existing Annexation Area | $ 34,400,310 | $ 34,080,013 | $ 33,762,698 | $ 33,448,337 | $ 33,136,904 |
| Annexation Area Growth | $ 418,661,878 | $ 505,749,650 | $ 593,270,244 | $ 681,225,281 | $ 769,616,385 |
| | | | | | |
| Total | $ 17,845,059,197 | $ 18,100,808,942 | $ 18,357,730,703 | $ 18,615,828,697 | $ 18,875,107,154 |

| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| Existing City | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 |
| City Growth | $ 3,915,309,679 | $ 4,000,461,006 | $ 4,085,612,334 | $ 4,170,763,662 | $ 4,244,469,053 |
| Existing Annexation Area | $ 32,566,148 | $ 32,005,223 | $ 31,453,959 | $ 30,912,190 | $ 30,322,907 |
| Annexation Area Growth | $ 898,662,899 | $ 1,027,709,413 | $ 1,156,755,927 | $ 1,285,802,441 | $ 1,427,709,558 |
| | | | | | |
| Total | $ 19,088,734,240 | $ 19,302,371,156 | $ 19,516,017,734 | $ 19,729,673,808 | $ 19,944,697,033 |

| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| Existing City | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 |
| City Growth | $ 4,317,323,337 | $ 4,390,177,621 | $ 4,463,031,905 | $ 4,535,886,189 | $ 4,608,740,473 |
| Existing Annexation Area | $ 29,740,712 | $ 29,169,695 | $ 28,609,641 | $ 28,060,339 | $ 27,521,585 |
| Annexation Area Growth | $ 1,570,572,975 | $ 1,713,436,392 | $ 1,856,299,809 | $ 1,999,163,227 | $ 2,142,026,644 |
| | | | | | |
| Total | $ 20,159,832,539 | $ 20,374,979,222 | $ 20,590,136,869 | $ 20,805,305,270 | $ 21,020,484,216 |

| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| Existing City | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 |
| City Growth | $ 4,648,908,115 | $ 4,689,075,758 | $ 4,729,243,400 | $ 4,769,411,042 | $ 4,809,578,685 |
| Existing Annexation Area | $ 26,881,443 | $ 26,256,190 | $ 25,645,481 | $ 25,048,976 | $ 24,466,346 |
| Annexation Area Growth | $ 2,317,576,703 | $ 2,493,126,761 | $ 2,668,676,820 | $ 2,844,226,879 | $ 3,019,776,938 |
| | | | | | |
| Total | $ 21,235,561,775 | $ 21,450,654,224 | $ 21,665,761,215 | $ 21,880,882,412 | $ 22,096,017,483 |



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# 10 IMPACT ON CITY: TAX LEVY

## 10.1 Tax Requirements

Tax requirements are comprised of the following items:

- Net Cost of Operations: Non-program revenues plus program revenues, less program expenditures, less existing debenture payments, less new debenture payments, less direct capital allocations (pay-as-you-go), and less contingencies.
- School Requisitions and Homeland Housing Foundation Requisition: The relationship of these requisitions to the City's existing municipal tax requirement in 2019 are held constant throughout the 35-year review period (school requisition 31.9% of municipal tax requirement, Homeland Housing Foundation requisition 1.1% of municipal tax requirement).

Total tax requirements for the City of St Albert are outlined in the table below. The tax requirement is anticipated to grow from **$155.9 million** in 2021 to **$487.4 million** in 2055.

*Table K.14 – Tax Requirements*

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| Program and Non-program Revenue | $ 102,642,717 | $ 106,418,946 | $ 110,296,396 | $ 114,277,491 | $ 126,792,614 |
| Total Revenues | $ 102,642,717 | $ 106,418,946 | $ 110,296,396 | $ 114,277,491 | $ 126,792,614 |
| | | | | | |
| Program Expenditures | $ 184,776,642 | $ 196,916,573 | $ 204,418,225 | $ 211,878,607 | $ 227,058,193 |
| Existing Debentures (P&I) | $ 6,231,612 | $ 6,231,612 | $ 6,231,612 | $ 4,968,485 | $ 3,328,033 |
| New Debentures (P&I) | $ 505,885 | $ 1,389,595 | $ 1,535,305 | $ 2,483,134 | $ 7,968,486 |
| Transfer To Utility Reserves | $ 11,846,468 | $ 12,108,182 | $ 12,364,774 | $ 12,615,822 | $ 12,860,885 |
| Direct Capital Allocation | $ 15,400,000 | $ 16,900,000 | $ 16,900,000 | $ 16,900,000 | $ 19,400,000 |
| Contingency | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 | $ 1,000,000 |
| Total Expenditures | $ 219,760,607 | $ 234,545,961 | $ 242,449,915 | $ 249,846,047 | $ 271,615,597 |
| | | | | | |
| Net Costs | $ 117,117,889 | $ 128,127,015 | $ 132,153,519 | $ 135,568,556 | $ 144,822,982 |
| | | | | | |
| School Requisitions | $ 37,329,971 | $ 40,839,002 | $ 42,122,404 | $ 43,210,907 | $ 46,160,648 |
| Homeland Housing Requisition | $ 1,293,978 | $ 1,415,612 | $ 1,460,099 | $ 1,497,830 | $ 1,600,078 |
| | | | | | |
| Total Tax Levy Requirement | $ 155,741,838 | $ 170,381,629 | $ 175,736,022 | $ 180,277,293 | $ 192,583,708 |



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| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| Program and Non-program Revenue | $ 131,343,871 | $ 136,017,224 | $ 140,815,619 | $ 145,742,068 | $ 153,223,374 |
| Total Revenues | $ 131,343,871 | $ 136,017,224 | $ 140,815,619 | $ 145,742,068 | $ 153,223,374 |
| | | | | | |
| Program Expenditures | $ 235,107,604 | $ 243,388,169 | $ 252,809,918 | $ 262,742,658 | $ 278,040,881 |
| Existing Debentures (P&I) | $ 2,950,707 | $ 2,195,990 | $ 1,295,313 | $ 681,795 | $ 681,795 |
| New Debentures (P&I) | $ 8,094,530 | $ 10,598,073 | $ 12,026,245 | $ 16,215,729 | $ 18,176,209 |
| Transfer To Utility Reserves | $ 13,099,506 | $ 13,331,211 | $ 13,555,510 | $ 13,771,892 | $ 13,979,831 |
| Direct Capital Allocation | $ 19,400,000 | $ 19,400,000 | $ 19,400,000 | $ 19,400,000 | $ 21,900,000 |
| Contingency | $ 2,000,000 | $ 2,000,000 | $ 2,000,000 | $ 2,000,000 | $ 2,000,000 |
| Total Expenditures | $ 280,652,347 | $ 290,913,443 | $ 301,086,987 | $ 314,812,074 | $ 334,778,716 |
| | | | | | |
| Net Costs | $ 149,308,476 | $ 154,896,219 | $ 160,271,367 | $ 169,070,007 | $ 181,555,342 |
| | | | | | |
| School Requisitions | $ 47,590,348 | $ 49,371,376 | $ 51,084,642 | $ 53,889,107 | $ 57,868,663 |
| Homeland Housing Requisition | $ 1,649,636 | $ 1,711,372 | $ 1,770,759 | $ 1,867,971 | $ 2,005,915 |
| | | | | | |
| Total Tax Levy Requirement | $ 198,548,459 | $ 205,978,966 | $ 213,126,769 | $ 224,827,084 | $ 241,429,920 |

| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| Program and Non-program Revenue | $ 158,512,179 | $ 163,941,405 | $ 169,514,427 | $ 175,234,699 | $ 181,105,756 |
| Total Revenues | $ 158,512,179 | $ 163,941,405 | $ 169,514,427 | $ 175,234,699 | $ 181,105,756 |
| | | | | | |
| Program Expenditures | $ 287,995,874 | $ 297,776,390 | $ 307,832,928 | $ 318,172,616 | $ 328,894,949 |
| Existing Debentures (P&I) | $ 681,795 | $ 681,795 | $ 681,795 | $ 681,795 | $ 681,795 |
| New Debentures (P&I) | $ 18,447,405 | $ 18,984,552 | $ 18,984,552 | $ 19,109,383 | $ 20,087,715 |
| Transfer To Utility Reserves | $ 14,178,780 | $ 14,368,172 | $ 14,547,420 | $ 14,715,918 | $ 14,873,035 |
| Direct Capital Allocation | $ 21,900,000 | $ 21,900,000 | $ 21,900,000 | $ 21,900,000 | $ 24,400,000 |
| Contingency | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 | $ 3,000,000 |
| Total Expenditures | $ 346,203,854 | $ 356,710,909 | $ 366,946,695 | $ 377,579,712 | $ 391,937,494 |
| | | | | | |
| Net Costs | $ 187,691,675 | $ 192,769,504 | $ 197,432,268 | $ 202,345,013 | $ 210,831,738 |
| | | | | | |
| School Requisitions | $ 59,824,548 | $ 61,443,047 | $ 62,929,249 | $ 64,495,129 | $ 67,200,175 |
| Homeland Housing Requisition | $ 2,073,713 | $ 2,129,815 | $ 2,181,332 | $ 2,235,610 | $ 2,329,376 |
| | | | | | |
| Total Tax Levy Requirement | $ 249,589,936 | $ 256,342,366 | $ 262,542,849 | $ 269,075,752 | $ 280,361,289 |



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| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| Program and Non-program Revenue | $ 187,131,212 | $ 193,314,766 | $ 199,660,201 | $ 207,559,279 | $ 217,082,282 |
| Total Revenues | $ 187,131,212 | $ 193,314,766 | $ 199,660,201 | $ 207,559,279 | $ 217,082,282 |
| | | | | | |
| Program Expenditures | $ 339,824,872 | $ 351,060,435 | $ 364,061,050 | $ 386,194,908 | $ 403,156,682 |
| Existing Debentures (P&I) | $ 681,795 | $ 681,795 | $ 340,898 | $ - | $ - |
| New Debentures (P&I) | $ 20,087,715 | $ 20,316,773 | $ 20,326,119 | $ 24,002,361 | $ 26,281,185 |
| Transfer To Utility Reserves | $ 15,018,122 | $ 15,150,505 | $ 15,269,486 | $ 15,374,346 | $ 15,464,338 |
| Direct Capital Allocation | $ 24,400,000 | $ 24,400,000 | $ 24,400,000 | $ 24,400,000 | $ 26,900,000 |
| Contingency | $ 4,000,000 | $ 4,000,000 | $ 4,000,000 | $ 4,000,000 | $ 4,000,000 |
| Total Expenditures | $ 404,012,505 | $ 415,609,508 | $ 428,397,552 | $ 453,971,614 | $ 475,802,205 |
| | | | | | |
| Net Costs | $ 216,881,292 | $ 222,294,741 | $ 228,737,352 | $ 246,412,334 | $ 258,719,923 |
| | | | | | |
| School Requisitions | $ 69,128,400 | $ 70,853,874 | $ 72,907,382 | $ 78,541,078 | $ 82,463,979 |
| Homeland Housing Requisition | $ 2,396,214 | $ 2,456,025 | $ 2,527,206 | $ 2,722,488 | $ 2,858,469 |
| | | | | | |
| Total Tax Levy Requirement | $ 288,405,906 | $ 295,604,640 | $ 304,171,939 | $ 327,675,900 | $ 344,042,371 |

| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| Program and Non-program Revenue | $ 224,092,249 | $ 231,284,637 | $ 238,663,804 | $ 246,234,205 | $ 254,000,399 |
| Total Revenues | $ 224,092,249 | $ 231,284,637 | $ 238,663,804 | $ 246,234,205 | $ 254,000,399 |
| | | | | | |
| Program Expenditures | $ 416,106,427 | $ 429,412,899 | $ 443,085,187 | $ 457,132,601 | $ 472,274,007 |
| Existing Debentures (P&I) | $ - | $ - | $ - | $ - | $ - |
| New Debentures (P&I) | $ 26,281,185 | $ 27,039,880 | $ 27,039,880 | $ 27,012,242 | $ 27,195,969 |
| Transfer To Utility Reserves | $ 15,538,691 | $ 15,596,609 | $ 15,637,268 | $ 15,659,816 | $ 15,663,374 |
| Direct Capital Allocation | $ 26,900,000 | $ 26,900,000 | $ 26,900,000 | $ 26,900,000 | $ 29,400,000 |
| Contingency | $ 4,000,000 | $ 4,000,000 | $ 4,000,000 | $ 4,000,000 | $ 4,000,000 |
| Total Expenditures | $ 488,826,303 | $ 502,949,389 | $ 516,662,335 | $ 530,704,660 | $ 548,533,349 |
| | | | | | |
| Net Costs | $ 264,734,055 | $ 271,664,751 | $ 277,998,531 | $ 284,470,454 | $ 294,532,950 |
| | | | | | |
| School Requisitions | $ 84,380,914 | $ 86,589,993 | $ 88,608,812 | $ 90,671,663 | $ 93,878,967 |
| Homeland Housing Requisition | $ 2,924,916 | $ 3,001,490 | $ 3,071,468 | $ 3,142,974 | $ 3,254,149 |
| | | | | | |
| Total Tax Levy Requirement | $ 352,039,884 | $ 361,256,234 | $ 369,678,812 | $ 378,285,091 | $ 391,666,066 |



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| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| Program and Non-program Revenue | $ 261,967,049 | $ 270,138,924 | $ 278,520,905 | $ 287,117,982 | $ 295,935,262 |
| Total Revenues | $ 261,967,049 | $ 270,138,924 | $ 278,520,905 | $ 287,117,982 | $ 295,935,262 |
| | | | | | |
| Program Expenditures | $ 487,114,700 | $ 502,360,112 | $ 518,020,494 | $ 534,106,348 | $ 550,848,121 |
| Existing Debentures (P&I) | $ - | $ - | $ - | $ - | $ - |
| New Debentures (P&I) | $ 27,032,992 | $ 26,149,282 | $ 26,003,571 | $ 25,055,743 | $ 19,570,390 |
| Transfer To Utility Reserves | $ 15,647,031 | $ 15,609,849 | $ 15,550,859 | $ 15,469,058 | $ 15,363,411 |
| Direct Capital Allocation | $ 29,400,000 | $ 29,400,000 | $ 29,400,000 | $ 29,400,000 | $ 31,900,000 |
| Contingency | $ 8,000,000 | $ 8,000,000 | $ 8,000,000 | $ 8,000,000 | $ 8,000,000 |
| Total Expenditures | $ 567,194,723 | $ 581,519,243 | $ 596,974,925 | $ 612,031,149 | $ 625,681,923 |
| | | | | | |
| Net Costs | $ 305,227,675 | $ 311,380,319 | $ 318,454,020 | $ 324,913,166 | $ 329,746,661 |
| | | | | | |
| School Requisitions | $ 97,287,786 | $ 99,248,870 | $ 101,503,531 | $ 103,562,309 | $ 105,102,929 |
| Homeland Housing Requisition | $ 3,372,310 | $ 3,440,287 | $ 3,518,441 | $ 3,589,805 | $ 3,643,208 |
| | | | | | |
| Total Tax Levy Requirement | $ 405,887,771 | $ 414,069,477 | $ 423,475,992 | $ 432,065,280 | $ 438,492,798 |

| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| Program and Non-program Revenue | $ 304,977,966 | $ 314,251,436 | $ 323,761,137 | $ 333,512,657 | $ 343,511,714 |
| Total Revenues | $ 304,977,966 | $ 314,251,436 | $ 323,761,137 | $ 333,512,657 | $ 343,511,714 |
| | | | | | |
| Program Expenditures | $ 567,821,835 | $ 585,254,159 | $ 603,156,646 | $ 621,541,132 | $ 641,198,206 |
| Existing Debentures (P&I) | $ - | $ - | $ - | $ - | $ - |
| New Debentures (P&I) | $ 19,444,347 | $ 16,940,804 | $ 15,512,631 | $ 11,323,147 | $ 9,702,127 |
| Transfer To Utility Reserves | $ 15,232,852 | $ 15,076,278 | $ 14,892,550 | $ 14,680,494 | $ 14,438,900 |
| Direct Capital Allocation | $ 31,900,000 | $ 31,900,000 | $ 31,900,000 | $ 31,900,000 | $ 34,400,000 |
| Contingency | $ 10,000,000 | $ 10,000,000 | $ 10,000,000 | $ 10,000,000 | $ 10,000,000 |
| Total Expenditures | $ 644,399,034 | $ 659,171,240 | $ 675,461,827 | $ 689,444,773 | $ 709,739,233 |
| | | | | | |
| Net Costs | $ 339,421,068 | $ 344,919,804 | $ 351,700,690 | $ 355,932,116 | $ 366,227,518 |
| | | | | | |
| School Requisitions | $ 108,186,535 | $ 109,939,193 | $ 112,100,522 | $ 113,449,240 | $ 116,730,780 |
| Homeland Housing Requisition | $ 3,750,096 | $ 3,810,849 | $ 3,885,767 | $ 3,932,518 | $ 4,046,267 |
| | | | | | |
| Total Tax Levy Requirement | $ 451,357,699 | $ 458,669,845 | $ 467,686,979 | $ 473,313,874 | $ 487,004,565 |

## 10.2 Existing Tax Rates

The 2020 tax rates for the City and County underpin the start point of this analysis as outlined in the tables below.



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*Table K.15 – City 2020 Tax Rates*[18]*

| | |
|---|---|
| Residential | 11.0403 |
| Vacant Residential | 13.0640 |
| Non-Residential | 14.6643 |
| Annexed Land Residential | 6.3268 |
| Annexed Land Farmland | 12.1519 |
| Annexed Land Non-Residential | 14.0650 |
| Annexed Land M&E | 10.4029 |
| Linear | 14.6643 |

*Table K.16 – County 2020 Tax Rates*[19]*

| | |
|---|---|
| Residential | 6.4523 |
| Farmland | 12.4522 |
| Residential Vacant | 8.8327 |
| Residential Vacant Reduced | 6.4523 |
| Non-Residential (Designated) | 14.4370 |
| Non-Residential (Non-Designated) | 14.3560 |
| M&E | 10.6855 |
| Linear | 10.5892 |

## 10.3 Tax Levy Impact

City tax rates post-annexation are anticipated to increase as follows[20]:

- 2021 to 2023: **2.40%** per year
- 2024 to 2026: **2.15%** per year
- 2027 to 2029: **2.15%** per year
- 2030 to 2032: **2.75%** per year
- 2033 to 2035: **0.40%** per year
- 2036 to 2038: **2.35%** per year
- 2039 to 2041: **2.90%** per year
- 2042 to 2044: **1.25%** per year
- 2045 to 2047: **2.35%** per year
- 2048 to 2050: **0.50%** per year
- 2051 to 2053: **0.60%** per year
- 2054 to 2055: **1.40%** per year

[18] City tax rates include the general municipal millrate plus SERVUS Place Capital millrate, Alberta School Foundation millrate/Separate School Board millrate, and Homeland Housing millrate where applicable. The Designated Industrial Property (DIP) millrate has not been included as it applies only to a very small assessment base.
[19] County tax rates include the general municipal millrate plus education millrate, Homeland Housing millrate, and Designated Industrial Property (DIP) millrate where applicable. County tax rates are assumed to increase 3% per annum.
[20] Rates have been "smoothed" over 3 year blocks for ease of reporting (i.e., accumulated tax surpluses (if any) have been applied to future shortfalls).


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Though it may be possible for a municipality to bear the weight of tax increases greater than 3% for a single year or a short period of time, it is our opinion that tax increases beyond 3% are not sustainable year-after-year, over a long period of time. Accordingly, a threshold of 3% per annum is used to determine if the City's forecast tax increases post-annexation are sustainable (i.e., the 3% threshold is used to determine if the annexation plan is viable)[21]. Variances equal to or less than 3% are acceptable and are shown in green in the table below. Variances greater than 3% are shown in red. As can be seen, the financial impact of the proposed annexation on the City of St Albert meets the threshold of the financial analysis and, therefore, is reasonable and sustainable.

*Table K.17 – Projected Tax Impact over 35-year Review Period*

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| **Mill Rates** | | | | | |
| Residential | 11.305 | 11.577 | 11.854 | 12.109 | 12.370 |
| Non-residential | 15.016 | 15.377 | 15.746 | 16.084 | 16.430 |
| **% Increase** | | | | | |
| Residential | **2.40%** | **2.40%** | **2.40%** | **2.15%** | **2.15%** |
| Non-residential | **2.40%** | **2.40%** | **2.40%** | **2.15%** | **2.15%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -0.60% | -0.60% | -0.60% | -0.85% | -0.85% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |

| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| **Mill Rates** | | | | | |
| Residential | 12.636 | 12.907 | 13.185 | 13.468 | 13.839 |
| Non-residential | 16.783 | 17.144 | 17.513 | 17.889 | 18.381 |
| **% Increase** | | | | | |
| Residential | **2.15%** | **2.15%** | **2.15%** | **2.15%** | **2.75%** |
| Non-residential | **2.15%** | **2.15%** | **2.15%** | **2.15%** | **2.75%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -0.85% | -0.85% | -0.85% | -0.85% | -0.25% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |

[21] In addition to political challenges of perpetual tax increases beyond 3%, the 3% sustainability threshold also aligns with the average tax increase for Cities in Alberta from 2010 to 2019 which was 3.1%.



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| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| **Mill Rates** | | | | | |
| Residential | 14.219 | 14.610 | 14.669 | 14.727 | 14.786 |
| Non-residential | 18.887 | 19.406 | 19.484 | 19.562 | 19.640 |
| **% Increase** | | | | | |
| Residential | **2.75%** | **2.75%** | **0.40%** | **0.40%** | **0.40%** |
| Non-residential | **2.75%** | **2.75%** | **0.40%** | **0.40%** | **0.40%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -0.25% | -0.25% | -2.60% | -2.60% | -2.60% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |

| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| **Mill Rates** | | | | | |
| Residential | 15.134 | 15.489 | 15.853 | 16.313 | 16.786 |
| Non-residential | 20.101 | 20.574 | 21.057 | 21.668 | 22.296 |
| **% Increase** | | | | | |
| Residential | **2.35%** | **2.35%** | **2.35%** | **2.90%** | **2.90%** |
| Non-residential | **2.35%** | **2.35%** | **2.35%** | **2.90%** | **2.90%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -0.65% | -0.65% | -0.65% | -0.10% | -0.10% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |

| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| **Mill Rates** | | | | | |
| Residential | 17.273 | 17.489 | 17.707 | 17.929 | 18.350 |
| Non-residential | 22.943 | 23.230 | 23.520 | 23.814 | 24.374 |
| **% Increase** | | | | | |
| Residential | **2.90%** | **1.25%** | **1.25%** | **1.25%** | **2.35%** |
| Non-residential | **2.90%** | **1.25%** | **1.25%** | **1.25%** | **2.35%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -0.10% | -1.75% | -1.75% | -1.75% | -0.65% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |

| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| **Mill Rates** | | | | | |
| Residential | 18.781 | 19.223 | 19.319 | 19.415 | 19.513 |
| Non-residential | 24.946 | 25.533 | 25.660 | 25.789 | 25.918 |
| **% Increase** | | | | | |
| Residential | **2.35%** | **2.35%** | **0.50%** | **0.50%** | **0.50%** |
| Non-residential | **2.35%** | **2.35%** | **0.50%** | **0.50%** | **0.50%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -0.65% | -0.65% | -2.50% | -2.50% | -2.50% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |



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| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| **Mill Rates** | | | | | |
| Residential | 19.630 | 19.747 | 19.866 | 20.144 | 20.426 |
| Non-residential | 26.073 | 26.229 | 26.387 | 26.756 | 27.131 |
| **% Increase** | | | | | |
| Residential | **0.60%** | **0.60%** | **0.60%** | **1.40%** | **1.40%** |
| Non-residential | **0.60%** | **0.60%** | **0.60%** | **1.40%** | **1.40%** |
| Financial Viability Threshold | 3.00% | 3.00% | 3.00% | 3.00% | 3.00% |
| Variance From Threshold | -2.40% | -2.40% | -2.40% | -1.60% | -1.60% |
| Threshold Met (Yes or No) | **YES** | **YES** | **YES** | **YES** | **YES** |

This forecast of financial impact assumes County tax rates grow at 3% per annum, and annexation area landowners that are currently located within the County will receive the lower of the County or City tax rates throughout the review period as described in *Section 14*. By way of contingency, this forecast also includes any tax mitigation impacts that might result from lower County tax increases (i.e., tax increases below 3% will result in greater tax mitigation costs).



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# 11 IMPACT ON CITY: BORROWING CAPACITY

Section 252 of the Municipal Government Act and Alberta Regulation No. 255/2000 set out the debt limits rules for municipalities (see *Appendix K6 – Debt Limit Information*). The table below outlines the impact of annexation on the City's debt limit and debt servicing limit as established by legislation and regulation. The debt limit is anticipated to peak at **61.3%** in 2030 and decrease to **6.7%** by the end of the 35-year review period. The debt servicing limit is anticipated to peak at **23.3%** in 2030 and decrease to **5.6%** by the end of the 35-year review period. Both the debt limit and debt service limit remain within legislated limits during the 35-year review period.

*Table K.18 – Debt Limit and Debt Servicing Limit*

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| **Description** | **2021** | **2022** | **2023** | **2024** | **2025** |
| Taxes (Not Incl Requisitions) | $ 115,597,041 | $ 121,341,569 | $ 127,343,970 | $ 133,289,358 | $ 139,483,790 |
| Program and Non-Program Revenues | $ 102,642,717 | $ 106,418,946 | $ 110,296,396 | $ 114,277,491 | $ 126,792,614 |
| **Total Revenue** | $ 218,239,758 | $ 227,760,515 | $ 237,640,366 | $ 247,566,849 | $ 266,276,405 |
| Less: | | | | | |
| Federal Grants in Lieu | $ 54,132 | $ 55,215 | $ 56,319 | $ 57,445 | $ 58,594 |
| Provincial Grants in Lieu | $ 1,889,672 | $ 1,927,466 | $ 1,966,015 | $ 2,005,335 | $ 2,045,442 |
| **Eligible Revenue** | $ 216,295,954 | $ 225,777,834 | $ 235,618,032 | $ 245,504,068 | $ 264,172,368 |
| **Debt Limit @ 1.5 x Eligible Revenue** | $ 324,443,931 | $ 338,666,752 | $ 353,427,048 | $ 368,256,103 | $ 396,258,552 |
| **Debt Service Limit @ .25 x Eligible Revenue** | $ 54,073,988 | $ 56,444,459 | $ 58,904,508 | $ 61,376,017 | $ 66,043,092 |
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| Outstanding Existing Debt | $ 28,630,471 | $ 23,550,411 | $ 18,233,410 | $ 13,931,422 | $ 11,105,118 |
| Outstanding New Debt | $ 8,972,743 | $ 24,722,582 | $ 26,567,934 | $ 42,871,882 | $ 140,984,670 |
| **Total Outstanding Debt** | $ 37,603,214 | $ 48,272,993 | $ 44,801,344 | $ 56,803,304 | $ 152,089,788 |
| **% of Debt Limit** | 11.59% | 14.25% | 12.68% | 15.42% | 38.38% |
| Debt Service on Existing Debt | $ 6,231,612 | $ 6,231,612 | $ 6,231,612 | $ 4,968,485 | $ 3,328,033 |
| Debt Service on New Debt | $ 505,885 | $ 1,389,595 | $ 1,535,305 | $ 2,483,134 | $ 7,968,486 |
| **Total Debt Servicing** | $ 6,737,496 | $ 7,621,206 | $ 7,766,917 | $ 7,451,619 | $ 11,296,519 |
| **% of Debt Service Limit** | 12.46% | 13.50% | 13.19% | 12.14% | 17.10% |



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| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| **Description** | **2026** | **2027** | **2028** | **2029** | **2030** |
| Taxes (Not Incl Requisitions) | $ 145,575,241 | $ 151,902,980 | $ 158,475,984 | $ 165,303,176 | $ 173,405,673 |
| Program and Non-Program Revenues | $ 131,343,871 | $ 136,017,224 | $ 140,815,619 | $ 145,742,068 | $ 153,223,374 |
| **Total Revenue** | $ 276,919,112 | $ 287,920,204 | $ 299,291,603 | $ 311,045,244 | $ 326,629,047 |
| Less: | | | | | |
| Federal Grants in Lieu | $ 59,766 | $ 60,961 | $ 62,181 | $ 63,424 | $ 64,693 |
| Provincial Grants in Lieu | $ 2,086,351 | $ 2,128,078 | $ 2,170,639 | $ 2,214,052 | $ 2,258,333 |
| **Eligible Revenue** | $ 274,772,995 | $ 285,731,165 | $ 297,058,783 | $ 308,767,767 | $ 324,306,021 |
| **Debt Limit @ 1.5 x Eligible Revenue** | $ 412,159,492 | $ 428,596,747 | $ 445,588,174 | $ 463,151,651 | $ 486,459,031 |
| **Debt Service Limit @ .25 x Eligible Revenue** | $ 68,693,249 | $ 71,432,791 | $ 74,264,696 | $ 77,191,942 | $ 81,076,505 |
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| Outstanding Existing Debt | $ 8,540,984 | $ 6,627,961 | $ 5,543,127 | $ 5,035,551 | $ 4,511,519 |
| Outstanding New Debt | $ 138,668,108 | $ 179,326,457 | $ 198,929,379 | $ 267,694,878 | $ 293,447,632 |
| **Total Outstanding Debt** | $ 147,209,092 | $ 185,954,417 | $ 204,472,506 | $ 272,730,429 | $ 297,959,152 |
| **% of Debt Limit** | 35.72% | 43.39% | 45.89% | 58.89% | 61.25% |
| Debt Service on Existing Debt | $ 2,950,707 | $ 2,195,990 | $ 1,295,313 | $ 681,795 | $ 681,795 |
| Debt Service on New Debt | $ 8,094,530 | $ 10,598,073 | $ 12,026,245 | $ 16,215,729 | $ 18,176,209 |
| **Total Debt Servicing** | $ 11,045,237 | $ 12,794,063 | $ 13,321,559 | $ 16,897,524 | $ 18,858,004 |
| **% of Debt Service Limit** | 16.08% | 17.91% | 17.94% | 21.89% | 23.26% |

| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| **Description** | **2031** | **2032** | **2033** | **2034** | **2035** |
| Taxes (Not Incl Requisitions) | $ 181,453,323 | $ 189,841,587 | $ 194,045,298 | $ 198,309,450 | $ 202,634,794 |
| Program and Non-Program Revenues | $ 158,512,179 | $ 163,941,405 | $ 169,514,427 | $ 175,234,699 | $ 181,105,756 |
| **Total Revenue** | $ 339,965,502 | $ 353,782,992 | $ 363,559,724 | $ 373,544,149 | $ 383,740,550 |
| Less: | | | | | |
| Federal Grants in Lieu | $ 65,987 | $ 67,306 | $ 68,652 | $ 70,026 | $ 71,426 |
| Provincial Grants in Lieu | $ 2,303,500 | $ 2,349,570 | $ 2,396,561 | $ 2,444,493 | $ 2,493,382 |
| **Eligible Revenue** | $ 337,596,016 | $ 351,366,116 | $ 361,094,510 | $ 371,029,631 | $ 381,175,742 |
| **Debt Limit @ 1.5 x Eligible Revenue** | $ 506,394,023 | $ 527,049,174 | $ 541,641,765 | $ 556,544,446 | $ 571,763,612 |
| **Debt Service Limit @ .25 x Eligible Revenue** | $ 84,399,004 | $ 87,841,529 | $ 90,273,628 | $ 92,757,408 | $ 95,293,935 |
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| Outstanding Existing Debt | $ 3,970,500 | $ 3,411,941 | $ 2,835,275 | $ 2,239,914 | $ 1,625,252 |
| Outstanding New Debt | $ 287,186,453 | $ 285,328,632 | $ 273,134,863 | $ 262,912,014 | $ 267,809,447 |
| **Total Outstanding Debt** | $ 291,156,953 | $ 288,740,573 | $ 275,970,138 | $ 265,151,928 | $ 269,434,699 |
| **% of Debt Limit** | 57.50% | 54.78% | 50.95% | 47.64% | 47.12% |
| Debt Service on Existing Debt | $ 681,795 | $ 681,795 | $ 681,795 | $ 681,795 | $ 681,795 |
| Debt Service on New Debt | $ 18,447,405 | $ 18,984,552 | $ 18,984,552 | $ 19,109,383 | $ 20,087,715 |
| **Total Debt Servicing** | $ 19,129,200 | $ 19,666,347 | $ 19,666,347 | $ 19,791,178 | $ 20,769,510 |
| **% of Debt Service Limit** | 22.67% | 22.39% | 21.79% | 21.34% | 21.80% |



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| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| **Description** | **2036** | **2037** | **2038** | **2039** | **2040** |
| Taxes (Not Incl Requisitions) | $ 210,567,201 | $ 218,775,458 | $ 227,268,556 | $ 237,323,461 | $ 247,786,786 |
| Program and Non-Program Revenues | $ 187,131,212 | $ 193,314,766 | $ 199,660,201 | $ 207,559,279 | $ 217,082,282 |
| **Total Revenue** | $ 397,698,413 | $ 412,090,224 | $ 426,928,756 | $ 444,882,740 | $ 464,869,068 |
| Less: | | | | | |
| Federal Grants in Lieu | $ 72,855 | $ 74,312 | $ 75,798 | $ 77,314 | $ 78,860 |
| Provincial Grants in Lieu | $ 2,543,250 | $ 2,594,115 | $ 2,645,997 | $ 2,698,917 | $ 2,752,896 |
| **Eligible Revenue** | $ 395,082,309 | $ 409,421,797 | $ 424,206,961 | $ 442,106,509 | $ 462,037,312 |
| **Debt Limit @ 1.5 x Eligible Revenue** | $ 592,623,463 | $ 614,132,696 | $ 636,310,441 | $ 663,159,763 | $ 693,055,969 |
| **Debt Service Limit @ .25 x Eligible Revenue** | $ 98,770,577 | $ 102,355,449 | $ 106,051,740 | $ 110,526,627 | $ 115,509,328 |
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| Outstanding Existing Debt | $ 990,663 | $ 335,503 | -$ 0 | -$ 0 | -$ 0 |
| Outstanding New Debt | $ 254,081,916 | $ 244,180,173 | $ 229,820,024 | $ 281,666,618 | $ 305,702,809 |
| **Total Outstanding Debt** | $ 255,072,579 | $ 244,515,676 | $ 229,820,024 | $ 281,666,618 | $ 305,702,809 |
| **% of Debt Limit** | 43.04% | 39.81% | 36.12% | 42.47% | 44.11% |
| Debt Service on Existing Debt | $ 681,795 | $ 681,795 | $ 340,898 | $ - | $ - |
| Debt Service on New Debt | $ 20,087,715 | $ 20,316,773 | $ 20,326,119 | $ 24,002,361 | $ 26,281,185 |
| **Total Debt Servicing** | $ 20,769,510 | $ 20,998,568 | $ 20,667,016 | $ 24,002,361 | $ 26,281,185 |
| **% of Debt Service Limit** | 21.03% | 20.52% | 19.49% | 21.72% | 22.75% |

| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| **Description** | **2041** | **2042** | **2043** | **2044** | **2045** |
| Taxes (Not Incl Requisitions) | $ 258,045,653 | $ 264,385,291 | $ 270,843,161 | $ 277,421,229 | $ 287,231,724 |
| Program and Non-Program Revenues | $ 224,092,249 | $ 231,284,637 | $ 238,663,804 | $ 246,234,205 | $ 254,000,399 |
| **Total Revenue** | $ 482,137,901 | $ 495,669,928 | $ 509,506,965 | $ 523,655,434 | $ 541,232,123 |
| Less: | | | | | |
| Federal Grants in Lieu | $ 80,437 | $ 82,046 | $ 83,687 | $ 85,361 | $ 87,068 |
| Provincial Grants in Lieu | $ 2,807,954 | $ 2,864,113 | $ 2,921,395 | $ 2,979,823 | $ 3,039,419 |
| **Eligible Revenue** | $ 479,249,510 | $ 492,723,769 | $ 506,501,883 | $ 520,590,250 | $ 538,105,636 |
| **Debt Limit @ 1.5 x Eligible Revenue** | $ 718,874,266 | $ 739,085,654 | $ 759,752,825 | $ 780,885,375 | $ 807,158,454 |
| **Debt Service Limit @ .25 x Eligible Revenue** | $ 119,812,378 | $ 123,180,942 | $ 126,625,471 | $ 130,147,563 | $ 134,526,409 |
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| Outstanding Existing Debt | -$ 0 | -$ 0 | -$ 0 | -$ 0 | -$ 0 |
| Outstanding New Debt | $ 286,661,581 | $ 280,931,840 | $ 260,527,896 | $ 239,657,982 | $ 227,658,254 |
| **Total Outstanding Debt** | $ 286,661,581 | $ 280,931,840 | $ 260,527,896 | $ 239,657,982 | $ 227,658,254 |
| **% of Debt Limit** | 39.88% | 38.01% | 34.29% | 30.69% | 28.20% |
| Debt Service on Existing Debt | $ - | $ - | $ - | $ - | $ - |
| Debt Service on New Debt | $ 26,281,185 | $ 27,039,880 | $ 27,039,880 | $ 27,012,242 | $ 27,195,969 |
| **Total Debt Servicing** | $ 26,281,185 | $ 27,039,880 | $ 27,039,880 | $ 27,012,242 | $ 27,195,969 |
| **% of Debt Service Limit** | 21.94% | 21.95% | 21.35% | 20.76% | 20.22% |



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| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| **Description** | **2046** | **2047** | **2048** | **2049** | **2050** |
| Taxes (Not Incl Requisitions) | $ 297,352,132 | $ 307,789,682 | $ 312,798,760 | $ 317,850,092 | $ 322,944,196 |
| Program and Non-Program Revenues | $ 261,967,049 | $ 270,138,924 | $ 278,520,905 | $ 287,117,982 | $ 295,935,262 |
| **Total Revenue** | $ 559,319,181 | $ 577,928,606 | $ 591,319,665 | $ 604,968,075 | $ 618,879,458 |
| Less: | | | | | |
| Federal Grants in Lieu | $ 88,809 | $ 90,585 | $ 92,397 | $ 94,245 | $ 96,130 |
| Provincial Grants in Lieu | $ 3,100,208 | $ 3,162,212 | $ 3,225,456 | $ 3,289,965 | $ 3,355,764 |
| **Eligible Revenue** | $ 556,130,164 | $ 574,675,809 | $ 588,001,811 | $ 601,583,864 | $ 615,427,564 |
| **Debt Limit @ 1.5 x Eligible Revenue** | $ 834,195,246 | $ 862,013,713 | $ 882,002,717 | $ 902,375,796 | $ 923,141,345 |
| **Debt Service Limit @ .25 x Eligible Revenue** | $ 139,032,541 | $ 143,668,952 | $ 147,000,453 | $ 150,395,966 | $ 153,856,891 |
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| Outstanding Existing Debt | -$ 0 | -$ 0 | -$ 0 | -$ 0 | -$ 0 |
| Outstanding New Debt | $ 205,972,020 | $ 184,650,004 | $ 162,958,581 | $ 141,695,755 | $ 125,436,709 |
| **Total Outstanding Debt** | $ 205,972,020 | $ 184,650,004 | $ 162,958,581 | $ 141,695,755 | $ 125,436,709 |
| **% of Debt Limit** | 24.69% | 21.42% | 18.48% | 15.70% | 13.59% |
| Debt Service on Existing Debt | $ - | $ - | $ - | $ - | $ - |
| Debt Service on New Debt | $ 27,032,992 | $ 26,149,282 | $ 26,003,571 | $ 25,055,743 | $ 19,570,390 |
| **Total Debt Servicing** | $ 27,032,992 | $ 26,149,282 | $ 26,003,571 | $ 25,055,743 | $ 19,570,390 |
| **% of Debt Service Limit** | 19.44% | 18.20% | 17.69% | 16.66% | 12.72% |

| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| **Description** | **2051** | **2052** | **2053** | **2054** | **2055** |
| Taxes (Not Incl Requisitions) | $ 328,406,207 | $ 333,922,243 | $ 339,492,756 | $ 347,861,373 | $ 356,397,886 |
| Program and Non-Program Revenues | $ 304,977,966 | $ 314,251,436 | $ 323,761,137 | $ 333,512,657 | $ 343,511,714 |
| **Total Revenue** | $ 633,384,172 | $ 648,173,680 | $ 663,253,893 | $ 681,374,031 | $ 699,909,600 |
| Less: | | | | | |
| Federal Grants in Lieu | $ 98,053 | $ 100,014 | $ 102,014 | $ 104,054 | $ 106,135 |
| Provincial Grants in Lieu | $ 3,422,880 | $ 3,491,337 | $ 3,561,164 | $ 3,632,387 | $ 3,705,035 |
| **Eligible Revenue** | $ 629,863,240 | $ 644,582,328 | $ 659,590,715 | $ 677,637,589 | $ 696,098,430 |
| **Debt Limit @ 1.5 x Eligible Revenue** | $ 944,794,860 | $ 966,873,493 | $ 989,386,073 | $ 1,016,456,383 | $ 1,044,147,645 |
| **Debt Service Limit @ .25 x Eligible Revenue** | $ 157,465,810 | $ 161,145,582 | $ 164,897,679 | $ 169,409,397 | $ 174,024,607 |
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| Outstanding Existing Debt | -$ 0 | -$ 0 | -$ 0 | -$ 0 | -$ 0 |
| Outstanding New Debt | $ 108,910,995 | $ 94,503,959 | $ 81,185,033 | $ 71,758,468 | $ 70,238,111 |
| **Total Outstanding Debt** | $ 108,910,995 | $ 94,503,959 | $ 81,185,033 | $ 71,758,468 | $ 70,238,111 |
| **% of Debt Limit** | 11.53% | 9.77% | 8.21% | 7.06% | 6.73% |
| Debt Service on Existing Debt | $ - | $ - | $ - | $ - | $ - |
| Debt Service on New Debt | $ 19,444,347 | $ 16,940,804 | $ 15,512,631 | $ 11,323,147 | $ 9,702,127 |
| **Total Debt Servicing** | $ 19,444,347 | $ 16,940,804 | $ 15,512,631 | $ 11,323,147 | $ 9,702,127 |
| **% of Debt Service Limit** | 12.35% | 10.51% | 9.41% | 6.68% | 5.58% |



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# 12 IMPACT ON STURGEON COUNTY

This section quantifies the nature of the impact annexation will have on the County.

## 12.1 Methodology and Scope

### Introduction

Some municipalities believe that annexations are tantamount to a "sale of land" and, therefore, represent an opportunity to extract a large financial sum from the initiating municipality thereby creating a financial windfall for the municipality whose lands are being annexed. This is not correct. In the case of annexation, land ownership is not changing but rather merely changing jurisdiction of governance and, therefore, financial compensation from one municipality to another should only occur in circumstances where the municipality suffers damages. It is also important to note that financial compensation (stemming from damages) can flow to either the municipality whose lands are being annexed (the "responding municipality") or the municipality doing the annexing (the "initiating municipality"), depending on circumstances. In situations where no financial damage is suffered by either municipality, no financial compensation is required to either municipality.

### Financial Impact Defined

The net financial impact on the responding municipality whose lands are being annexed is determined by summing: (1) Annual Financial Impacts, and (2) One-time Financial Impacts, with each determined as follows:

(1) *Annual Financial Impacts = Current Taxes lost + Other Current Revenues Lost – Current Expenses Shed.*

(2) *One-time Financial Impacts = Current Stranded Assets – Current Stranded Liabilities +/- Other Considerations*


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### Financial Compensation Defined

Financial compensation is determined as follows:

> *Total Financial Compensation = (Annual Financial Impacts X Restitution Period) +/- One-time Financial Impacts*

## 12.2 Annual Financial Impacts

### Overview

Some municipalities believe that annual financial impacts are based solely on revenues lost (e.g., taxes lost). This is not correct. While it is true that a municipality's tax revenue is reduced when its overall land base is reduced, the municipality's expenditures will also be reduced (e.g., the roads no longer have to be sanded and plowed, fire and medical emergencies in those areas no longer have to be responded to, etc.). To establish a complete picture of the annual financial impacts of annexation on a municipality, both revenues and expenditures associated with annexation lands should be considered.

Annual financial impacts are determined by allocating the County's current revenues and current expenditures (i.e., the current budget) to: (a) the annexation area solely, (b) the remainder of the County solely, or (c) split between the annexation area and the remainder of the County based on allocation factors including "% of land area" and "% of population", as shown in the table below.

*Table K.19 – Allocation Criteria*[22]

| | Population | Land Area (Ha.) |
|---|---|---|
| Sturgeon County | 20,495 | 290,000 |
| Annexation Area | 68 | 1,588 |
| Ratio | 0.33% | 0.55% |

Prior to allocating revenues and expenditures, the County's budget should be "normalized" by removing non-cash items such as transfers from reserves, amortization, etc.

[22] Annexation population provided by Sturgeon County. Annexation area provide by ISL Engineering and Land Services.



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It is important to note that revenues and expenditures given consideration are confined to the current revenues and expenditures of the County. Future revenues (e.g., stemming from potential future development) and future expenditures (e.g., stemming from potential new services) are not applicable and so are not included in the calculation.

## Analysis

Assessment and Taxes

Upon approval of annexation, approximately **$31.7 million** in assessment (0.43% of the total County municipal assessment of approximately $7.34 billion) will be transferred from the County to the City—a relatively small assessment base.

*Table K.20 – Annexation Area Assessment*[23]

| | | |
|---|---|---|
| Residential | $ | 19,335,458 |
| Farmland | $ | 728,843 |
| Residential Vacant | $ | 710,167 |
| Residential Vacant Reduced | $ | 281,436 |
| Non-Residential (Designated) | $ | 540,797 |
| Non-Residential (Non-Designated) | $ | 2,543,167 |
| DIP M&E | $ | 2,026,288 |
| Linear | $ | 5,503,430 |
| | $ | 31,669,587 |

Given the current tax rates of the County, the proposed annexation area is forecast to generate approximately **$197,506** in taxes in 2021[24].

[23] Annexation area assessment is an estimate based on the 2019 assessment of the original recommended annexation area contained in the growth study, and then reduced by 2.58% in alignment with the reduction in size (ha) of the area agreed to by the City and County.

[24] County tax rates are assumed to increase at 3% per annum in alignment with actual County tax increases from 2013 to 2019 which were 2.9%. This is also in alignment with the 3% sustainability threshold used throughout this review.



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*Table K.21 – Annexation Area Taxes for the County*

| | 2020 | 2019 | 2020 | 2021 |
|---|---|---|---|---|
| | Millrate | Assessment | Taxes | Taxes |
| Residential | 3.6449 | $ 19,335,458 | $ 70,476 | $ 72,590 |
| Farmland | 9.4700 | $ 728,843 | $ 6,902 | $ 7,109 |
| Residential Vacant | 5.9596 | $ 710,167 | $ 4,232 | $ 4,359 |
| Residential Vacant Reduced | 3.6449 | $ 281,436 | $ 1,026 | $ 1,057 |
| Non-Residential (Designated) | 10.2808 | $ 540,797 | $ 5,560 | $ 5,727 |
| Non-Residential (Non-Designated | 10.2808 | $ 2,543,167 | $ 26,146 | $ 26,930 |
| DIP M&E | 10.2808 | $ 2,026,288 | $ 20,832 | $ 21,457 |
| Linear | 10.2808 | $ 5,503,430 | $ 56,580 | $ 58,277 |
| | | $ 31,669,587 | $ 191,753 | $ 197,506 |

## Other Revenues

In addition to taxes, the transfer of the annexation lands from the County to the City will result in a loss of approximately **$84,525** in other revenue to the County. This revenue loss was calculated based on the 2017 Financial Return provided by the Sturgeon County to Alberta Municipal Affairs (the most recent return at the time of analysis), as shown in the table below.



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*Table K.22 – Annexation Area Revenues for the County*[25 & 26]

| Revenues | 2017 | Allocation Basis | Allocation To Annexation Area |
|---|---|---|---|
| Council and Other Legislative | $ 1,750 | n/a | $ - |
| General Administration | $ 1,183,814 | Population | $ 3,928 |
| Other General Government | $ - | - | $ - |
| Police | $ - | - | $ - |
| Fire | $ 354,434 | Land | $ 1,941 |
| Disaster and Emergency Measur | $ 18,498 | Land | $ 101 |
| Ambulance and First Aid | $ - | - | $ - |
| Bylaws Enforcement | $ 411,777 | Population | $ 1,366 |
| Other Protective Services | $ - | - | $ - |
| Common and Equipment Pool | $ 44,843 | Land | $ 246 |
| Roads, Streets, Walks, Lighting | $ 11,581,035 | Land | $ 63,416 |
| Airport | $ - | - | $ - |
| Public Transit | $ - | - | $ - |
| Storm Sewers and Drainage | $ 47,908 | Land | $ 262 |
| Other Transportation | $ 5,986 | Land | $ 33 |
| Water Supply and Distribution | $ 7,857,604 | n/a | $ - |
| Wastewater Treatment and Dispo | $ 2,559,427 | n/a | $ - |
| Waste Management | $ 15,427 | Population | $ 51 |
| Other Environmental Use and Pr | $ - | Population | $ - |
| Family and Community Support | $ 496,433 | Population | $ 1,647 |
| Day Care | $ - | - | $ - |
| Cemeteries amd Crematoriums | $ - | - | $ - |
| Other Public Health and Welfare | $ - | - | $ - |
| Land Use Planning, Zoning and | $ 925,952 | Land | $ 5,070 |
| Economic/Agricultural Developme | $ 410,218 | Land | $ 2,246 |
| Subdivision Land and Developme | $ - | - | $ - |
| Public Housing Operations | $ - | - | $ - |
| Land, Housing and Building Ren | $ - | - | $ - |
| Other Planning and Developmen | $ - | - | $ - |
| Recreation Boards | $ - | - | $ - |
| Parks and Recreation | $ 1,271,063 | Population | $ 4,217 |
| Culture: Libraries, Museums, Hal | $ - | - | $ - |
| Convention Centres | $ - | - | $ - |
| Other Recreation and Culture | $ - | - | $ - |
| Gas | $ - | - | $ - |
| Electric | $ - | - | $ - |
| Other | $ - | - | $ - |
| Total | $ 27,186,169 | | $ 84,525 |

The amount of other revenue (not including taxes) attributed to the proposed annexation area is forecast at **$91,493** in 2021[27].

*Table K.23 – Escalation of Revenue to 2021*

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|
| Escalation of Revenue | $ 84,525 | $ 86,216 | $ 87,940 | $ 89,699 | $ 91,493 |

[25] Council revenues are not impacted by annexation.
[26] Water and sewer revenues are not impacted by annexation - the County does not provide water and sewer services to annexation area lands.
[27] Inflation of 2% per annum was applied to base data to forecast future revenues and expenditures.



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## Expenditures

In addition to taxes and other revenues, the transfer of the annexation lands from the County to the City will result in a reduction of approximately **$220,485** in expenses for the County. This reduction of expenses was calculated based on the 2017 Financial Return provided by Sturgeon County to Alberta Municipal Affairs (the most recent return at the time of analysis), as shown in the table below.

*Table K.24 – Annexation Area Expenses for the County*

| Expenses | 2017 | Allocation Basis | Allocation To Annexation Area |
|---|---|---|---|
| Council and Other Legislative | $ 1,176,313 | n/a | $ - |
| General Administration | $ 10,411,661 | Population | $ 34,545 |
| Other General Government | $ - | - | $ - |
| Police | $ - | - | $ - |
| Fire | $ 2,491,344 | Land | $ 13,642 |
| Disaster and Emergency Measur | $ 155,924 | Land | $ 854 |
| Ambulance and First Aid | $ - | - | $ - |
| Bylaws Enforcement | $ 1,200,269 | Population | $ 3,982 |
| Other Protective Services | $ - | - | $ - |
| Common and Equipment Pool | $ 1,999,200 | Land | $ 10,947 |
| Roads, Streets, Walks, Lighting | $ 20,600,180 | Land | $ 112,804 |
| Airport | $ - | - | $ - |
| Public Transit | $ - | - | $ - |
| Storm Sewers and Drainage | $ - | Land | $ - |
| Other Transportation | $ 282,891 | Land | $ 1,549 |
| Water Supply and Distribution | $ 4,347,163 | n/a | - |
| Wastewater Treatment and Dispo | $ 2,261,052 | n/a | - |
| Waste Management | $ 438,750 | Population | $ 1,456 |
| Other Environmental Use and Pr | $ - | Population | $ - |
| Family and Community Support | $ 1,150,346 | Population | $ 3,817 |
| Day Care | $ - | - | $ - |
| Cemeteries and Crematoriums | $ - | - | $ - |
| Other Public Health and Welfare | $ - | - | $ - |
| Land Use Planning, Zoning and | $ 2,568,618 | Land | $ 14,065 |
| Economic/Agricultural Developme | $ 3,046,216 | Land | $ 16,681 |
| Subdivision Land and Developme | $ - | - | $ - |
| Public Housing Operations | $ - | - | $ - |
| Land, Housing and Building Ren | $ - | - | $ - |
| Other Planning and Developmen | $ - | - | $ - |
| Recreation Boards | $ - | - | $ - |
| Parks and Recreation | $ 1,851,543 | Population | $ 6,143 |
| Culture: Libraries, Museums, Hal | $ - | - | $ - |
| Convention Centres | $ - | - | $ - |
| Other Recreation and Culture | $ - | - | $ - |
| Gas | $ - | - | $ - |
| Electric | $ - | - | $ - |
| Other | $ - | - | $ - |
| Total | $ 53,981,470 | | $ 220,485 |

The total reduction in expenses attributed to the proposed annexation area (and saved



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by the County) is forecast at **$238,660** in 2021[28].

*Table K.25 – Escalation of Expenses to 2021*

| | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|
| Escalation of Expenses | $ 220,485 | $ 224,895 | $ 229,393 | $ 233,980 | $ 238,660 |

Net Impact

Based upon estimated taxes lost, other revenue lost, and expenses shed, the County will be impacted from the annexation by a net loss of approximately **$50,300** per annum in 2021.

*Table K.26 – Net Impact of Annexation on County*

| | 2021 Impact |
|---|---|
| Taxes Lost | -$ 197,506 |
| Other Revenue Lost | -$ 91,493 |
| Expenses Shed | $ 238,660 |
| **Net Gain (Loss) to County** | **-$ 50,339** |

Impact Period

Some municipalities believe that financial compensation for annual financial impacts stemming from annexation should continue in perpetuity or for many years. This is not correct. The impact period should remain in effect until the municipality has had an opportunity to "alter course" thereby mitigating damages. Accordingly, the impact period need only be a relatively short period of time (i.e., 1 to 5 years). A substantial financial loss to the municipality might take longer to absorb (e.g., 5 years) than a smaller financial loss (e.g., 1 year).

The annual financial loss to the County (i.e., **$50,300** per annum) represents a relatively modest amount of the County's overall revenue base. Stated another way, an average mill rate increase of just **0.00686**[29] is required to overcome this revenue loss. Accordingly, an impact period of 1 year is reasonable for the County to alter course and mitigate damages.

[28] Inflation of 2% per annum was applied to base data to forecast future revenues and expenditures.
[29] Based on average 2020 millrate of 6.92727 (calculated as total taxation divided by total assessment).


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## 12.3 One-time Financial Impacts

### Overview

Unlike annual impacts which are ongoing in nature, one-time items have an impact only at the time of annexation. One-time impacts are comprised of stranded assets, stranded liabilities, and other considerations.

Stranded Assets

Some municipalities believe that financial compensation should include the net book value of all transferred assets. This is not correct. Stranded assets are limited to those assets transferred from the County to the City where the County continues to hold payment obligations on the transferred asset (e.g., an ongoing debenture). In these instances, the County's debt should also be transferred to the City as new owner of the asset.

With regard to transferred assets where the asset was acquired through grants or other contributions (i.e., a "contributed" asset), the County holds no payment obligation and therefore no stranded cost.

With regard to transferred assets where financing was undertaken through reserves, taxes, or other equity of the County, taxpayers have already funded these assets and the County holds no payment obligation and therefore no stranded cost. Attempting to create a payment obligation would result in annexation area landowners being "double charged"—once when the asset was financed and again upon transfer.

Stranded assets are calculated as follows:

> *Stranded Assets = Outstanding principal on transferred asset debts held by the County*

- *The County has confirmed that it holds no stranded assets in the annexation area.*

Stranded Liabilities

Stranded liabilities represent future costs that will be incurred by the County to satisfy


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remediation, reclamation, or other rectification requirements stemming from "nuisance" lands or assets that are being transferred from the County to the City (e.g., reclamation of land fill or gravel pit owned by the County). In these circumstances, the County must satisfy its obligations prior to the lands/assets being transferred. Stranded liabilities are calculated as follows:

*Stranded Liability = PV (Future remediation cost X % of remediation liability created to date (i.e., County%))*

- The County has confirmed that there are no nuisance lands situated in the annexation area and, therefore, no stranded liabilities.

Other Considerations

In addition to stranded assets and liabilities, there may be other one-time financial considerations which have a bearing on overall financial impact, for example:

a. Local improvement taxpayer obligations: where annexation area landowners hold a local improvement obligation on their properties, the obligation outstanding should be transferred to the City.

    - *The County has confirmed that there are no local improvement taxpayer obligations in the annexation area.*

b. Offsite levies and other development charges: all development levies collected from annexation areas and currently held by the County (or due to the County) should be transferred to the City.

    - *The County has advised that no offsite levies have been collected from within the annexation area.*

c. Developer agreements: all developer agreements (and related commitments) associated with annexation lands should be transferred to the City. Likewise, letters of credit and performance bonds provided by developers to the County should reassigned to the City.

    - *The County has advised that there is 1 developer agreement within*


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*the annexation area: St Albert Canadian Reformed Church 2017. The letter of credit was $135,800. The Construction Completion Certificate (CCC) was issued Nov 28, 2018. It is anticipated the Final Acceptance Certificate (FAC) will be issued prior to finalization of an annexation agreement. However, if the FAC has not been issued prior to completion of an annexation agreement, the balance of the letter of credit should be transferred to the City.*

- *The County has also advised that $14,869 was collected from this developer as "cash in lieu of a dedication of Municipal Reserve lands". This should be reflected as an adjustment to the benefit of the City.*

d. Donations and grants for future assets: all earmarked donations and grants collected for annexation area infrastructure and currently held by the County (or due to the County) should be transferred to the City.

    - *The County has advised that no donations or grants for future assets have been received from within the annexation area.*

e. Rental agreements: where the County holds a rental agreement on properties transferred in the annexation agreement, the rental agreement should be re-assigned to the City.

    - *The County has advised that there is 1 agreement within the annexation area: Christ Community Church 2006 pertaining to road access for a nominal amount of $1.00.*

Together, total one-time financial impacts are **-$14,869**:

*Total One-time Impacts = Total Stranded Assets (**$0**) - Total Stranded Liabilities (**$0**) - Total Other Considerations **$14,869** (assuming finalization of FAC for St Albert Reformed Church).*


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## 12.4 Summary

The financial compensation is estimated at **$35,500**:

(1) *Annual Financial Impacts = $50,300 x 1 year =* ***$50,300****.*

(2) *- One-time Financial Impacts =* ***$14,869*** *(assuming finalization of FAC for St Albert Reformed Church).*

The City and County have agreed on financial compensation of $600,000:

- For the loss of municipal property taxes for existing development in the Annexation area.
- For maintaining the Annexation area in a substantially unfragmented (unsubdivided) state, with uses generally compatible with the City's long term growth.


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# 13 IMPACT ON ANNEXATION AREA LANDOWNERS

## 13.1 Tax Impacts

Land assessment in the annexation area is primarily classified as residential (approximately $21.1 million of the total $31.7 million of assessment (67%) currently in the annexation area is classified as residential). If annexation area residential landowners were transitioned from County tax rates to City tax rates post-annexation, this would mean an increase in tax rates of approximately 71%[30, 31].

To avoid tax rate increases on annexation land owners as a result of annexation, the City intends to request that (in the absence of an activation event) annexation area properties: (a) have their tax status "grandfathered" resulting in properties with exempt tax status in the annexation lands continuing to enjoy exempt tax status in the City, and (b) be taxed at the lower of County or City tax rates in given year.

Activation events include owner-initiated:

- subdivision or separation of title, whereby a new parcel of land is created (including the residual parcel).
- re-designation under the City's Land Use Bylaw to another designation.
- Connection to the City's water service or sewer service.

What this means is land owners who do not develop their properties will enjoy either the County or City tax rate in a given year, whichever most benefits them.

This approach has been widely used in other jurisdictions and accepted by the Municipal Government Board (MGB). Accordingly, from a tax perspective (on the assumption that the City's request is accepted by the MGB), annexation area landowners will not be impacted by annexation in the absence of an activation event.

[30] The 2020 combined residential millrate in the City is 11.0403 whereas the combined residential millrate in the County is 6.4432.
[31] While there are very few lands in the annexation area assessed as farmland, these lands would actually see a decrease of approximately 10%.


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## 13.2 Tax Mitigation Costs to City

As highlighted in *Sections 6* and *8*, a contingency of **$160.0 million** is established over the review period. In addition to serving to finance unforeseen capital or operating impacts, this contingency also serves to offset the impact on the City (if any) of tax mitigation for annexation area landowners, should the County's tax rate increases drop below 3% over the 35-year review period.

The cost of mitigation for the City over the 35-year review period depends on the County's and City's average annual tax increase as follows:

1) The cost of the mitigation strategy to the City is approximately **$4.2 million** (0.05% of anticipated taxes over the 35-year review period) if the County's annual tax increases are 3%[32]. This mitigation cost is built into the overall financial impact assessment as presented.

2) The cost of the mitigation strategy to the City is approximately **$6.5 million** (0.07% of anticipated taxes over the 35-year review period) if the County's annual tax increases are 2%. The additional mitigation cost of approximately **$2.3 million** ($6.5 million – $4.2 million) is included in the overall financial impact assessment by way of contingency.

3) The cost of the mitigation strategy to the City is approximately **$8.6 million** (0.09% of anticipated taxes over the 35-year review period) if the County's annual tax increases are 1%. The additional mitigation cost of approximately **$4.4 million** ($8.6 million – $4.2 million) is included in the overall financial impact assessment by way of contingency.

[32] County tax rates have assumed to increase at 3% per annum in alignment with actual County tax increases from 2013 to 2019 which were 2.9%. This is also in alignment with the 3% sustainability threshold used throughout this review.



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*Table K.27 – Tax Mitigation Impact on City*

| Incremental Impact of Tax Relief | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 | 2055 |
|---|---|---|---|---|---|---|---|
| (Assuming County Annual Tax Increase is 3%) | 5 Years | 10 Years | 15 Years | 20 Years | 25 Years | 30 Years | 35 Years |
| Cumulative Taxes at City Rates | $ 2,209,180 | $ 4,766,121 | $ 7,606,995 | $ 10,603,470 | $ 13,716,262 | $ 16,788,832 | $ 19,645,114 |
| Cumulative Taxes at Lower of County/Town or City | $ 1,513,157 | $ 3,322,802 | $ 5,411,789 | $ 7,729,436 | $ 10,214,321 | $ 12,806,593 | $ 15,427,020 |
| Cumulative Incremental Impact of Tax Relief | -$696,023 | -$1,443,319 | -$2,195,206 | -$2,874,035 | -$3,501,941 | -$3,982,239 | -$4,218,093 |

| Incremental Impact of Tax Relief | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 | 2055 |
|---|---|---|---|---|---|---|---|
| (Assuming County Annual Tax Increase is 2%) | 5 Years | 10 Years | 15 Years | 20 Years | 25 Years | 30 Years | 35 Years |
| Cumulative Taxes at City Rates | $ 2,209,180 | $ 4,766,121 | $ 7,606,995 | $ 10,603,470 | $ 13,716,262 | $ 16,788,832 | $ 19,645,114 |
| Cumulative Taxes at Lower of County/Town or City | $ 1,470,241 | $ 3,155,574 | $ 5,025,434 | $ 7,022,875 | $ 9,077,087 | $ 11,139,630 | $ 13,165,814 |
| Cumulative Incremental Impact of Tax Relief | -$738,939 | -$1,610,547 | -$2,581,561 | -$3,580,595 | -$4,639,176 | -$5,649,202 | -$6,479,299 |

| Incremental Impact of Tax Relief | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 | 2055 |
|---|---|---|---|---|---|---|---|
| (Assuming County Annual Tax Increase is 1%) | 5 Years | 10 Years | 15 Years | 20 Years | 25 Years | 30 Years | 35 Years |
| Cumulative Taxes at City Rates | $ 2,209,180 | $ 4,766,121 | $ 7,606,995 | $ 10,603,470 | $ 13,716,262 | $ 16,788,832 | $ 19,645,114 |
| Cumulative Taxes at Lower of County/Town or City | $ 1,428,072 | $ 2,988,779 | $ 4,637,933 | $ 6,315,851 | $ 7,958,253 | $ 9,528,971 | $ 11,008,914 |
| Cumulative Incremental Impact of Tax Relief | -$781,108 | -$1,777,342 | -$2,969,062 | -$4,287,619 | -$5,758,009 | -$7,259,861 | -$8,636,199 |

## 13.3 Impact on Real Estate Values

Though not usually included in FIA reports, nor required by the MGB, this section focuses on the potential impact annexation will have on land values in the annexation area, as requested by the City.

In general, research suggests that there are a number of reasons to expect farmland values to be higher near urban centers[33]:

(1) Fertile Soils: Many urban centers are situated among fertile soils so farmland near these areas tends to be productive. As a result, these farms can generate economic profits above comparable lands further from the urban center.

(2) Access to Markets: Farms near urban areas have greater access to markets and therefore lower transportation costs. Similar to item (1) above, these farms can generate economic profits above comparable lands further from the urban center.

(3) Lifestyle: At the urban fringe, farmland offers greater recreational opportunities and lifestyle amenities which serve the nearby population. As a result, these farms are associated with a greater customer base and greater demand resulting in higher land values.

(4) Development Potential: Farms near urban areas like St Albert are more

[33] Kuethe et al, JEL Classifications Q15, R30; As published in Choices, Agricultural & Applied Economics Association, 2011.



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susceptible to development potential and pressures. Their land values may be "bid up" by competing commercial and residential land use activities.

However, it is important to note that the research back-stopping these factors is limited, particularly in Canada. Most research is US based, and often produces results which are influenced by local geography and circumstances.

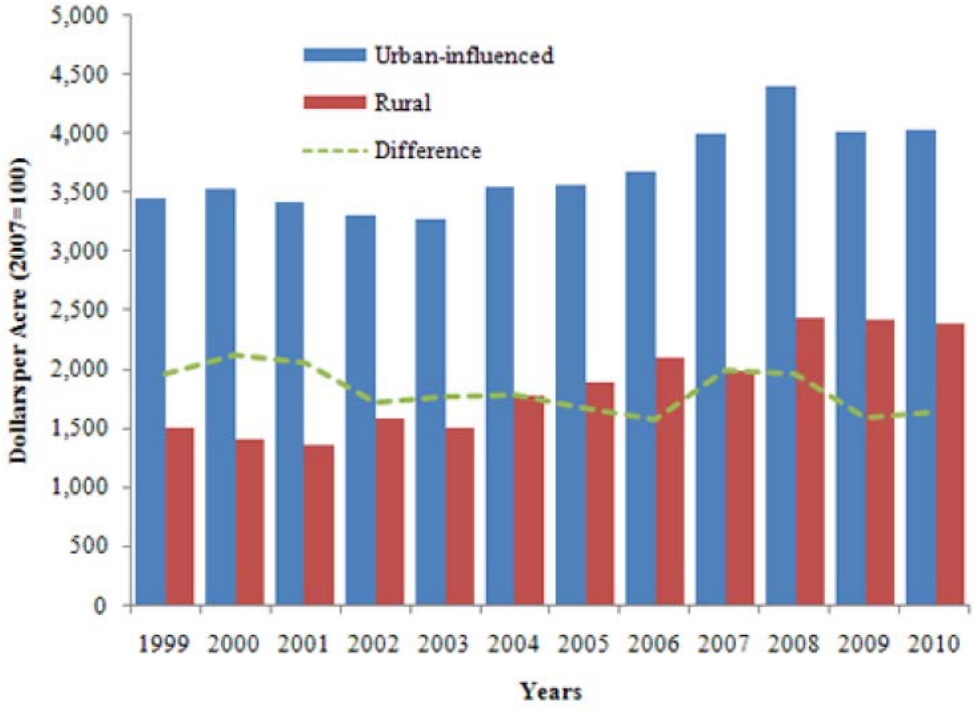
In the proposed annexation area, it is believed that the most significant factor that will impact land values post annexation is factor 4: development potential (it is unlikely that factors 1, 2, or 3 will result in significant distinguishable differences given the close proximity of the lands in question). The questions is: to what degree will development potential have on land values?

One of the most expansive studies was undertaken across the US in 2011[34]. It utilized the Population Interaction Zones for Agriculture (PIZA) that were established by the Economic Research Service in order to better understand the economic relationship between urban and agricultural areas. The study found the difference between urban and rural farmland values ranged from $1,576 per acre to $2,122 per acre, with an average difference of **$1,820 per acre**. However, it should be noted that this same study also confirmed that urban influence on land values can vary significantly by location.

[34] Kuethe et al, JEL Classifications Q15, R30.


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*Table K.28 – Urban Influence on Farmland Values*[35]




Staff in the City and County, with knowledge of local land values, were contacted to ascertain the nature of existing land value differences:

- City staff indicate that recent sales of unserviced land within current City boundaries vary from **$50,000 per acre** to **$300,000 per acre**. The large variance is attributed to factors such as location, development potential, and land speculation.

- County staff indicate that recent sales of large parcel farmland in areas adjacent to the City vary from **$7,100 per acre** to **$65,800 per acre** with a median value of about **$14,000 per acre**, as shown in the table below. Similar to City land sales, the large variance is attributed to factors such as location, development potential, and land speculation.

[35] USDA/NASS Survey, June 2011.


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*Table K.29 – Land Values in Sturgeon County*[36]

| Pop. Center | Typical MEDIAN PRICE/ACRE | MEDIAN SIZE(Acres) | High | Low |
|---|---|---|---|---|
| Morinville | $5,636 | 80 | $7,419 | $3,848 |
| Legal | $4,441 | 80 | $6,997 | $2,184 |
| St. Albert | $13,940 | 76 | $65,781 | $7,093 |

In summary, it is anticipated that the value of farmland currently situated in Sturgeon County (annexation area) will increase post annexation once the municipal jurisdiction is transferred to the City of St Albert. The City's influence on land values will most likely be associated with land values being "bid up" by competing land use activities. Research and local market results indicate that this increased premium could be as little as **$2,000 per acre** and as a high as **$40,000 per acre** or higher. However, extreme caution is recommended—research in this field of study is limited, and actual market values in the City and County vary significantly, particular when land speculation is driving price.

[36] Source: Sturgeon County.



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# 14 MGB PRINCIPLES

The purpose of this section is to illustrate how the City's proposed annexation meets the intent of those MGB principles that contain a financial component.

***Principle 2**: Accommodation of growth by all municipalities (urban or rural) must be accomplished without encumbering the initiating municipality and the responding municipality's ability to achieve rational growth directions, cost effective utilization of resources, fiscal accountability and the attainment of the purposes of a municipality described in the Act.*

> **Conclusion** – As demonstrated in *Sections 10* and *11*, the financial impact of the proposed annexation on the City of St Albert is reasonable and sustainable. In no way does the annexation encumber the City from achieving fiscal accountability.
>
> As demonstrated in *Section 12*, the net annual financial impact of the proposed annexation on the County is a loss of approximately **$50,300** in 2021.

***Principle 6**: Each annexation must illustrate a cost effective, efficient and coordinated approach to the administration of services.*

> **Conclusion** – As demonstrated in *Sections 6* and *7* (Capital Plan), and *Section 8* (Operating Plan), the City's plan to administer services is cost effective, efficient and coordinated. The City has constructed a preliminary capital and operating plan to support urban growth both in boundary and in the proposed annexation area for the entire review period, and the plans take into account the unique circumstances and needs of the City. These plans also consider lifecycle and capacity requirements. In addition, the City and County continue to collaborate on joint initiatives that enable more efficient delivery of services. As highlighted in Principle 1 above, the plans are reasonable and sustainable.

***Principle 9**: Annexation proposals must fully consider the financial impact on the initiating and responding municipality.*

> **Conclusion** – This report fully considers the financial impact on the City of St Albert (the initiating municipality) and Sturgeon County (the responding


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municipality). As demonstrated in *Sections 10* and *11*, the financial impact of the proposed annexation on the City is reasonable and sustainable. As demonstrated in *Section 12*, the financial impact of the proposed annexation on the County is relatively small. In addition, the City's proposed annexation ensures annexation area landowners will not be impacted (in the absence of an activation event) by requesting they be able to pay the lower of the County or City tax rates in a given year.

***Principle 13**: Revenue sharing may be warranted when the annexation proposal involves existing or future special properties that generate substantive and unique costs to the impacted municipality(s) as part of the annexation or as an alternative to annexation.*

**Conclusion** – There are no significant special properties in the proposed annexation area that generate substantive or unique costs that warrant revenue sharing.

Further, lost assessment and associated taxes within the proposed annexation area have been included in determining the net financial impact on the County as demonstrated in *Section 12*.

***Principle 14**: Annexation proposals must not simply be a tax initiative. Each annexation proposal must have consideration of the full scope of costs and revenues related to the affected municipalities. The financial status of the initiating or the responding municipality(s) cannot be affected to such an extent that one or the other is unable to reasonably achieve the purposes of a municipality as outlined in Section 3 of the Act. The financial impact should be reasonable and be able to be mitigated through reasonable conditions of annexation.*

**Conclusion** – Annexation is being initiated by the City as a result of land requirements, not tax benefit. As demonstrated in *Section 12*, the assessment in the proposed annexation area is relatively small and will generate approximately **$197,500** in taxes in 2021.

As shown in *Sections 6* and *7* (Capital Plan), *Section 8* (Operating Plan), the City's plan to administer services considers the full scope of costs and revenues.


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The City has constructed a preliminary capital and operating plan to support urban growth both in boundary and in the proposed annexation area for the entire review period, and the plans take into account the unique circumstances and needs of the City. These plans also consider lifecycle and capacity requirements. In addition, the City and County continue to collaborate on joint initiatives that enable more efficient delivery of services.

As demonstrated in *Sections 10* and *11*, the financial impact of the proposed annexation on the City of St Albert is reasonable and sustainable, with forecast tax rates staying equal to or less than the 3% "sustainability threshold" for the entire review period. As outlined in *Section 12*, the annual financial impact on Sturgeon County is a net annual loss of approximately **$50,300** in 2021.


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# 15 CONCLUSION

The proposed annexation is financially sustainable for the City of St Albert. As demonstrated in *Section 10.3*, tax increases post-annexation stay below the 3%[37] sustainability threshold:

- 2021 to 2023: **2.40%** per year
- 2024 to 2026: **2.15%** per year
- 2027 to 2029: **2.15%** per year
- 2030 to 2032: **2.75%** per year
- 2033 to 2035: **0.40%** per year
- 2036 to 2038: **2.35%** per year
- 2039 to 2041: **2.90%** per year
- 2042 to 2044: **1.25%** per year
- 2045 to 2047: **2.35%** per year
- 2048 to 2050: **0.50%** per year
- 2051 to 2053: **0.60%** per year
- 2054 to 2055: **1.40%** per year

As outlined in *Section 11*, the debt limit is anticipated to peak at **61.3%** in 2030. The debt servicing limit is anticipated to peak at **23.3%** in 2030. Both the debt limit and debt service limit remain within legislated limits during the 35-year review period.

As outlined in *Section 12*, the annual financial impact on Sturgeon County is a net annual loss of approximately **$50,300** in 2021.

As highlighted in *Section 13*, annexation area landowners are not impacted by the proposed annexation, assuming the request by the City of St Albert is granted—namely that, in the absence of an activation event annexation area properties have their tax status "grandfathered" and be taxed at the lower of County or City tax rates in a given year.

As highlighted in *Section 13*, the impact of tax mitigation for annexation area landowners on the City is forecast between **$4.2 million** and **$8.6 million** (between 0.04% and 0.08% of total City taxes collected) over the 35-year review period.

[37] In addition to political challenges of perpetual tax increases beyond 3%, the 3% sustainability threshold also aligns with the average tax increase for Cities in Alberta from 2010 to 2019 which was 3.1%.



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# APPENDIX K1 – CITY POPULATION GROWTH

| Year | Medium Growth | Opening | Growth | Total Closing |
|---|---|---|---|---|
| 2019 | 2.50% | 67,025 | 1,675 | 68,700 |
| 2020 | 2.44% | 68,700 | 1,675 | 70,375 |
| 2021 | 2.38% | 70,375 | 1,675 | 72,050 |
| 2022 | 2.32% | 72,050 | 1,675 | 73,725 |
| 2023 | 2.27% | 73,725 | 1,675 | 75,400 |
| 2024 | 2.22% | 75,400 | 1,675 | 77,075 |
| 2025 | 2.17% | 77,075 | 1,675 | 78,750 |
| 2026 | 2.13% | 78,750 | 1,675 | 80,425 |
| 2027 | 2.08% | 80,425 | 1,675 | 82,100 |
| 2028 | 2.04% | 82,100 | 1,675 | 83,775 |
| 2029 | 2.00% | 83,775 | 1,675 | 85,450 |
| 2030 | 1.96% | 85,450 | 1,675 | 87,125 |
| 2031 | 1.92% | 87,125 | 1,675 | 88,800 |
| 2032 | 1.89% | 88,800 | 1,675 | 90,475 |
| 2033 | 1.85% | 90,475 | 1,675 | 92,150 |
| 2034 | 1.82% | 92,150 | 1,675 | 93,825 |
| 2035 | 1.79% | 93,825 | 1,675 | 95,500 |
| 2036 | 1.75% | 95,500 | 1,675 | 97,175 |
| 2037 | 1.72% | 97,175 | 1,675 | 98,850 |
| 2038 | 1.69% | 98,850 | 1,675 | 100,525 |
| 2039 | 1.67% | 100,525 | 1,675 | 102,200 |
| 2040 | 1.64% | 102,200 | 1,675 | 103,875 |
| 2041 | 1.61% | 103,875 | 1,675 | 105,550 |
| 2042 | 1.59% | 105,550 | 1,675 | 107,225 |
| 2043 | 1.56% | 107,225 | 1,675 | 108,900 |
| 2044 | 1.54% | 108,900 | 1,675 | 110,575 |
| 2045 | 1.51% | 110,575 | 1,675 | 112,250 |
| 2046 | 1.49% | 112,250 | 1,675 | 113,925 |
| 2047 | 1.47% | 113,925 | 1,675 | 115,600 |
| 2048 | 1.45% | 115,600 | 1,675 | 117,275 |
| 2049 | 1.43% | 117,275 | 1,675 | 118,950 |
| 2050 | 1.41% | 118,950 | 1,675 | 120,625 |
| 2051 | 1.39% | 120,625 | 1,675 | 122,300 |
| 2052 | 1.37% | 122,300 | 1,675 | 123,975 |
| 2053 | 1.35% | 123,975 | 1,675 | 125,650 |
| 2054 | 1.33% | 125,650 | 1,675 | 127,325 |
| 2055 | 1.32% | 127,325 | 1,675 | 129,000 |



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# APPENDIX K2 - CAPITAL PLAN DETAILS

A description of each element of the capital plan is provided below, including project description, year of construction, and cost in current dollars. The projects shown include the "stub years" of 2019 and 2020—accordingly, the totals are greater than the 35-year totals from 2021 to 2055 depicted in *Section 6*.

## Council

There is no capital infrastructure anticipated for Council.

## Culture

| | | | |
|---|---|---|---|
| Story Boards | 2021 | $ | 82,278 |
| Founders Walk Phase 3 | 2022 | $ | 1,716,230 |
| Heritage Park Phase 3 | 2022 | $ | 1,528,194 |
| Heritage Park Phase 4 | 2028 | $ | 3,744,767 |
| Art Gallery | 2028 | $ | 3,853,033 |
| Heritage Park Interpretive Centre / Museum Expansion | 2029 | $ | 13,059,800 |
| Library Social Space | 2030 | $ | 4,000,000 |
| Land for project Performing Arts Bldg, Creative Hub, Studio Art Place (3 ac) | 2037 | $ | 3,000,000 |
| New Performing Arts Building | 2039 | $ | 17,700,000 |
| Studio Art Place | 2039 | $ | 4,500,000 |
| Creative Hub | 2042 | $ | 9,000,000 |
| | | $ | 62,184,302 |

## Environment

| | | | |
|---|---|---|---|
| Heat Recovery | 2019 | $ | 65,700 |
| Smart Faciity Monitoring | 2019 | $ | 30,300 |
| CSS-007 Smart Facility Monitoring (2021) | 2021 | $ | 80,800 |
| ENV-002 Solar PV Program (2021) | 2021 | $ | 500,000 |
| ENV-004 Public EV Charging Stations (2023) | 2023 | $ | 50,000 |
| ENV-002 Solar PV Program (2029) | 2029 | $ | 900,000 |
| ENV-002 Solar PV Program (2039) | 2039 | $ | 1,500,000 |
| | | $ | 3,126,800 |


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## Fire

| | | | |
|---|---|---|---|
| CAD to CAD Software | 2019 | $ | 42,000 |
| Emergency Response Vehicle | 2019 | $ | 188,000 |
| EMS Power Stretcher | 2019 | $ | 100,000 |
| Engine 4 | 2020 | $ | 1,545,000 |
| Tanker 2 | 2021 | $ | 779,000 |
| Aerial 2 | 2022 | $ | 2,469,800 |
| Firehall 4 | 2022 | $ | 16,341,000 |
| Rescue 2 | 2029 | $ | 1,700,000 |
| Training Facility | 2029 | $ | 4,830,000 |
| Engine 5 | 2029 | $ | 1,545,000 |
| Engine - Training facility | 2029 | $ | 1,545,000 |
| Aerial 3 | 2029 | $ | 2,469,800 |
| Wildland 2 | 2029 | $ | 190,000 |
| Airboat 1 | 2029 | $ | 80,000 |
| Mobile command 1 | 2030 | $ | 800,000 |
| Wildland 3 | 2034 | $ | 190,000 |
| Engine 6 | 2034 | $ | 1,545,000 |
| Firehall 5 | 2039 | $ | 16,341,000 |
| Engine 7 | 2039 | $ | 1,545,000 |
| Tanker 3 | 2039 | $ | 779,000 |
| Rescue 3 | 2039 | $ | 1,700,000 |
| | | $ | 56,724,600 |

## Legislative

There is no legislative capital infrastructure anticipated.

## Library

| | | | |
|---|---|---|---|
| Library Storefront Access Point | 2019 | $ | 517,000 |
| Public Ar | 2019 | $ | 220,000 |
| Land for Community Branch Library or Satellite Branches (2 ac) | 2028 | $ | 2,000,000 |
| Community Branch Library or Satellite Branches | 2030 | $ | 17,000,000 |
| | | $ | 19,737,000 |

## Planning & Development

| | | | |
|---|---|---|---|
| Accessibility Initiatives | 2019 | $ | 300,000 |
| DARP-006 - Perron Street Pedestrian Improvements (TBC - will be Reviewed During Darp-016 Project Priortization) | 2024 | $ | 6,318,396 |
| DARP-015 - Tache Street Green Corridor (TBC - will be Reviewed During Darp-016 Project Priortization) | 2024 | $ | 5,894,943 |
| DARP-007 - Grandin Road Public Improvements (TBC - will be Reviewed During Darp-016 Project Priortization) | 2025 | $ | 2,333,200 |
| DARP-014 - St. Thomas Street Median Improvements (TBC - will be Reviewed During Darp-016 Project Priortization) | 2028 | $ | 3,055,500 |
| DARP-003 - Civic Square (TBC - will be Reviewed During Darp-016 Project Priortization) | 2029 | $ | 1,784,475 |
| DARP-011 - St. Anne Street Pedestrian Improvements (TBC - will be Reviewed During Darp-016 Project Priortization) | 2029 | $ | 6,673,800 |
| | | $ | 26,360,314 |

## Police

| | | | |
|---|---|---|---|
| Police Building Accommodations | 2019 | $ | 100,000 |
| Police/Municipal Enforcement Building (incl land) | 2025 | $ | 20,300,000 |
| MES vehicles x 2 | 2028 | $ | 120,000 |
| MES vehicles x 2 | 2038 | $ | 120,000 |
| MES vehicles x 3 | 2055 | $ | 180,000 |
| | | $ | 20,820,000 |



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## Public Works

| | | | |
|---|---|---|---|
| ITS Strategy Implementation | 2019 | $ | 380,000 |
| Municipal Engineering Standards Update | 2019 | $ | 300,000 |
| Tandem Front Mount plow with with wing | 2020 | $ | 282,000 |
| Loader | 2020 | $ | 255,000 |
| Blower | 2020 | $ | 150,000 |
| Sidewalk Plow | 2020 | $ | 165,000 |
| 1 Ton - Reg Cab without service body | 2020 | $ | 55,000 |
| 3 Ton - Reg Cab | 2020 | $ | 140,000 |
| 72" Ride on mower | 2024 | $ | 53,000 |
| Grader With Wing | 2025 | $ | 400,000 |
| Sweeper | 2025 | $ | 270,000 |
| 1/2 Ton - Reg Cab | 2025 | $ | 35,000 |
| 1 Ton - Reg Cab without service body | 2025 | $ | 55,000 |
| Asphalt Zipper Loader Attachment | 2025 | $ | 160,000 |
| 1/2 Ton - Reg cab | 2026 | $ | 35,000 |
| 1/2 Ton - Reg cab | 2026 | $ | 35,000 |
| 1/2 Ton Utility Van | 2027 | $ | 35,000 |
| 1/2 Ton Utility Van | 2027 | $ | 35,000 |
| 1/2 Ton Utility Van | 2028 | $ | 35,000 |
| Tandem with under body plow | 2028 | $ | 282,000 |
| 1/2 Ton Utility Van | 2028 | $ | 35,000 |
| Tree water truck | 2029 | $ | 190,000 |
| Sidewalk Plow | 2030 | $ | 165,000 |
| 1 Ton - Reg Cab without service body | 2030 | $ | 55,000 |
| Asphalt Spray Injector Unit | 2030 | $ | 250,000 |
| 72" Ride on mower | 2030 | $ | 53,000 |
| Tandem Front Mount plow with with wing | 2032 | $ | 282,000 |
| Tree maintenance aerial lift | 2033 | $ | 265,000 |
| Loader | 2035 | $ | 255,000 |
| Blower | 2035 | $ | 150,000 |
| Skid Steer | 2035 | $ | 65,000 |
| Grader With Wing | 2035 | $ | 380,000 |
| 1/2 Ton - Reg Cab | 2035 | $ | 35,000 |
| 1 Ton - Reg Cab without service body | 2035 | $ | 55,000 |
| Asphalt Infrared Trailer | 2035 | $ | 61,000 |
| Asphalt roller w/ trailer | 2035 | $ | 50,000 |
| Asphalt Combo Unit | 2035 | $ | 500,000 |
| 72" Ride on mower | 2038 | $ | 53,000 |
| UTV (Gator) | 2039 | $ | 26,500 |
| Tandem Front Mount plow with with wing | 2040 | $ | 282,000 |
| Sidewalk Plow | 2040 | $ | 165,000 |
| 1 Ton - Reg Cab without service body | 2040 | $ | 55,000 |
| Asphalt spray injector trailer | 2040 | $ | 95,000 |
| Wide area mower | 2043 | $ | 135,000 |
| Loader | 2045 | $ | 255,000 |
| Grader | 2045 | $ | 380,000 |
| 3/4 Ton - Crew Cab | 2045 | $ | 40,000 |
| 1 Ton - Reg Cab without service body | 2045 | $ | 55,000 |
| 72" Ride on mower | 2048 | $ | 53,000 |
| Tandem with under body plow | 2050 | $ | 282,000 |
| Tractor | 2054 | $ | 120,000 |
| 1/2 Ton - Reg cab | 2054 | $ | 35,000 |
| 1/2 Ton Utility Van | 2055 | $ | 35,000 |
| 1/2 Ton Utility Van | 2055 | $ | 35,000 |
| ToolKit | 2055 | $ | 120,000 |
| | | $ | 8,224,500 |



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## Recreation

| | | | |
|---|---|---|---|
| Outdoor Rec Ice Surface | 2019 | $ | 875,000 |
| Outdoor Rec Ice Dome | 2019 | $ | 300,000 |
| Lacombe Park Construction | 2020 | $ | 1,300,000 |
| Lacombe Park West | 2020 | $ | 1,574,600 |
| Erin Ridge North Park Site 1 | 2021 | $ | 126,000 |
| Dog Friendly Park Development | 2022 | $ | 1,115,600 |
| Riverside Neighbourhood Park Site 1 | 2022 | $ | 1,332,300 |
| Kingswood Park | 2022 | $ | 3,168,500 |
| Ville Giroux Park Site 1 | 2022 | $ | 316,100 |
| Ville Giroux Park Site 2 | 2022 | $ | 362,100 |
| Riverside Neighbourhood Park Site 4 | 2023 | $ | 49,700 |
| Erin Ridge North Park Site 2 | 2023 | $ | 1,056,200 |
| Oakmont Trail Phase 2 | 2024 | $ | 1,491,100 |
| Riverside Neighbourhood Park Site 2 | 2024 | $ | 323,400 |
| Riverside Neighbourhood Park Site 3 | 2024 | $ | 55,700 |
| Ville Giroux Park Site 3, 4 | 2024 | $ | 612,900 |
| Recreation Centre 1 Phase 1 | 2025 | $ | 50,000,000 |
| Red Willow Park West Construction | 2025 | $ | 4,774,300 |
| Neighborhood Park Development (New - Inside Boundaries) | 2025 | $ | 4,700,000 |
| Erin Ridge North Park Site 3 | 2025 | $ | 1,056,200 |
| Jensen Lake Park Site 1, 2 | 2025 | $ | 777,600 |
| South Riel | 2026 | $ | 690,400 |
| Recreation Centre 1 Phase 2 | 2027 | $ | 40,000,000 |
| Riverside Neighbourhood Park Site 5 | 2027 | $ | 1,332,300 |
| Riverside Neighbourhood Park Site 6 | 2027 | $ | 113,900 |
| Jensen Lake Park Site 3, 4, 5 | 2027 | $ | 1,161,500 |
| Millenium Pk Phase 1 | 2028 | $ | 7,000,000 |
| North Ridge Phase II Site 1, 2 | 2028 | $ | 775,200 |
| Recreation Centre 1 Phase 3 | 2029 | $ | 28,000,000 |

| | | | |
|---|---|---|---|
| Neighborhood Park Development (New - Inside Boundaries) | 2030 | $ | 7,600,000 |
| Park Development (New - Outside Boundaries) - 2030 | 2030 | $ | 94,400 |
| Bike Park/Skate Park | 2031 | $ | 4,000,000 |
| Millenium Pk Phase 2 | 2032 | $ | 7,767,300 |
| Park Development (New - Outside Boundaries) - 2035 | 2035 | $ | 8,331,000 |
| Park Development (New - Outside Boundaries) - 2040 | 2040 | $ | 3,624,600 |
| Park Development (New - Outside Boundaries) - 2045 | 2045 | $ | 3,538,800 |
| Park Development (New - Outside Boundaries) - 2050 | 2050 | $ | 3,305,600 |
| Park Development (New - Outside Boundaries) - 2055 | 2055 | $ | 3,668,200 |
| | | $ | 196,370,500 |



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# RMR (Rehabilitation, Maintenance, Replacement)

| | | | |
|---|---|---|---|
| RMR (Rehabilitation, Maintenance & Replacement) | 2019 | $ | 28,302,600 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2020 | $ | 33,197,700 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2021 | $ | 18,061,400 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2022 | $ | 23,650,500 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2023 | $ | 31,097,070 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2024 | $ | 29,953,200 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2025 | $ | 28,184,000 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2026 | $ | 26,846,850 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2027 | $ | 30,590,150 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2028 | $ | 30,429,550 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2029 | $ | 31,037,959 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2030 | $ | 31,646,369 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2031 | $ | 32,254,778 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2032 | $ | 32,863,188 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2033 | $ | 33,471,597 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2034 | $ | 34,080,006 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2035 | $ | 34,688,416 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2036 | $ | 35,296,825 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2037 | $ | 35,905,234 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2038 | $ | 36,513,644 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2039 | $ | 37,122,053 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2040 | $ | 37,730,463 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2041 | $ | 38,338,842 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2042 | $ | 38,947,281 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2043 | $ | 39,555,691 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2044 | $ | 40,164,100 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2045 | $ | 40,772,510 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2046 | $ | 41,380,919 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2047 | $ | 41,989,328 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2048 | $ | 42,597,738 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2049 | $ | 43,206,147 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2050 | $ | 43,814,556 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2051 | $ | 44,422,966 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2052 | $ | 45,031,375 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2053 | $ | 45,639,785 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2054 | $ | 46,248,194 |
| RMR (Rehabilitation, Maintenance & Replacement) | 2055 | $ | 46,856,603 |
| | | $ | 1,331,889,587 |



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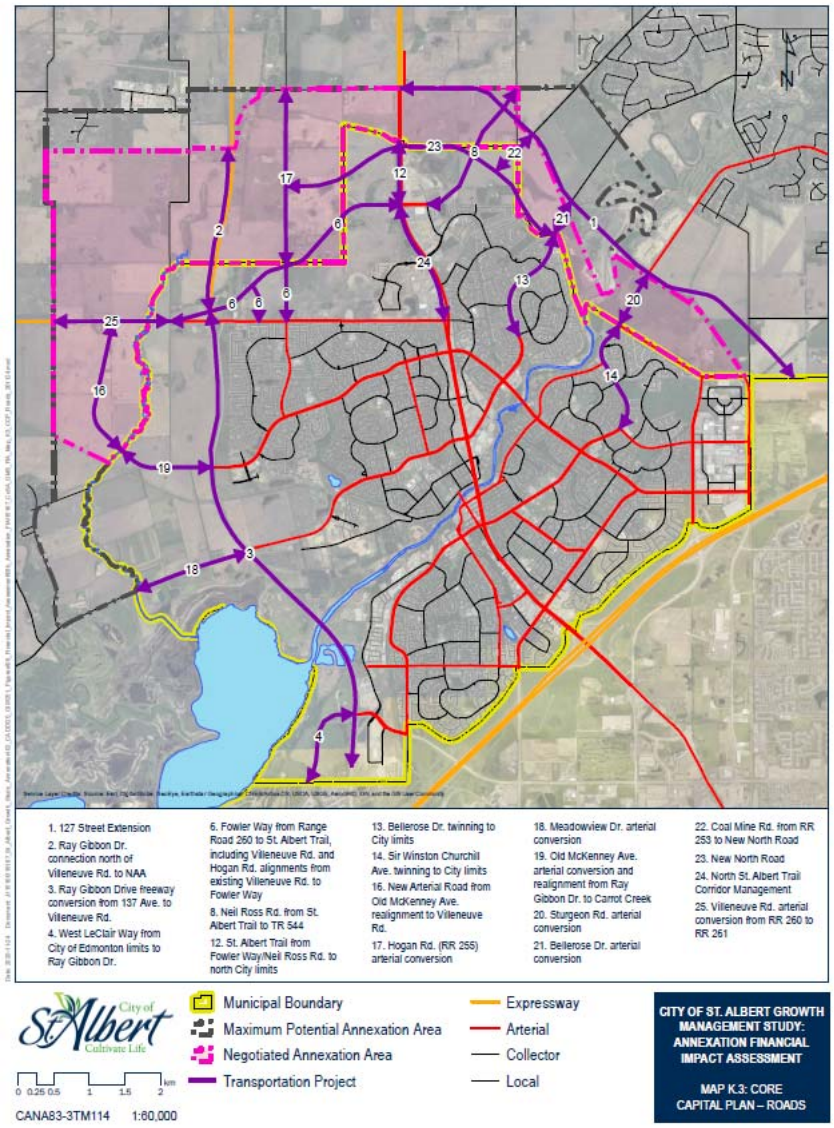
# Roads

| | | |
|---|---|---|
| 127 Street Extension | 2045 | $ 136,605,000 |
| Ray Gibbon Drive Connection North of Villneuve Road to NAA Boundary (Extension of project 3) | 2045 | $ 10,965,871 |
| Ray Gibbon Drive - widening from north 137 Avenue to Villeneuve Road (from two to four lane arterial - 70 km/h posted speed) | 2020 | $ 5,448,690 |
| Ray Gibbon Drive - widening from north 137 Avenue to Villeneuve Road (from two to four lane arterial - 70 km/h posted speed) | 2021 | $ 5,448,690 |
| Ray Gibbon Drive - widening from north 137 Avenue to Villeneuve Road (from two to four lane arterial - 70 km/h posted speed) | 2022 | $ 5,448,690 |
| Ray Gibbon Drive - widening from north 137 Avenue to Villeneuve Road (from two to four lane arterial - 70 km/h posted speed) | 2023 | $ 5,448,690 |
| Ray Gibbon Drive - widening from north 137 Avenue to Villeneuve Road (from two to four lane arterial - 70 km/h posted speed) | 2024 | $ 5,448,690 |
| Ray Gibbon Drive - widening from north 137 Avenue to Villeneuve Road (from two to four lane arterial - 70 km/h posted speed) | 2025 | $ 5,448,690 |
| Ray Gibbon Drive - widening from north 137 Avenue to Villeneuve Road (from two to four lane arterial - 70 km/h posted speed) | 2026 | $ 5,448,690 |
| Ray Gibbon Drive - widening from north 137 Avenue to Villeneuve Road (from two to four lane arterial - 70 km/h posted speed) | 2027 | $ 5,448,690 |
| Ray Gibbon Drive - widening from north 137 Avenue to Villeneuve Road (from two to four lane arterial - 70 km/h posted speed) | 2028 | $ 5,448,690 |
| Ray Gibbon Drive - widening from north 137 Avenue to Villeneuve Road (from two to four lane arterial - 70 km/h posted speed) | 2029 | $ 5,448,690 |
| West LeClair Way - City of Edmonton Limits to Ray Gibbon Drive (OSL #7) | 2025 | $ 6,834,600 |
| Fowler Way - Ultimate Stage 4-lane arterial from Range Road 260 to St. Albert Trail, including Villeneuve Road and Hogan Road alignments from existing | 2035 | $ 30,663,056 |
| Fowler Way - Ultimate Stage 4-lane arterial from Range Road 260 to St. Albert Trail, including Villeneuve Road and Hogan Road alignments from existing | 2045 | $ 20,442,037 |
| Neil Ross Road - St Albert Trail to Coal Mine Road (2500m) (OSL #15) | 2040 | $ 6,953,850 |
| St. Albert Trail - Fowler Way/Neil Ross Rd to North City Limits (OSL #21) | 2025 | $ 8,400,651 |
| Bellerose Drive - Twinning to City Limits (OSL #36) | 2030 | $ 8,840,000 |
| Sir Winston Churchill Avenue - Twinning to City Limits (OSL #37) | 2035 | $ 8,840,000 |
| New Arterial - From new Old Mckenney Drive realignment to Villeneuve Road | 2052 | $ 11,736,913 |
| Hogan Road (Range Road 255) - arterial conversion from Fowler Way to Township Road 544 | 2050 | $ 9,683,100 |
| Meadowview Drive - Arterial Conversion | 2021 | $ 13,246,500 |
| Old McKenney Dr. arterial conversion and realignment - From Ray Gibbon Drive to Carrot Creek | 2045 | $ 6,523,050 |
| Sturgeon Road - Arterial Conversion | 2040 | $ 3,919,350 |
| Bellerose Drive - Arterial Conversion | 2045 | $ 4,226,750 |
| Coal Mine Road- From RR 253 to new north road | 2050 | $ 1,837,125 |
| New North Road | 2050 | $ 25,082,400 |
| North St Albert Trail Corridor Management (OSL #20) | 2019 | $ 30,900,433 |
| Villeneuve Road - Arterial Conversion Range Road 260 to Range Road 261 | 2050 | $ 9,558,150 |
| | | $ 409,745,736 |



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*Map K.3: Core Capital Plan – Roads*



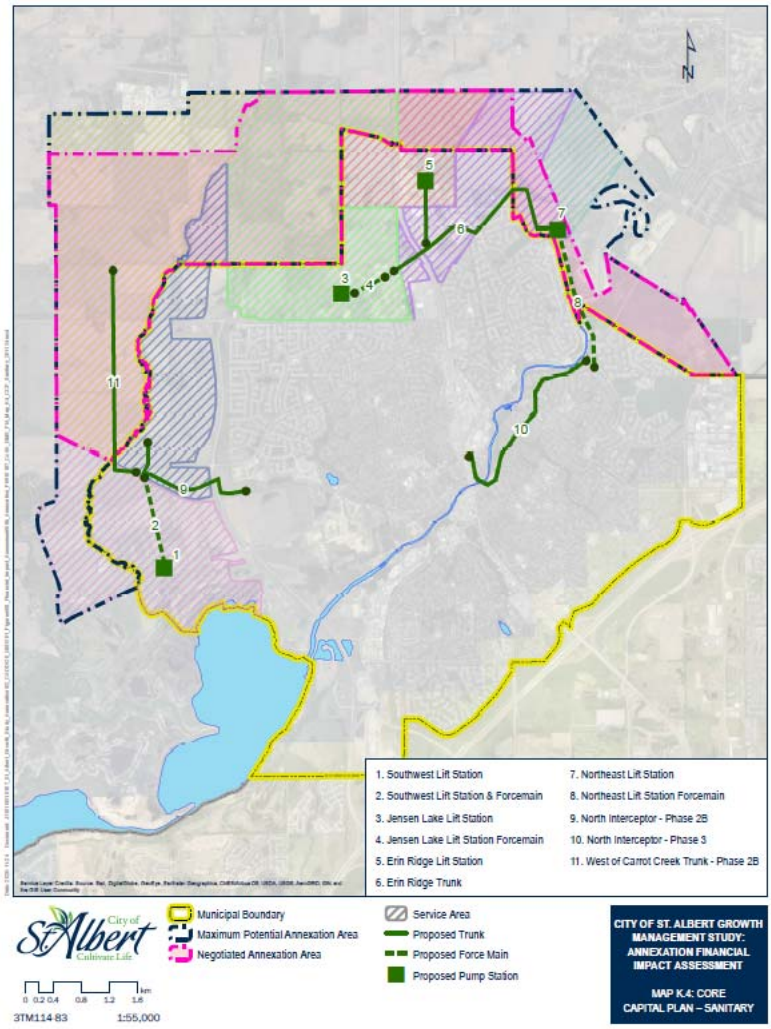

## Sanitary

| | | | |
|---|---|---|---|
| North Interceptor Trunk Phase 2b - 1200mm X 1450m (OSL #8) | 2021 | $ | 12,575,250 |
| Erin Ridge Lift Station ~120L/s (OSL #14) | 2022 | $ | 5,589,000 |
| Erin Ridge Trunk ~785m of 1200mm & 340m of 525mm at $616,000 (based on Levy). (OSL #1,12,13) | 2022 | $ | 4,371,840 |
| Northeast Lift Station ~1950L/s (OSL #2) | 2022 | $ | 23,287,500 |
| Northeast Lift Station Forcemain ~2969m of 900mm at $3000/m includes river crossing (OSL #3) | 2022 | $ | 13,828,118 |
| Southwest Lift Station ~200L/s (OSL #5) | 2024 | $ | 6,986,250 |
| Southwest Lift Station Forcemain - ~1500m of ~300mm at $600/m (OSL #5) | 2024 | $ | 1,397,250 |
| Jensen Lake Lift Station ~320L/s | 2026 | $ | 14,904,000 |
| Jensen Lake Lift Station Forcemain - 1000m of ~450mm at $800/m | 2026 | $ | 1,242,000 |
| North Interceptor Trunk Phase 3 - 1200mm X 3100m (OSL #9) | 2031 | $ | 24,368,052 |
| West of Carrot Creek Trunk north of Villeneuve Road to North Interceptor Trunk Phase 2b - 600mm x 3300m at $1000/r | 2035 | $ | 5,123,250 |
| | | $ | 113,672,510 |



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*Map K.4: Core Capital Plan – Sanitary*




## Solid Waste Management

| | | | |
|---|---|---|---|
| Garbage Truck | 2027 | $ | 311,000 |
| Garbage Truck | 2035 | $ | 311,000 |
| Garbage Truck | 2042 | $ | 311,000 |
| Garbage Truck | 2049 | $ | 311,000 |
| | | $ | 1,244,000 |

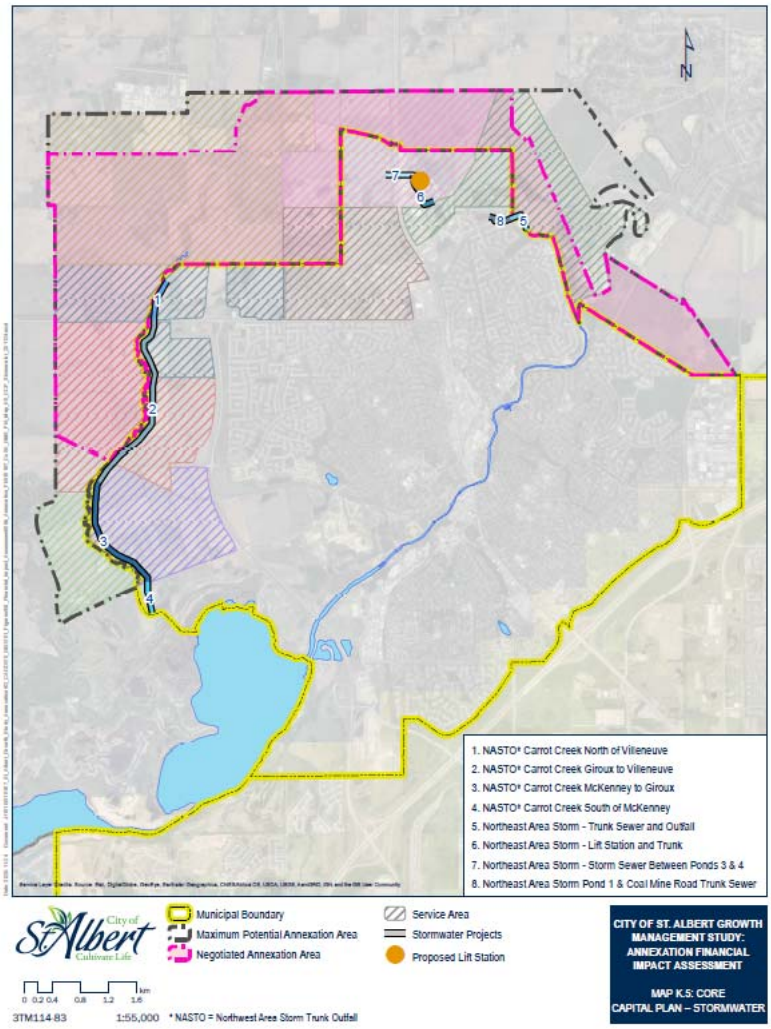


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## Stormwater

| | | | |
|---|---|---|---|
| NE Area Storm - Pond 1 and Coal Mine Road Trunk Sewer - 1200mm, ~700m at $1050/m (OSL #6) | 2020 | $ | 1,141,088 |
| NE Area Storm - Trunk Sewer and Outfall (levy) (OSL #5) | 2022 | $ | 6,784,425 |
| NE Area Storm - Lift Station and Trunk Between Ponds 2 and 3 (levy) (Erin Ridge Pump Station) (OSL #10) | 2022 | $ | 8,694,000 |
| NE Area Storm - Storm Sewer Between Ponds 3 & 4 (OSL #11) | 2025 | $ | 2,142,450 |
| Northwest Area Storm Trunk Outfall (Carrot Creek Outfall North of Villeneuve) - 2100mm (OSL #1) | 2026 | $ | 15,641,438 |
| Northwest Area Storm Trunk Outfall (Carrot Creek Outfall Giroux to Villeneuve) - 2400mm (OSL #2) | 2033 | $ | 22,123,125 |
| Northwest Area Storm Trunk Outfall (Carrot Creek Outfall McKinney to Giroux) - 2700mm (OSL#3) | 2037 | $ | 24,180,188 |
| Northwest Area Storm Trunk Outfall (Carrot Creek Outfall McKinney South) - 2700mm (OSL #4) | 2045 | $ | 7,607,250 |
| | | $ | 88,313,963 |

*Map K.5: Core Capital Plan – Stormwater*






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## Strategic Services

| | | | |
|---|---|---|---|
| Municipal Area Network | 2019 | $ | 550,000 |
| HRIS Implementation Support | 2019 | $ | 94,300 |
| Asset Management System Replacement | 2019 | $ | 200,000 |
| Hardware - Switches, Routers, Firewalls, Back-up, Servers, Storage | 2022 | $ | 107,000 |
| Software | 2022 | $ | 928,000 |
| Fibre MAN Backbone Expansion | 2026 | $ | 500,000 |
| Hardware - Switches, Routers, Firewalls, Back-up, Servers, Storage | 2027 | $ | 107,000 |
| Software | 2027 | $ | 928,000 |
| Hardware - Switches, Routers, Firewalls, Back-up, Servers, Storage | 2032 | $ | 107,000 |
| Software | 2032 | $ | 928,000 |
| Fibre MAN Backbone Expansion | 2034 | $ | 500,000 |
| Hardware - Switches, Routers, Firewalls, Back-up, Servers, Storage | 2037 | $ | 107,000 |
| Software | 2037 | $ | 928,000 |
| Civic Space | 2040 | $ | 24,500,000 |
| Fibre MAN Backbone Expansion | 2042 | $ | 500,000 |
| Hardware - Switches, Routers, Firewalls, Back-up, Servers, Storage | 2042 | $ | 107,000 |
| Software | 2042 | $ | 928,000 |
| Hardware - Switches, Routers, Firewalls, Back-up, Servers, Storage | 2047 | $ | 107,000 |
| Software | 2047 | $ | 928,000 |
| Fibre MAN Backbone Expansion | 2050 | $ | 500,000 |
| Hardware - Switches, Routers, Firewalls, Back-up, Servers, Storage | 2052 | $ | 107,000 |
| Software | 2052 | $ | 928,000 |
| | | $ | 34,589,300 |

## Transit

| | | | |
|---|---|---|---|
| Land - North Transit Center | 2020 | $ | 5,000,000 |
| Growth buses | 2023 | $ | 4,000,000 |
| Transit/Public Works Yard 2 Phase 1 | 2025 | $ | 10,900,000 |
| Growth buses | 2028 | $ | 4,000,000 |
| Growth buses | 2029 | $ | 5,000,000 |
| Growth buses | 2031 | $ | 6,000,000 |
| Public Works Yard 2 Phase 2 | 2035 | $ | 5,000,000 |
| Growth buses | 2038 | $ | 4,000,000 |
| North Transit Center - building and parking lot (land already aquired) | 2039 | $ | 15,000,000 |
| Growth buses | 2040 | $ | 5,000,000 |
| Growth buses | 2045 | $ | 5,000,000 |
| Public Works Yard Phase 3 | 2045 | $ | 5,000,000 |
| Growth buses | 2050 | $ | 4,000,000 |
| Growth buses | 2055 | $ | 4,000,000 |
| | | $ | 81,900,000 |

## Utilities

| | | | |
|---|---|---|---|
| Backhoe | 2035 | $ | 172,000 |
| Flusher Unit | 2038 | $ | 485,000 |
| CCTV Truck | 2049 | $ | 300,000 |
| Combo Flusher/Vac Unit | 2049 | $ | 565,000 |
| Flusher | 2049 | $ | 485,000 |
| | | $ | 2,007,000 |

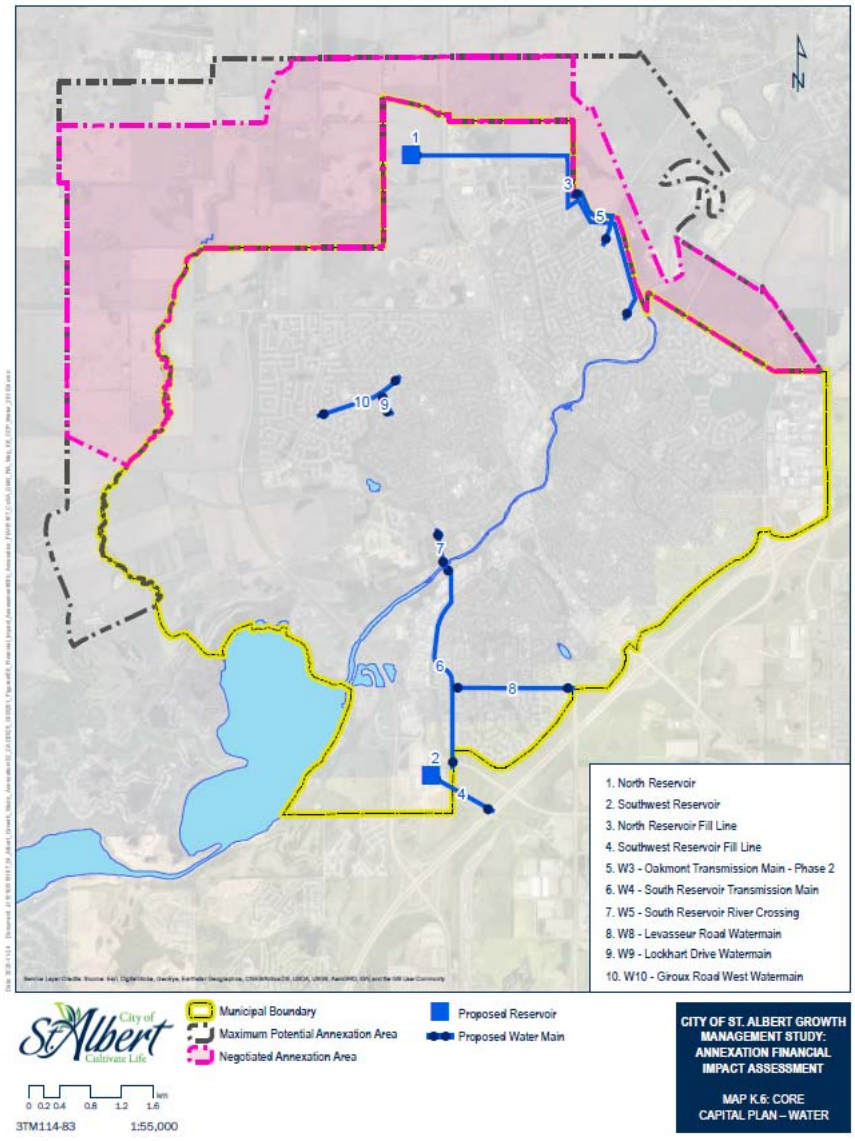


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## Water

| | | | |
|---|---|---|---|
| North Reservoir - 61,000m3 at $750/m3 (OSL#2) | 2022 | $ | 47,933,738 |
| North Reservoir Fill Line - 5500m of 750mm at ~$2000/m (OSL #10) | 2022 | $ | 17,077,500 |
| W4 - South Reservoir Transmission Main (OSL #7) | 2025 | $ | 6,706,800 |
| W8 - Levesseur Road Watermain (OSL #12) | 2025 | $ | 3,772,575 |
| W5 - South Reservoir River Crossing (OSL #8) | 2025 | $ | 2,794,500 |
| W9 - Lockhart Drive Watermain (OSL #13) | 2026 | $ | 838,350 |
| W10 - Giroux Road West Watermain (OSL #14) | 2026 | $ | 3,353,400 |
| W3 - Oakmont Transmission Main - Phase 2 (OSL #6) | 2028 | $ | 2,972,890 |
| Southwest Reservoir - 31,000m3 at $750/m3 (OSL #1) | 2035 | $ | 36,895,625 |
| Southwest Reservoir Fill Line - 600mm x 600m (OSL #11) | 2035 | $ | 1,676,700 |
| North Reservoir - 61,000m3 at $750/m3 (OSL#2) | 2042 | $ | 24,693,138 |
| | | $ | 148,715,215 |

*Map K.6: Core Capital Plan – Water*






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## Contingency

As described in *Section 4.3*, a **$160.0 million** contingency is included in this financial impact assessment to fund any capital (or operating) requirements that are unforeseen or arise as a result of changing circumstances.


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# APPENDIX K3 - CAPITAL FINANCING PLAN DETAILS

## Culture

| Culture | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ 85,602 | $ - | $ - | $ - | $ - |
| 2022 | $ - | $ 3,443,009 | $ - | $ - | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2026 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2027 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ - | $ 9,080,074 | $ - | $ - | $ - | $ - |
| 2029 | $ - | $ 15,919,823 | $ - | $ - | $ - | $ - |
| 2030 | $ - | $ 4,973,497 | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ 4,284,739 | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ - | $ 32,988,032 | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ 14,192,093 | $ - | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ - | $ 84,966,869 | $ - | $ - | $ - | $ - |



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## Environment

| Environment | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ 604,264 | $ - | $ - | $ - | $ - |
| 2022 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2023 | $ - | $ 54,122 | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2026 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2027 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2029 | $ - | $ 1,097,095 | $ - | $ - | $ - | $ - |
| 2030 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ - | $ 2,228,921 | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ - | $ 3,984,402 | $ - | $ - | $ - | $ - |



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## Fire

| Fire | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ 810,472 | $ - | $ - | $ - | $ - |
| 2022 | $ 15,000,000 | $ 4,962,172 | $ - | $ - | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2026 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2027 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2029 | $ - | $ 15,066,527 | $ - | $ - | $ - | $ - |
| 2030 | $ - | $ 994,699 | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ 2,335,082 | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ 19,000,000 | $ 11,261,319 | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ 34,000,000 | $ 35,430,271 | $ - | $ - | $ - | $ - |



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## Library

| Library | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2022 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2026 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2027 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ - | $ 2,390,185 | $ - | $ - | $ - | $ - |
| 2029 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2030 | $ - | $ 21,137,363 | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ - | $ 23,527,548 | $ - | $ - | $ - | $ - |



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## Planning & Development

| Planning & Development | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2022 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ 13,484,513 | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ 2,627,562 | $ - | $ - | $ - | $ - |
| 2026 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2027 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ - | $ 3,651,605 | $ - | $ - | $ - | $ - |
| 2029 | $ - | $ 10,310,590 | $ - | $ - | $ - | $ - |
| 2030 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ - | $ 30,074,270 | $ - | $ - | $ - | $ - |



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## Police

| Police | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2022 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ 22,861,097 | $ - | $ - | $ - | $ - |
| 2026 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2027 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ - | $ 143,411 | $ - | $ - | $ - | $ - |
| 2029 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2030 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ 174,817 | $ - | $ - | $ - | $ - |
| 2039 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ 367,180 | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ - | $ 23,546,505 | $ - | $ - | $ - | $ - |



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## Public Works

| Public Works | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2022 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2024 | $ 58,516 | $ - | $ - | $ - | $ - | $ - |
| 2025 | $ 1,036,070 | $ - | $ - | $ - | $ - | $ - |
| 2026 | $ 80,408 | $ - | $ - | $ - | $ - | $ - |
| 2027 | $ 82,016 | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ 420,672 | $ - | $ - | $ - | $ - | $ - |
| 2029 | $ 231,609 | $ - | $ - | $ - | $ - | $ - |
| 2030 | $ 650,286 | $ - | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ 364,797 | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ 349,662 | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ 2,129,190 | $ - | $ - | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ 77,211 | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ 39,378 | $ - | $ - | $ - | $ - | $ - |
| 2040 | $ 904,853 | $ - | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ 217,139 | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ 1,221,596 | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ 94,120 | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ 521,020 | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ 309,983 | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ 387,578 | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ 9,176,104 | $ - | $ - | $ - | $ - | $ - |



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## Recreation

| Recreation | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ 131,090 | $ - | $ - | $ - | $ - |
| 2022 | $ - | $ 6,679,880 | $ - | $ - | $ - | $ - |
| 2023 | $ - | $ 1,197,062 | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ 2,741,543 | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ 63,310,711 | $ - | $ - | $ - | $ 5,732,167 |
| 2026 | $ - | $ 793,053 | $ - | $ - | $ - | $ - |
| 2027 | $ - | $ 45,235,074 | $ - | $ - | $ - | $ 4,686,638 |
| 2028 | $ - | $ 9,292,084 | $ - | $ - | $ - | $ - |
| 2029 | $ - | $ 30,718,660 | $ - | $ - | $ - | $ 3,413,184 |
| 2030 | $ - | $ 9,567,020 | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ 5,072,967 | $ - | $ - | $ - | $ - |
| 2032 | $ - | $ 10,047,831 | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ 11,436,678 | $ - | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ 5,493,684 | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ 5,921,892 | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ 6,107,390 | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ 1,500,000 | $ 5,982,715 | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ 13,529,282 | $ 207,700,051 | $ - | $ - | $ - | $ 13,831,989 |



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## Rehabilitation, Maintenance, Replacement (RMR)

| RMR | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ 2,000,000 | $ - | $ - | $ - | $ - | $ 16,061,400 |
| 2022 | $ 8,100,000 | $ - | $ - | $ - | $ - | $ 15,550,500 |
| 2023 | $ 14,902,728 | $ - | $ - | $ - | $ - | $ 16,194,342 |
| 2024 | $ 15,391,710 | $ - | $ - | $ - | $ - | $ 14,561,490 |
| 2025 | $ 13,453,413 | $ - | $ - | $ - | $ - | $ 14,730,587 |
| 2026 | $ 11,945,193 | $ - | $ - | $ - | $ - | $ 14,901,657 |
| 2027 | $ 15,515,427 | $ - | $ - | $ - | $ - | $ 15,074,723 |
| 2028 | $ 15,179,742 | $ - | $ - | $ - | $ - | $ 15,249,808 |
| 2029 | $ 15,611,022 | $ - | $ - | $ - | $ - | $ 15,426,937 |
| 2030 | $ 16,040,237 | $ - | $ - | $ - | $ - | $ 15,606,132 |
| 2031 | $ 16,997,360 | $ - | $ - | $ - | $ - | $ 15,257,418 |
| 2032 | $ 16,892,369 | $ - | $ - | $ - | $ - | $ 15,970,819 |
| 2033 | $ 17,315,236 | $ - | $ - | $ - | $ - | $ 16,156,361 |
| 2034 | $ 17,735,937 | $ - | $ - | $ - | $ - | $ 16,344,069 |
| 2035 | $ 18,154,449 | $ - | $ - | $ - | $ - | $ 16,533,967 |
| 2036 | $ 18,570,743 | $ - | $ - | $ - | $ - | $ 16,726,082 |
| 2037 | $ 18,984,795 | $ - | $ - | $ - | $ - | $ 16,920,439 |
| 2038 | $ 19,396,579 | $ - | $ - | $ - | $ - | $ 17,117,065 |
| 2039 | $ 19,806,067 | $ - | $ - | $ - | $ - | $ 17,315,986 |
| 2040 | $ 20,213,234 | $ - | $ - | $ - | $ - | $ 17,517,229 |
| 2041 | $ 20,618,020 | $ - | $ - | $ - | $ - | $ 17,720,822 |
| 2042 | $ 21,020,489 | $ - | $ - | $ - | $ - | $ 17,926,792 |
| 2043 | $ 21,420,524 | $ - | $ - | $ - | $ - | $ 18,135,167 |
| 2044 | $ 21,818,126 | $ - | $ - | $ - | $ - | $ 18,345,974 |
| 2045 | $ 22,213,266 | $ - | $ - | $ - | $ - | $ 18,559,244 |
| 2046 | $ 22,605,916 | $ - | $ - | $ - | $ - | $ 18,775,003 |
| 2047 | $ 22,996,046 | $ - | $ - | $ - | $ - | $ 18,993,282 |
| 2048 | $ 23,383,627 | $ - | $ - | $ - | $ - | $ 19,214,111 |
| 2049 | $ 23,768,629 | $ - | $ - | $ - | $ - | $ 19,437,518 |
| 2050 | $ 24,151,021 | $ - | $ - | $ - | $ - | $ 19,663,535 |
| 2051 | $ 24,530,775 | $ - | $ - | $ - | $ - | $ 19,892,191 |
| 2052 | $ 24,907,856 | $ - | $ - | $ - | $ - | $ 20,123,519 |
| 2053 | $ 25,282,237 | $ - | $ - | $ - | $ - | $ 20,357,548 |
| 2054 | $ 25,653,882 | $ - | $ - | $ - | $ - | $ 20,594,312 |
| 2055 | $ 26,201,378 | $ - | $ - | $ - | $ - | $ 20,655,225 |
| | | | | | | |
| | $ 662,778,033 | $ - | $ - | $ - | $ - | $ 607,611,254 |



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## Roads

| Roads | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ 1,417,204 | $ - | $ 15,198,863 | $ - | $ 2,834,409 |
| 2022 | $ - | $ 1,445,548 | $ - | $ 1,445,548 | $ - | $ 2,891,097 |
| 2023 | $ 19,700,266 | $ 1,474,459 | $ - | $ 1,474,459 | $ - | $ 2,948,919 |
| 2024 | $ - | $ 1,503,949 | $ - | $ 1,503,949 | $ - | $ 3,007,897 |
| 2025 | $ - | $ 1,534,028 | $ - | $ 18,691,395 | $ - | $ 3,068,055 |
| 2026 | $ - | $ 1,564,708 | $ - | $ 1,564,708 | $ - | $ 3,129,416 |
| 2027 | $ - | $ 1,596,002 | $ - | $ 1,596,002 | $ - | $ 3,192,005 |
| 2028 | $ 18,352,464 | $ 2,157,922 | $ - | $ 1,627,922 | $ - | $ 3,255,845 |
| 2029 | $ - | $ 1,660,481 | $ - | $ 1,660,481 | $ - | $ 3,320,962 |
| 2030 | $ - | $ - | $ - | $ 8,907,029 | $ 2,084,400 | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ 16,493,485 | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ - | $ 54,229,231 | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ 18,210,140 | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ 16,480,143 | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ 20,105,466 | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ 175,670,870 | $ 114,298,641 | $ 9,175,244 |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ 22,198,059 | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ 85,286,132 | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ 22,561,062 | $ - | $ - |
| 2053 | $ 24,508,450 | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ 139,568,330 | $ 14,354,301 | $ - | $ 407,897,794 | $ 116,383,041 | $ 36,823,846 |



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## Sanitary

| Sanitary | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ - | $ - | $ 13,083,290 | $ - | $ - |
| 2022 | $ - | $ - | $ - | $ 49,957,914 | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ - | $ - | $ 9,256,062 | $ - | $ - |
| 2025 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2026 | $ - | $ - | $ - | $ 18,546,679 | $ - | $ - |
| 2027 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2029 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2030 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ 30,904,583 | $ - | $ - |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ - | $ 7,033,124 | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ - | $ - | $ - | $ 128,781,652 | $ - | $ - |



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## Solid Waste Management

| Solid Waste Management | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2022 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2026 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2027 | $ - | $ - | $ 364,386 | $ - | $ - | $ - |
| 2028 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2029 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2030 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ 426,936 | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ 490,416 | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ 563,333 | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ - | $ - | $ 1,845,071 | $ - | $ - | $ - |



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## Stormwater

| Stormwater | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2022 | $ - | $ - | $ - | $ 16,425,828 | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ - | $ - | $ 2,412,747 | $ - | $ - |
| 2026 | $ - | $ - | $ - | $ 17,967,095 | $ - | $ - |
| 2027 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2029 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2030 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ 29,190,994 | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ 34,535,262 | $ - | $ - |
| 2038 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ 12,730,110 | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ - | $ - | $ - | $ 113,262,036 | $ - | $ - |



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## Strategic Services

| Strategic Services | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2022 | $ 1,098,350 | $ - | $ - | $ - | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2026 | $ 574,343 | $ - | $ - | $ - | $ - | $ - |
| 2027 | $ 1,212,668 | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2029 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2030 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ 1,338,883 | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ 672,934 | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ 1,478,235 | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ 37,133,825 | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ 2,420,541 | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ 1,801,960 | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ 923,794 | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ 1,989,510 | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ 13,511,218 | $ 37,133,825 | $ - | $ - | $ - | $ - |



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## Transit

| Transit | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2022 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ 4,329,729 |
| 2024 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ 12,275,170 | $ - | $ - | $ - | $ - |
| 2026 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2027 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ - | $ - | $ - | $ - | $ - | $ 4,780,370 |
| 2029 | $ - | $ 3,594,972 | $ - | $ - | $ - | $ 2,500,000 |
| 2030 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ 7,609,451 |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ 6,863,929 | $ - | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ - | $ - | $ - | $ - | $ 5,827,245 |
| 2039 | $ - | $ 22,289,211 | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ - | $ - | $ 7,578,332 |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ 9,334,182 | $ - | $ - | $ - | $ 7,400,000 |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ - | $ - | $ 7,390,355 |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ 8,159,549 |
| | | | | | | |
| | $ - | $ 54,357,464 | $ - | $ - | $ - | $ 55,575,031 |



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## Utilities

| Utilities | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2022 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2026 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2027 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2029 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2030 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ 236,119 | $ - | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ - | $ 706,553 | $ - | $ - | $ - |
| 2039 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ 2,445,337 | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ - | $ - | $ 3,388,009 | $ - | $ - | $ - |



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## Water

| Water | Tax Levy (Pay-as-you-go) | Debentures | Reserves | Offsite Levies | Third Party Contributions | Grants |
|---|---|---|---|---|---|---|
| 2021 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2022 | $ - | $ - | $ - | $ 68,990,446 | $ - | $ - |
| 2023 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2024 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2025 | $ - | $ - | $ 3,737,135 | $ 11,211,404 | $ - | $ - |
| 2026 | $ - | $ - | $ 1,203,751 | $ 3,611,253 | $ - | $ - |
| 2027 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2028 | $ - | $ - | $ 888,220 | $ 2,664,659 | $ - | $ - |
| 2029 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2030 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2031 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2032 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2033 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2034 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2035 | $ - | $ - | $ 575,438 | $ 52,376,100 | $ - | $ - |
| 2036 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2037 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2038 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2039 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2040 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2041 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2042 | $ - | $ - | $ - | $ 38,938,590 | $ - | $ - |
| 2043 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2044 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2045 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2046 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2047 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2048 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2049 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2050 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2051 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2052 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2053 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2054 | $ - | $ - | $ - | $ - | $ - | $ - |
| 2055 | $ - | $ - | $ - | $ - | $ - | $ - |
| | | | | | | |
| | $ - | $ - | $ 6,404,543 | $ 177,792,451 | $ - | $ - |



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# APPENDIX K4 – OPERATING PLAN DETAILS

The City's 2019 operating budget was used as the base budget for this analysis. Initial FTE counts and assumptions pertaining to inflation, labour cost growth, non-labour cost growth, and revenue growth, are summarized in the tables below.

## Administration

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 2000 | CAO | 5.00 | 0.03 | 5.03 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2015 | DCAO | 12.50 | 0.45 | 12.95 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2030 | Corporate Planning | 4.00 | - | 4.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2035 | Strategic Services | 1.00 | 0.21 | 1.21 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2040 | Intergovernmental Relations | 1.00 | - | 1.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2045 | Corporate Initiatives | 1.00 | - | 1.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2100 | Business Development | 7.00 | 0.30 | 7.30 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2105 | Business Development | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2210 | Legislative Services | 5.50 | 0.04 | 5.54 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2220 | Legal Services | 3.00 | - | 3.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2230 | Information & Privacy | 3.00 | - | 3.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2240 | Corporate Communications and D | 10.00 | 0.06 | 10.06 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2260 | Census | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2270 | General Election | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 2280 | Legal & Legislative Services | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 5100 | Financial Operations | 5.50 | - | 5.50 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 5105 | Revenue Services | 4.25 | 0.15 | 4.40 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 5110 | Financial Services | 10.00 | - | 10.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 5113 | Finance Admin | 3.50 | 0.29 | 3.79 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 5115 | Risk Management | 2.00 | - | 2.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 5120 | Taxation | 3.80 | - | 3.80 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 5130 | Business Licensing | 2.00 | 0.08 | 2.08 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 5200 | Human Resources | 20.06 | 0.91 | 20.97 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 5210 | Learning & Dev. | - | 0.11 | 0.11 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 5300 | Purchasing Services | 3.00 | - | 3.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 5400 | ITS | 24.88 | 0.54 | 25.42 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 5500 | Assessment Services | 9.00 | - | 9.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 6000 | Corporate Finance | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 6010 | Corporate Finance | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 6015 | Corporate Finance | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 6020 | Corporate Finance | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 6060 | HR | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 6070 | Corporate Finance | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 6100 | Central Supply | 1.60 | - | 1.60 | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |



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## Community Services

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 3000 | CSD Admin | 1.50 | 0.49 | 1.99 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3055 | FCSS | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3060 | Unallocated FCSS | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3070 | Youth Collective | 4.00 | 2.60 | 6.60 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3080 | Community Development | 6.00 | 0.24 | 6.24 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3085 | Family School Liaison | 2.00 | - | 2.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |

## Council

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 1010 | Council | 7.00 | - | 7.00 | Yes | No | - | | Yes | No | - | | Yes | - | - | |
| 1030 | Council | - | - | - | - | - | - | | Yes | No | - | | Yes | - | - | |

## Culture Services

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 3200 | Cultural Administration | 17.50 | 0.01 | 17.51 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3205 | Community Development | - | 0.99 | 0.99 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3210 | Permanent Art Collection | - | 0.78 | 0.78 | Yes | - | Yes | 1 in 2028 with New Art Gallery | Yes | - | Yes | Match base expenditures in 2028 with New Art Gallery | - | - | - | |
| 3235 | Laub Studio Ars | - | - | - | - | - | - | | Yes | - | Yes | 50% of base expenditures in 2039 with New Studio | Yes | Yes | - | 50% of base revenues in 2039 with New Studio |
| 3285 | Performing Arts Programming | - | 4.16 | 4.16 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3300 | Arden Theatre Administration | 3.00 | 1.88 | 4.88 | Yes | - | Yes | 15 in 2039 with New Performing Arts Building | Yes | - | Yes | Match base expenditures in 2039 with New Performing Arts Building | - | - | Yes | Match base revenues in 2039 with New Performing Arts Building |
| 3305 | Production & Services | 5.00 | 1.07 | 6.07 | Yes | No | | | Yes | No | | | Yes | Yes | - | |
| 3310 | Volunteer Program | - | - | - | - | - | - | | Yes | - | | | - | - | - | |
| 3315 | Professional Performance Prog | - | 0.62 | 0.62 | Yes | - | | | Yes | - | | | - | - | - | |
| 3320 | Arden Concession | - | 0.86 | 0.86 | Yes | - | | | Yes | - | | | Yes | Yes | - | |
| 3330 | Northern AB. Int'l Children's Festiv | - | 5.45 | 5.45 | Yes | - | | | Yes | - | | | Yes | Yes | - | |
| 6035 | Transfer to Art & Heritage Founda | - | - | - | - | - | - | | Yes | - | Yes | Increase grant transfer equivalent to 5 FTE's for Heritage Park and Museum expansion. | - | - | - | |





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## Engineering & Environment

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 4000 | Engineering Services | 5.50 | - | 5.50 | Yes | Yes | - | | Yes | Yes | - | | - | - | - | |
| 4025 | Transportation Services | 5.75 | - | 5.75 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4031 | Environment | 5.00 | 1.59 | 6.59 | Yes | Yes | - | | Yes | Yes | - | | - | - | - | |
| 4045 | Capital Projects Office | 6.50 | - | 6.50 | Yes | Yes | - | | Yes | Yes | - | | - | - | - | |
| 4155 | Street Lights | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4160 | Traffic Signals | 2.00 | - | 2.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4165 | Street Signs | 2.25 | 0.41 | 2.66 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4515 | Development Engineering | 5.00 | - | 5.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |

## Fire

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 3400 | Fire Admin | 4.00 | - | 4.00 | Yes | Yes | - | | Yes | Yes | - | | - | - | - | |
| 3410 | Regular Fire Force | 85.00 | - | 85.00 | Yes | - | Yes | 32 in 2022 and 32 in 2039 with New Fire Halls | Yes | - | Yes | 1/3 of base expenditures in 2022 and 2039 with New Fire Halls | - | - | - | |
| 3415 | Fire Station 1 | - | - | - | - | - | - | | Yes | - | Yes | 1/3 of base expenditures in 2022 and 2039 with New Fire Halls | - | - | - | |
| 3420 | Fire Station 2 | - | - | - | - | - | - | | Yes | No | | | - | - | - | |
| 3421 | Fire Station 3 | - | - | - | - | - | - | | Yes | No | | | - | - | - | |
| 3425 | Equipment | - | - | - | - | - | - | | Yes | - | Yes | 1/3 of base expenditures in 2022 and 2039 with New Fire Halls | - | - | - | |
| 3430 | Environmental Incidents | - | - | - | - | - | - | | Yes | Yes | | | Yes | Yes | - | |
| 3435 | Ambulance Service | 23.00 | - | 23.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3438 | Emergency Mgmt | 1.00 | - | 1.00 | Yes | Yes | - | | Yes | Yes | - | | - | - | - | |
| 3450 | Fire Prevention | 3.00 | - | 3.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3460 | Fire Communication | 4.00 | - | 4.00 | Yes | No | - | | Yes | No | - | | - | - | - | |

## Outside Agencies

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 3166 | Rec Programming | 3.56 | 13.64 | 17.20 | Yes | Yes | | | Yes | Yes | | | Yes | Yes | - | |
| 3167 | Fitness Programming and Services | 5.00 | 10.09 | 15.09 | Yes | Yes | | | Yes | Yes | | | Yes | Yes | - | |
| 3171 | Community Facility Rental | 2.18 | 0.30 | 2.48 | Yes | Yes | | | Yes | Yes | | | Yes | Yes | - | |
| 3176 | Recreation & Parks Business & Ma | - | - | - | - | - | - | | Yes | Yes | | | - | - | - | |
| 3189 | Bus & Mktg - Admin | 6.00 | - | 6.00 | Yes | Yes | | | Yes | Yes | | | Yes | Yes | - | |
| 3600 | Community Admin | 2.00 | 0.58 | 2.58 | Yes | Yes | | | Yes | Yes | | | - | - | - | |
| 3605 | Artist & Athlete Development Gra | - | - | - | - | - | - | | Yes | Yes | | | - | - | - | |



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## Planning & Development

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 4020 | Building Inspection Services | 9.00 | 0.01 | 9.01 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4105 | IDS Admin | 4.00 | - | 4.00 | Yes | Yes | - | | Yes | Yes | - | | - | - | - | |
| 4500 | Planning Services | 11.00 | 0.32 | 11.32 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4510 | Development Services | 5.00 | - | 5.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |

## Police

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 3500 | Police Admin | 20.06 | - | 20.06 | Yes | - | Yes | 2 in 2028, 2 in 2038, 3 in 2055 with new vehicles | Yes | No | - | | Yes | Yes | - | |
| 3505 | Police Accomodations | - | - | - | - | - | - | | Yes | - | Yes | Match base expenditures in 2025 with New Police Building | - | - | - | |
| 3520 | Prevention & Protection | - | - | - | - | - | - | | Yes | Yes | - | | - | - | - | |
| 3521 | Photo Radar | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3522 | Communications | 14.00 | 1.01 | 15.01 | Yes | Yes | - | | Yes | Yes | - | | - | - | - | |
| 3523 | Front Counter | 2.56 | 1.29 | 3.85 | Yes | No | - | Match base labour costs in 2025 with New Police Building | Yes | - | Yes | Match base expenditures in 2025 with New Police Building | Yes | Yes | - | |
| 3540 | Municipal Enforcement | 13.00 | 0.60 | 13.60 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3545 | Animal Licensing | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |





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# Public Works

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 4100 | PW Admin | 5.70 | - | 5.70 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4110 | Garage Operations | 17.50 | 0.59 | 18.09 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4115 | Facility Services | 3.58 | 0.42 | 4.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4120 | Public Works Buildings | 0.50 | - | 0.50 | Yes | Yes | - | | Yes | Yes | - | Inceased costs for new PW satellite yard captured in Transit. | Yes | Yes | - | |
| 4129 | Infrastructure Roads & Sidewalks | 2.00 | - | 2.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4130 | Roadway Services | 5.77 | 0.78 | 6.55 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4135 | Sidewalks & Curbs | 3.15 | 1.34 | 4.49 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4140 | Street Cleaning | 0.40 | - | 0.40 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4145 | Snow & Ice Removal | 21.57 | 1.25 | 22.82 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4265 | PW - Servus | 6.70 | 0.82 | 7.52 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4266 | PW - Servus - Bldg Maint | 2.60 | 0.66 | 3.26 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4270 | Special Events Support | 1.00 | 0.61 | 1.61 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4400 | Chamber of Commerce | 0.10 | - | 0.10 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4410 | Clubhouses | 0.45 | - | 0.45 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4700 | Red Willow Park Bldgs | 0.10 | - | 0.10 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4710 | Akinsdale Kinex Arena Bldg | 0.45 | - | 0.45 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4715 | Outdoor Rinks Bldgs | 0.45 | - | 0.45 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4720 | FPRC Bldg | 0.25 | - | 0.25 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4725 | Grosvenor Pool Bldg | 0.05 | - | 0.05 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4730 | Transit Bldg | 0.25 | - | 0.25 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4735 | RCMP Bldg | 0.15 | - | 0.15 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4740 | Fire Hall #1 Bldg | 0.15 | - | 0.15 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4745 | Fire Hall #2 Bldg | 0.10 | - | 0.10 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4747 | Fire Hall #3 Bldg | 0.10 | - | 0.10 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4750 | Other Civic Bldgs | 0.05 | - | 0.05 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4755 | Playground Equip | 0.90 | 0.02 | 0.92 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4765 | Hemingway Centre | 0.20 | - | 0.20 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4770 | Police Services Bldg | 0.10 | - | 0.10 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 6210 | St. Albert Place (Operations) | 1.97 | - | 1.97 | Yes | No | - | | Yes | No | - | | - | - | - | |
| 4200 | Parks & Open Spaces Admin | 2.00 | - | 2.00 | Yes | Yes | - | | Yes | Yes | - | | - | - | - | |
| 4205 | Akinsdale & Kinex Arena | 3.80 | 1.40 | 5.20 | Yes | No | | | Yes | No | | | - | - | - | |
| 4215 | Red Willow Park | 1.40 | 2.46 | 3.86 | Yes | No | | | Yes | No | | | - | - | - | |
| 4220 | Turf Maint & Replace | 4.31 | 9.36 | 13.67 | Yes | Yes | - | | Yes | Yes | - | | - | - | - | |
| 4225 | Playfields & Playgrounds | 1.20 | 0.75 | 1.95 | Yes | Yes | - | | Yes | Yes | - | | - | - | - | |
| 4230 | Tree Maint & Install | 8.40 | 2.05 | 10.45 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4235 | Tennis Courts | 0.10 | - | 0.10 | Yes | No | | | Yes | No | | | - | - | - | |
| 4240 | Outdoor Rinks | 0.30 | 1.21 | 1.51 | Yes | No | | | Yes | No | | | - | - | - | |
| 4245 | PW Cemetery Operations | 0.30 | 0.18 | 0.48 | Yes | Yes | | | Yes | Yes | | | - | - | - | |
| 4246 | Riel Sports Field | 1.20 | 0.99 | 2.19 | Yes | No | | | Yes | No | | | - | - | - | |
| 4260 | Weed & Pest Control | 2.40 | 1.02 | 3.42 | Yes | Yes | - | | Yes | Yes | - | | - | - | - | |



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## Recreation & Parks

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 3100 | Rec and Parks - Admin | 7.23 | 0.13 | 7.36 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3101 | Community Rec - Admin | 5.99 | 0.40 | 6.39 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3102 | Community Events | - | 0.23 | 0.23 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 3110 | FPRC - Admin & Pool Ops | 5.40 | 12.75 | 18.15 | Yes | No | | | Yes | No | | | - | - | - | |
| 3111 | FPRC - Programs & Rentals | 4.00 | 14.22 | 18.22 | Yes | No | | | Yes | No | | | Yes | Yes | - | |
| 3112 | FPRC - Customer Service | 1.00 | 5.38 | 6.38 | Yes | No | | | Yes | No | | | - | - | - | |
| 3113 | FPRC - Infrastructure | 2.50 | 0.07 | 2.57 | Yes | No | | | Yes | No | | | - | - | - | |
| 3120 | Grosvenor Outdoor Pool | - | 2.73 | 2.73 | Yes | No | | | Yes | No | | | Yes | Yes | - | |
| 3125 | Woodlands Water Play Park | - | 1.48 | 1.48 | Yes | No | | | Yes | No | | | - | - | - | |

## SERVUS Place

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 3130 | Landrex Water Play Centre | 5.10 | 10.13 | 15.23 | Yes | - | Yes | Equivalent to current FTE's in 2025 with New Rec Center. This should include arena as well if using servus as a base | Yes | No | | Match base expenditures in 2025 with New Rec Center | Yes | Yes | - | |
| 3165 | Servus - Admin | 2.00 | - | 2.00 | Yes | - | Yes | Equivalent to current FTE's in 2025 with New Rec Center. This should include arena as well if using servus as a base | Yes | No | | Match base expenditures in 2025 with New Rec Center | - | - | - | |
| 3175 | Servus Business & Marketing | - | - | - | - | - | - | | Yes | No | | | Yes | Yes | - | Match base revenues in 2025 with New Rec Center |
| 3185 | Servus - Infrastructure | 11.00 | 3.13 | 14.13 | Yes | - | Yes | Equivalent to current FTE's in 2025 with New Rec Center | Yes | No | | Match base expenditures in 2025 with New Rec Center | - | - | - | |
| 3190 | Servus - Rental & Events | 3.53 | - | 3.53 | Yes | - | Yes | Equivalent to current FTE's in 2025 with New Rec Center | Yes | No | | Match base expenditures in 2025 with New Rec Center | Yes | Yes | - | Match base revenues in 2025 with New Rec Center |
| 3191 | Servus - Guest Services | 6.00 | 10.11 | 16.11 | Yes | - | Yes | Equivalent to current FTE's in 2025 with New Rec Center | Yes | No | | Match base expenditures in 2025 with New Rec Center | Yes | Yes | - | Match base revenues in 2025 with New Rec Center |
| 3192 | Servus - Retail | 1.00 | 4.95 | 5.95 | Yes | - | Yes | Equivalent to current FTE's in 2025 with New Rec Center | Yes | No | | Match base expenditures in 2025 with New Rec Center | Yes | Yes | - | Match base revenues in 2025 with New Rec Center |

## Solid Waste Management

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 9050 | Solid Waste Management Adminis | 2.60 | 1.45 | 4.05 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 9100 | Solid Waste Collection & Disposal | 4.68 | 0.22 | 4.90 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 9110 | Recycling | 2.79 | 0.05 | 2.84 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 9120 | Composting | 0.53 | - | 0.53 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |





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## Stormwater

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 8700 | Storm Administration | 6.11 | 0.84 | 6.95 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |

## Transit

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 4600 | Transit Admin | 6.12 | 0.97 | 7.09 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4610 | Transit Operations | - | - | - | - | - | - | | Yes | - | Yes | Increase contract expenditures in 2023, 2028, 2029, 2031, 2038, 2040, 2045, 2050, 2055 based on equivalent share of new buses compared to 60 existing buses | - | - | - | |
| 4620 | Garage Operations | - | - | - | - | - | - | | Yes | - | Yes | Match base expenditures (1/3 in each phase) in 2025, 2035, 2045 with new Transit/Public Works Yard | Yes | Yes | - | |
| 4630 | Transit Handibus System | 1.00 | - | 1.00 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 4640 | Transit Bus Maintenance | 16.56 | 1.00 | 17.56 | Yes | Yes | - | | Yes | Yes | - | | - | - | - | |

## Wastewater

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 8100 | WASWT Admin | 4.35 | - | 4.35 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 8110 | WASWT Lift System | 1.27 | 0.14 | 1.41 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 8120 | Treatment | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 8130 | Sewage Collection | 10.06 | 1.54 | 11.61 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |

## Water & Utility Financing

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| 6900 | Utility Finance | 6.90 | 0.26 | 7.16 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 6901 | Meter Readers | - | 0.11 | 0.11 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 7100 | Water Admin | 4.34 | - | 4.34 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 7110 | Supply Cost | - | - | - | - | - | - | | Yes | Yes | - | | Yes | Yes | - | |
| 7120 | Pump Stations | 0.55 | 0.14 | 0.69 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 7130 | Water Distribution | 8.67 | 0.98 | 9.65 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |
| 7160 | Water Meters | 1.36 | 0.36 | 1.72 | Yes | Yes | - | | Yes | Yes | - | | Yes | Yes | - | |



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## Library

| Cost Center | Cost Center Description | Current FTE's | | | FTE (Labour Cost) Growth | | | | Non-Labour Cost Growth | | | | Revenue Growth | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Full | Casual | Total | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes | Inflation | Population | Step Increase | Notes |
| - | Library | | | 40.00 | Yes | - | Yes | 3.5 in 2020 with New Library Storefront and 10 in 2030 with New Library | Yes | - | Yes | $414K in 2020 with New Library Storefront and $1.3M in 2030 with New Library | Yes | - | Yes | $30K in 2020 with New Library Storefront and $100K in 2030 with New Library |





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## Staff Increases

The tables below outline the proposed staff increases, expressed in Full Time Equivalents (FTEs), that are used to support the municipal operations from 2021 to 2055. These staff increases are "embedded" into program expenditure forecasts described further below.

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** | **2026** | **2027** | **2028** | **2029** | **2030** |
| **Area** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** |
| Administration | 153.07 | 156.71 | 160.35 | 164.00 | 167.64 | 171.28 | 174.93 | 178.57 | 182.21 | 185.85 |
| Public Works | 67.78 | 69.39 | 71.00 | 72.62 | 74.23 | 75.84 | 77.46 | 79.07 | 80.68 | 82.29 |
| Culture Services | 42.44 | 43.01 | 43.58 | 44.14 | 44.71 | 45.27 | 45.84 | 47.41 | 47.97 | 48.54 |
| Community Services | 17.67 | 18.09 | 18.51 | 18.93 | 19.35 | 19.77 | 20.19 | 20.62 | 21.04 | 21.46 |
| Council | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| Stormwater | 7.30 | 7.47 | 7.64 | 7.82 | 7.99 | 8.17 | 8.34 | 8.51 | 8.69 | 8.86 |
| Recreation & Parks | 64.21 | 64.56 | 64.91 | 65.26 | 65.61 | 65.96 | 66.30 | 66.65 | 67.00 | 67.35 |
| Engineering & Environment | 35.70 | 36.55 | 37.40 | 38.25 | 39.10 | 39.95 | 40.80 | 41.65 | 42.50 | 43.35 |
| SERVUS Place | 56.95 | 56.95 | 56.95 | 56.95 | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 |
| Fire | 121.55 | 155.32 | 156.10 | 156.87 | 157.65 | 158.42 | 159.20 | 159.97 | 160.75 | 161.52 |
| Library | 43.50 | 43.50 | 43.50 | 43.50 | 43.50 | 43.50 | 43.50 | 43.50 | 43.50 | 53.50 |
| Planning & Development | 30.80 | 31.53 | 32.26 | 32.99 | 33.73 | 34.46 | 35.19 | 35.93 | 36.66 | 37.39 |
| Police | 53.95 | 54.66 | 55.38 | 56.09 | 56.81 | 57.52 | 58.24 | 60.95 | 61.67 | 62.38 |
| Transit | 26.93 | 27.57 | 28.21 | 28.86 | 29.50 | 30.14 | 30.78 | 31.42 | 32.06 | 32.70 |
| Wastewater | 18.24 | 18.67 | 19.11 | 19.54 | 19.97 | 20.41 | 20.84 | 21.28 | 21.71 | 22.14 |
| Solid Waste Management | 12.94 | 13.24 | 13.55 | 13.86 | 14.17 | 14.48 | 14.78 | 15.09 | 15.40 | 15.71 |
| Water & Utility Financing | 24.85 | 25.44 | 26.04 | 26.63 | 27.22 | 27.81 | 28.40 | 28.99 | 29.59 | 30.18 |
| Outside Agencies | 45.52 | 46.60 | 47.68 | 48.77 | 49.85 | 50.93 | 52.02 | 53.10 | 54.18 | 55.27 |
| Public Works - Parks & Open Spaces | 46.43 | 47.23 | 48.03 | 48.82 | 49.62 | 50.42 | 51.22 | 52.02 | 52.82 | 53.62 |
| Public Works - Buildings | 18.30 | 18.34 | 18.38 | 18.42 | 18.46 | 18.50 | 18.54 | 18.58 | 18.62 | 18.66 |
| | | | | | | | | | | |
| **Total FTE's** | 895.11 | 941.85 | 955.58 | 969.32 | 1,040.00 | 1,053.74 | 1,067.47 | 1,084.21 | 1,097.95 | 1,121.68 |

| | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** | **2036** | **2037** | **2038** | **2039** | **2040** |
| **Area** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** |
| Administration | 189.50 | 193.14 | 196.78 | 200.43 | 204.07 | 207.71 | 211.36 | 215.00 | 218.64 | 222.29 |
| Public Works | 83.91 | 85.52 | 87.13 | 88.75 | 90.36 | 91.97 | 93.59 | 95.20 | 96.81 | 98.43 |
| Culture Services | 49.11 | 49.67 | 50.24 | 50.80 | 51.37 | 51.94 | 52.50 | 53.07 | 68.64 | 69.20 |
| Community Services | 21.88 | 22.30 | 22.72 | 23.14 | 23.56 | 23.98 | 24.40 | 24.82 | 25.24 | 25.66 |
| Council | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| Stormwater | 9.03 | 9.21 | 9.38 | 9.56 | 9.73 | 9.90 | 10.08 | 10.25 | 10.42 | 10.60 |
| Recreation & Parks | 67.70 | 68.05 | 68.40 | 68.75 | 69.10 | 69.45 | 69.80 | 70.15 | 70.50 | 70.85 |
| Engineering & Environment | 44.20 | 45.05 | 45.90 | 46.75 | 47.59 | 48.44 | 49.29 | 50.14 | 50.99 | 51.84 |
| SERVUS Place | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 |
| Fire | 162.30 | 163.07 | 163.85 | 164.62 | 165.40 | 166.17 | 166.94 | 167.72 | 201.49 | 202.27 |
| Library | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 |
| Planning & Development | 38.13 | 38.86 | 39.59 | 40.32 | 41.06 | 41.79 | 42.52 | 43.26 | 43.99 | 44.72 |
| Police | 63.10 | 63.81 | 64.53 | 65.24 | 65.96 | 66.67 | 67.39 | 70.10 | 70.82 | 71.53 |
| Transit | 33.34 | 33.98 | 34.62 | 35.27 | 35.91 | 36.55 | 37.19 | 37.83 | 38.47 | 39.11 |
| Wastewater | 22.58 | 23.01 | 23.45 | 23.88 | 24.32 | 24.75 | 25.18 | 25.62 | 26.05 | 26.49 |
| Solid Waste Management | 16.01 | 16.32 | 16.63 | 16.94 | 17.25 | 17.55 | 17.86 | 18.17 | 18.48 | 18.79 |
| Water & Utility Financing | 30.77 | 31.36 | 31.95 | 32.54 | 33.13 | 33.73 | 34.32 | 34.91 | 35.50 | 36.09 |
| Outside Agencies | 56.35 | 57.43 | 58.52 | 59.60 | 60.68 | 61.77 | 62.85 | 63.93 | 65.02 | 66.10 |
| Public Works - Parks & Open Spaces | 54.42 | 55.22 | 56.02 | 56.81 | 57.61 | 58.41 | 59.21 | 60.01 | 60.81 | 61.61 |
| Public Works - Buildings | 18.70 | 18.74 | 18.78 | 18.82 | 18.86 | 18.90 | 18.94 | 18.98 | 19.02 | 19.06 |
| | | | | | | | | | | |
| **Total FTE's** | 1,135.42 | 1,149.15 | 1,162.89 | 1,176.62 | 1,190.36 | 1,204.10 | 1,217.83 | 1,233.57 | 1,295.30 | 1,309.04 |



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| | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** | **2046** | **2047** | **2048** | **2049** | **2050** |
| **Area** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** | **Total** |
| Administration | 225.93 | 229.57 | 233.22 | 236.86 | 240.50 | 244.14 | 247.79 | 251.43 | 255.07 | 258.72 |
| Public Works | 100.04 | 101.65 | 103.27 | 104.88 | 106.49 | 108.10 | 109.72 | 111.33 | 112.94 | 114.56 |
| Culture Services | 69.77 | 70.33 | 70.90 | 71.47 | 72.03 | 72.60 | 73.17 | 73.73 | 74.30 | 74.86 |
| Community Services | 26.08 | 26.50 | 26.92 | 27.34 | 27.77 | 28.19 | 28.61 | 29.03 | 29.45 | 29.87 |
| Council | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| Stormwater | 10.77 | 10.94 | 11.12 | 11.29 | 11.47 | 11.64 | 11.81 | 11.99 | 12.16 | 12.33 |
| Recreation & Parks | 71.20 | 71.55 | 71.89 | 72.24 | 72.59 | 72.94 | 73.29 | 73.64 | 73.99 | 74.34 |
| Engineering & Environment | 52.69 | 53.54 | 54.39 | 55.24 | 56.09 | 56.94 | 57.79 | 58.64 | 59.49 | 60.34 |
| SERVUS Place | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 |
| Fire | 203.04 | 203.82 | 204.59 | 205.37 | 206.14 | 206.92 | 207.69 | 208.47 | 209.24 | 210.02 |
| Library | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 |
| Planning & Development | 45.46 | 46.19 | 46.92 | 47.65 | 48.39 | 49.12 | 49.85 | 50.59 | 51.32 | 52.05 |
| Police | 72.25 | 72.96 | 73.68 | 74.39 | 75.11 | 75.82 | 76.54 | 77.25 | 77.97 | 78.68 |
| Transit | 39.75 | 40.39 | 41.03 | 41.68 | 42.32 | 42.96 | 43.60 | 44.24 | 44.88 | 45.52 |
| Wastewater | 26.92 | 27.35 | 27.79 | 28.22 | 28.66 | 29.09 | 29.52 | 29.96 | 30.39 | 30.83 |
| Solid Waste Management | 19.09 | 19.40 | 19.71 | 20.02 | 20.33 | 20.63 | 20.94 | 21.25 | 21.56 | 21.86 |
| Water & Utility Financing | 36.68 | 37.28 | 37.87 | 38.46 | 39.05 | 39.64 | 40.23 | 40.82 | 41.42 | 42.01 |
| Outside Agencies | 67.18 | 68.27 | 69.35 | 70.43 | 71.52 | 72.60 | 73.68 | 74.77 | 75.85 | 76.93 |
| Public Works - Parks & Open Spaces | 62.41 | 63.21 | 64.00 | 64.80 | 65.60 | 66.40 | 67.20 | 68.00 | 68.80 | 69.60 |
| Public Works - Buildings | 19.11 | 19.15 | 19.19 | 19.23 | 19.27 | 19.31 | 19.35 | 19.39 | 19.43 | 19.47 |
| | | | | | | | | | | |
| **Total FTE's** | 1,322.77 | 1,336.51 | 1,350.24 | 1,363.98 | 1,377.72 | 1,391.45 | 1,405.19 | 1,418.92 | 1,432.66 | 1,446.39 |

| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| **Area** | **Total** | **Total** | **Total** | **Total** | **Total** |
| Administration | 262.36 | 266.00 | 269.65 | 273.29 | 276.93 |
| Public Works | 116.17 | 117.78 | 119.40 | 121.01 | 122.62 |
| Culture Services | 75.43 | 76.00 | 76.56 | 77.13 | 77.70 |
| Community Services | 30.29 | 30.71 | 31.13 | 31.55 | 31.97 |
| Council | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| Stormwater | 12.51 | 12.68 | 12.86 | 13.03 | 13.20 |
| Recreation & Parks | 74.69 | 75.04 | 75.39 | 75.74 | 76.09 |
| Engineering & Environment | 61.19 | 62.04 | 62.89 | 63.74 | 64.59 |
| SERVUS Place | 113.90 | 113.90 | 113.90 | 113.90 | 113.90 |
| Fire | 210.79 | 211.57 | 212.34 | 213.11 | 213.89 |
| Library | 53.50 | 53.50 | 53.50 | 53.50 | 53.50 |
| Planning & Development | 52.79 | 53.52 | 54.25 | 54.98 | 55.72 |
| Police | 79.40 | 80.11 | 80.83 | 81.54 | 85.26 |
| Transit | 46.16 | 46.80 | 47.44 | 48.09 | 48.73 |
| Wastewater | 31.26 | 31.69 | 32.13 | 32.56 | 33.00 |
| Solid Waste Management | 22.17 | 22.48 | 22.79 | 23.10 | 23.40 |
| Water & Utility Financing | 42.60 | 43.19 | 43.78 | 44.37 | 44.97 |
| Outside Agencies | 78.02 | 79.10 | 80.18 | 81.27 | 82.35 |
| Public Works - Parks & Open Spaces | 70.40 | 71.20 | 71.99 | 72.79 | 73.59 |
| Public Works - Buildings | 19.51 | 19.55 | 19.59 | 19.63 | 19.67 |
| | | | | | |
| **Total FTE's** | 1,460.13 | 1,473.87 | 1,487.60 | 1,501.34 | 1,518.07 |

## Program Expenditures

The tables below outline the forecast expenditure details and from 2021 to 2055.



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| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| **Program Expenditures** | | | | | |
| Administration | $ 29,944,994 | $ 31,270,872 | $ 32,637,806 | $ 34,046,909 | $ 35,499,321 |
| Public Works | $ 14,549,356 | $ 15,193,559 | $ 15,857,710 | $ 16,542,351 | $ 17,248,033 |
| Culture Services | $ 7,582,713 | $ 7,809,537 | $ 8,042,400 | $ 8,281,454 | $ 8,526,853 |
| Community Services | $ 2,926,323 | $ 3,055,892 | $ 3,189,473 | $ 3,327,175 | $ 3,469,110 |
| Council | $ 889,022 | $ 906,802 | $ 924,938 | $ 943,437 | $ 962,306 |
| Stormwater | $ 1,739,539 | $ 1,816,560 | $ 1,895,967 | $ 1,977,824 | $ 2,062,196 |
| Recreation & Parks | $ 5,945,104 | $ 6,109,292 | $ 6,277,670 | $ 6,450,339 | $ 6,627,403 |
| Engineering & Environment | $ 7,772,539 | $ 8,116,685 | $ 8,471,487 | $ 8,837,235 | $ 9,214,224 |
| SERVUS Place | $ 6,435,082 | $ 6,563,784 | $ 6,695,059 | $ 6,828,961 | $ 13,931,080 |
| Fire | $ 19,245,532 | $ 24,963,073 | $ 25,594,231 | $ 26,240,650 | $ 26,902,688 |
| Library | $ 6,282,100 | $ 6,407,742 | $ 6,535,897 | $ 6,666,615 | $ 6,799,947 |
| Planning & Development | $ 3,959,297 | $ 4,134,603 | $ 4,315,338 | $ 4,501,648 | $ 4,693,684 |
| Police | $ 18,522,634 | $ 19,287,102 | $ 20,074,739 | $ 20,886,167 | $ 22,183,411 |
| Transit | $ 14,665,105 | $ 15,128,009 | $ 15,860,985 | $ 16,354,659 | $ 16,937,363 |
| Wastewater | $ 11,607,412 | $ 12,121,354 | $ 12,651,211 | $ 13,197,414 | $ 13,760,405 |
| Solid Waste Management | $ 6,543,152 | $ 6,832,864 | $ 7,131,546 | $ 7,439,444 | $ 7,756,804 |
| Water & Utility Financing | $ 11,047,447 | $ 11,536,596 | $ 12,040,892 | $ 12,560,745 | $ 13,096,575 |
| Outside Agencies | $ 4,729,985 | $ 4,939,415 | $ 5,155,330 | $ 5,377,907 | $ 5,607,323 |
| Public Works - Parks & Open Spaces | $ 6,695,125 | $ 6,949,711 | $ 7,211,802 | $ 7,481,597 | $ 7,759,299 |
| Public Works - Buildings | $ 3,694,181 | $ 3,773,122 | $ 3,853,743 | $ 3,936,080 | $ 4,020,168 |
| **Total Program Expenditures** | $ 184,776,642 | $ 196,916,573 | $ 204,418,225 | $ 211,878,607 | $ 227,058,193 |

| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| **Program Expenditures** | | | | | |
| Administration | $ 36,996,211 | $ 38,538,777 | $ 40,128,247 | $ 41,765,880 | $ 43,452,968 |
| Public Works | $ 17,975,326 | $ 18,724,812 | $ 19,497,086 | $ 20,292,762 | $ 21,112,466 |
| Culture Services | $ 8,778,756 | $ 9,037,323 | $ 9,428,989 | $ 10,132,732 | $ 10,423,459 |
| Community Services | $ 3,615,391 | $ 3,766,135 | $ 3,921,463 | $ 4,081,498 | $ 4,246,366 |
| Council | $ 981,552 | $ 1,001,183 | $ 1,021,207 | $ 1,041,631 | $ 1,062,463 |
| Stormwater | $ 2,149,152 | $ 2,238,761 | $ 2,331,095 | $ 2,426,227 | $ 2,524,232 |
| Recreation & Parks | $ 6,808,970 | $ 6,995,149 | $ 7,186,052 | $ 7,381,792 | $ 7,582,488 |
| Engineering & Environment | $ 9,602,757 | $ 10,003,147 | $ 10,415,710 | $ 10,840,775 | $ 11,278,677 |
| SERVUS Place | $ 14,209,701 | $ 14,493,895 | $ 14,783,773 | $ 15,079,449 | $ 15,381,038 |
| Fire | $ 27,580,711 | $ 28,275,095 | $ 28,986,221 | $ 29,714,482 | $ 33,879,989 |
| Library | $ 6,935,946 | $ 7,074,665 | $ 7,216,159 | $ 7,360,482 | $ 10,333,912 |
| Planning & Development | $ 4,891,601 | $ 5,095,558 | $ 5,305,716 | $ 5,522,242 | $ 5,745,307 |
| Police | $ 23,053,573 | $ 23,949,669 | $ 25,081,701 | $ 26,035,934 | $ 27,018,304 |
| Transit | $ 17,459,694 | $ 17,996,143 | $ 19,115,492 | $ 20,417,365 | $ 21,024,428 |
| Wastewater | $ 14,340,636 | $ 14,938,572 | $ 15,554,689 | $ 16,189,476 | $ 16,843,432 |
| Solid Waste Management | $ 8,083,883 | $ 8,420,942 | $ 8,768,251 | $ 9,126,083 | $ 9,494,721 |
| Water & Utility Financing | $ 13,648,815 | $ 14,217,906 | $ 14,804,300 | $ 15,408,464 | $ 16,030,872 |
| Outside Agencies | $ 5,843,766 | $ 6,087,423 | $ 6,338,489 | $ 6,597,163 | $ 6,863,648 |
| Public Works - Parks & Open Spaces | $ 8,045,116 | $ 8,339,263 | $ 8,641,957 | $ 8,953,423 | $ 9,273,892 |
| Public Works - Buildings | $ 4,106,046 | $ 4,193,751 | $ 4,283,321 | $ 4,374,797 | $ 4,468,218 |
| **Total Program Expenditures** | $ 235,107,604 | $ 243,388,169 | $ 252,809,918 | $ 262,742,658 | $ 278,040,881 |



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| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| **Program Expenditures** | | | | | |
| Administration | $ 45,190,832 | $ 46,980,830 | $ 48,824,351 | $ 50,722,821 | $ 52,677,700 |
| Public Works | $ 21,956,841 | $ 22,826,547 | $ 23,722,257 | $ 24,644,666 | $ 25,594,481 |
| Culture Services | $ 10,721,763 | $ 11,027,829 | $ 11,341,849 | $ 11,664,018 | $ 11,994,538 |
| Community Services | $ 4,416,196 | $ 4,591,120 | $ 4,771,275 | $ 4,956,800 | $ 5,147,837 |
| Council | $ 1,083,713 | $ 1,105,387 | $ 1,127,495 | $ 1,150,044 | $ 1,173,045 |
| Stormwater | $ 2,625,187 | $ 2,729,170 | $ 2,836,262 | $ 2,946,546 | $ 3,060,107 |
| Recreation & Parks | $ 7,788,259 | $ 7,999,227 | $ 8,215,520 | $ 8,437,264 | $ 8,664,591 |
| Engineering & Environment | $ 11,729,758 | $ 12,194,370 | $ 12,672,876 | $ 13,165,644 | $ 13,673,053 |
| SERVUS Place | $ 15,688,658 | $ 16,002,431 | $ 16,322,480 | $ 16,648,930 | $ 16,981,908 |
| Fire | $ 34,780,501 | $ 35,703,481 | $ 36,649,468 | $ 37,619,014 | $ 38,612,681 |
| Library | $ 10,540,591 | $ 10,751,402 | $ 10,966,430 | $ 11,185,759 | $ 11,409,474 |
| Planning & Development | $ 5,975,086 | $ 6,211,758 | $ 6,455,506 | $ 6,706,520 | $ 6,964,992 |
| Police | $ 28,029,554 | $ 29,070,447 | $ 30,141,764 | $ 31,244,305 | $ 32,378,891 |
| Transit | $ 22,100,021 | $ 22,748,767 | $ 23,414,621 | $ 24,098,011 | $ 24,891,560 |
| Wastewater | $ 17,517,071 | $ 18,210,918 | $ 18,925,512 | $ 19,661,405 | $ 20,419,164 |
| Solid Waste Management | $ 9,874,454 | $ 10,265,579 | $ 10,668,399 | $ 11,083,225 | $ 11,510,378 |
| Water & Utility Financing | $ 16,672,013 | $ 17,332,387 | $ 18,012,508 | $ 18,712,900 | $ 19,434,103 |
| Outside Agencies | $ 7,138,154 | $ 7,420,894 | $ 7,712,089 | $ 8,011,963 | $ 8,320,748 |
| Public Works - Parks & Open Spaces | $ 9,603,597 | $ 9,942,781 | $ 10,291,691 | $ 10,650,581 | $ 11,019,709 |
| Public Works - Buildings | $ 4,563,627 | $ 4,661,064 | $ 4,760,574 | $ 4,862,199 | $ 4,965,986 |
| **Total Program Expenditures** | $ 287,995,874 | $ 297,776,390 | $ 307,832,928 | $ 318,172,616 | $ 328,894,949 |

| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| **Program Expenditures** | | | | | |
| Administration | $ 54,690,485 | $ 56,762,711 | $ 58,895,949 | $ 61,091,811 | $ 63,351,950 |
| Public Works | $ 26,572,432 | $ 27,579,263 | $ 28,615,738 | $ 29,682,640 | $ 30,780,773 |
| Culture Services | $ 12,333,613 | $ 12,681,453 | $ 13,038,273 | $ 16,340,926 | $ 16,775,105 |
| Community Services | $ 5,344,533 | $ 5,547,038 | $ 5,755,505 | $ 5,970,091 | $ 6,190,960 |
| Council | $ 1,196,506 | $ 1,220,436 | $ 1,244,845 | $ 1,269,742 | $ 1,295,137 |
| Stormwater | $ 3,177,032 | $ 3,297,410 | $ 3,421,333 | $ 3,548,893 | $ 3,680,187 |
| Recreation & Parks | $ 8,897,637 | $ 9,136,539 | $ 9,381,438 | $ 9,632,478 | $ 9,889,807 |
| Engineering & Environment | $ 14,195,493 | $ 14,733,361 | $ 15,287,065 | $ 15,857,025 | $ 16,443,668 |
| SERVUS Place | $ 17,321,546 | $ 17,667,977 | $ 18,021,337 | $ 18,381,764 | $ 18,749,399 |
| Fire | $ 39,631,048 | $ 40,674,704 | $ 41,744,254 | $ 50,126,220 | $ 55,549,869 |
| Library | $ 11,637,664 | $ 11,870,417 | $ 12,107,825 | $ 12,349,982 | $ 12,596,981 |
| Planning & Development | $ 7,231,120 | $ 7,505,108 | $ 7,787,162 | $ 8,077,497 | $ 8,376,330 |
| Police | $ 33,546,363 | $ 34,747,583 | $ 36,238,585 | $ 37,515,072 | $ 38,828,124 |
| Transit | $ 25,613,178 | $ 26,353,704 | $ 28,310,014 | $ 29,125,396 | $ 30,322,519 |
| Wastewater | $ 21,199,369 | $ 22,002,614 | $ 22,829,509 | $ 23,680,679 | $ 24,556,764 |
| Solid Waste Management | $ 11,950,183 | $ 12,402,976 | $ 12,869,100 | $ 13,348,909 | $ 13,842,762 |
| Water & Utility Financing | $ 20,176,669 | $ 20,941,164 | $ 21,728,169 | $ 22,538,276 | $ 23,372,097 |
| Outside Agencies | $ 8,638,679 | $ 8,965,999 | $ 9,302,956 | $ 9,649,806 | $ 10,006,808 |
| Public Works - Parks & Open Spaces | $ 11,399,342 | $ 11,789,753 | $ 12,191,221 | $ 12,604,031 | $ 13,028,477 |
| Public Works - Buildings | $ 5,071,979 | $ 5,180,225 | $ 5,290,772 | $ 5,403,669 | $ 5,518,966 |
| **Total Program Expenditures** | $ 339,824,872 | $ 351,060,435 | $ 364,061,050 | $ 386,194,908 | $ 403,156,682 |



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| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| **Program Expenditures** | | | | | |
| Administration | $ 65,678,058 | $ 68,071,869 | $ 70,535,161 | $ 73,069,756 | $ 75,677,521 |
| Public Works | $ 31,910,957 | $ 33,074,037 | $ 34,270,875 | $ 35,502,357 | $ 36,769,390 |
| Culture Services | $ 17,220,114 | $ 17,676,214 | $ 18,143,670 | $ 18,622,753 | $ 19,113,742 |
| Community Services | $ 6,418,274 | $ 6,652,205 | $ 6,892,926 | $ 7,140,615 | $ 7,395,455 |
| Council | $ 1,321,040 | $ 1,347,460 | $ 1,374,410 | $ 1,401,898 | $ 1,429,936 |
| Stormwater | $ 3,815,313 | $ 3,954,372 | $ 4,097,468 | $ 4,244,705 | $ 4,396,193 |
| Recreation & Parks | $ 10,153,577 | $ 10,423,941 | $ 10,701,058 | $ 10,985,091 | $ 11,276,204 |
| Engineering & Environment | $ 17,047,433 | $ 17,668,772 | $ 18,308,146 | $ 18,966,027 | $ 19,642,900 |
| SERVUS Place | $ 19,124,387 | $ 19,506,875 | $ 19,897,012 | $ 20,294,952 | $ 20,700,851 |
| Fire | $ 57,002,050 | $ 58,490,099 | $ 60,014,869 | $ 61,577,233 | $ 63,178,086 |
| Library | $ 12,848,921 | $ 13,105,900 | $ 13,368,018 | $ 13,635,378 | $ 13,908,085 |
| Planning & Development | $ 8,683,886 | $ 9,000,393 | $ 9,326,087 | $ 9,661,209 | $ 10,006,005 |
| Police | $ 40,178,692 | $ 41,567,751 | $ 42,996,301 | $ 44,465,366 | $ 45,975,995 |
| Transit | $ 31,188,217 | $ 32,076,415 | $ 32,987,664 | $ 33,922,534 | $ 35,590,931 |
| Wastewater | $ 25,458,421 | $ 26,386,320 | $ 27,341,153 | $ 28,323,624 | $ 29,334,457 |
| Solid Waste Management | $ 14,351,030 | $ 14,874,091 | $ 15,412,334 | $ 15,966,158 | $ 16,535,969 |
| Water & Utility Financing | $ 24,230,256 | $ 25,113,392 | $ 26,022,161 | $ 26,957,236 | $ 27,919,305 |
| Outside Agencies | $ 10,374,230 | $ 10,752,346 | $ 11,141,437 | $ 11,541,791 | $ 11,953,703 |
| Public Works - Parks & Open Spaces | $ 13,464,859 | $ 13,913,485 | $ 14,374,671 | $ 14,848,738 | $ 15,336,018 |
| Public Works - Buildings | $ 5,636,713 | $ 5,756,962 | $ 5,879,767 | $ 6,005,181 | $ 6,133,259 |
| **Total Program Expenditures** | $ 416,106,427 | $ 429,412,899 | $ 443,085,187 | $ 457,132,601 | $ 472,274,007 |

| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| **Program Expenditures** | | | | | |
| Administration | $ 78,360,369 | $ 81,120,260 | $ 83,959,202 | $ 86,879,253 | $ 89,882,523 |
| Public Works | $ 38,072,904 | $ 39,413,850 | $ 40,793,205 | $ 42,211,969 | $ 43,671,166 |
| Culture Services | $ 19,616,922 | $ 20,132,583 | $ 20,661,025 | $ 21,202,550 | $ 21,757,473 |
| Community Services | $ 7,657,631 | $ 7,927,337 | $ 8,204,768 | $ 8,490,125 | $ 8,783,614 |
| Council | $ 1,458,534 | $ 1,487,705 | $ 1,517,459 | $ 1,547,808 | $ 1,578,765 |
| Stormwater | $ 4,552,043 | $ 4,712,368 | $ 4,877,285 | $ 5,046,914 | $ 5,221,378 |
| Recreation & Parks | $ 11,574,568 | $ 11,880,356 | $ 12,193,746 | $ 12,514,919 | $ 12,844,061 |
| Engineering & Environment | $ 20,339,261 | $ 21,055,620 | $ 21,792,497 | $ 22,550,428 | $ 23,329,958 |
| SERVUS Place | $ 21,114,868 | $ 21,537,166 | $ 21,967,909 | $ 22,407,267 | $ 22,855,413 |
| Fire | $ 64,818,343 | $ 66,498,938 | $ 68,220,830 | $ 69,984,998 | $ 71,792,444 |
| Library | $ 14,186,247 | $ 14,469,972 | $ 14,759,372 | $ 15,054,559 | $ 15,355,650 |
| Planning & Development | $ 10,360,728 | $ 10,725,638 | $ 11,101,000 | $ 11,487,087 | $ 11,884,176 |
| Police | $ 47,529,263 | $ 49,126,271 | $ 50,768,148 | $ 52,456,050 | $ 54,191,160 |
| Transit | $ 36,588,980 | $ 37,612,715 | $ 38,662,764 | $ 39,739,770 | $ 41,064,084 |
| Wastewater | $ 30,374,394 | $ 31,444,195 | $ 32,544,639 | $ 33,676,522 | $ 34,840,663 |
| Solid Waste Management | $ 17,122,187 | $ 17,725,239 | $ 18,345,564 | $ 18,983,612 | $ 19,639,843 |
| Water & Utility Financing | $ 28,909,073 | $ 29,927,265 | $ 30,974,621 | $ 32,051,900 | $ 33,159,880 |
| Outside Agencies | $ 12,377,474 | $ 12,813,415 | $ 13,261,842 | $ 13,723,081 | $ 14,197,465 |
| Public Works - Parks & Open Spaces | $ 15,836,850 | $ 16,351,581 | $ 16,880,566 | $ 17,424,170 | $ 17,982,766 |
| Public Works - Buildings | $ 6,264,059 | $ 6,397,638 | $ 6,534,053 | $ 6,673,367 | $ 6,815,639 |
| **Total Program Expenditures** | $ 487,114,700 | $ 502,360,112 | $ 518,020,494 | $ 534,106,348 | $ 550,848,121 |



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| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| **Program Expenditures** | | | | | |
| Administration | $ 92,971,172 | $ 96,147,414 | $ 99,413,518 | $ 102,771,806 | $ 106,224,661 |
| Public Works | $ 45,171,846 | $ 46,715,085 | $ 48,301,984 | $ 49,933,674 | $ 51,611,310 |
| Culture Services | $ 22,326,111 | $ 22,908,791 | $ 23,505,849 | $ 24,117,625 | $ 24,744,470 |
| Community Services | $ 9,085,447 | $ 9,395,840 | $ 9,715,014 | $ 10,043,197 | $ 10,380,621 |
| Council | $ 1,610,340 | $ 1,642,547 | $ 1,675,398 | $ 1,708,906 | $ 1,743,084 |
| Stormwater | $ 5,400,801 | $ 5,585,312 | $ 5,775,044 | $ 5,970,131 | $ 6,170,711 |
| Recreation & Parks | $ 13,181,363 | $ 13,527,020 | $ 13,881,231 | $ 14,244,199 | $ 14,616,133 |
| Engineering & Environment | $ 24,131,649 | $ 24,956,077 | $ 25,803,828 | $ 26,675,507 | $ 27,571,732 |
| SERVUS Place | $ 23,312,521 | $ 23,778,771 | $ 24,254,347 | $ 24,739,434 | $ 25,234,222 |
| Fire | $ 73,644,194 | $ 75,541,298 | $ 77,484,827 | $ 79,475,882 | $ 81,515,584 |
| Library | $ 15,662,763 | $ 15,976,018 | $ 16,295,539 | $ 16,621,450 | $ 16,953,879 |
| Planning & Development | $ 12,292,554 | $ 12,712,513 | $ 13,144,354 | $ 13,588,384 | $ 14,044,917 |
| Police | $ 55,974,692 | $ 57,807,889 | $ 59,692,024 | $ 61,628,402 | $ 64,154,270 |
| Transit | $ 42,201,388 | $ 43,367,758 | $ 44,563,902 | $ 45,790,545 | $ 47,290,987 |
| Wastewater | $ 36,037,899 | $ 37,269,088 | $ 38,535,109 | $ 39,836,864 | $ 41,175,275 |
| Solid Waste Management | $ 20,314,731 | $ 21,008,758 | $ 21,722,420 | $ 22,456,225 | $ 23,210,693 |
| Water & Utility Financing | $ 34,299,359 | $ 35,471,153 | $ 36,676,099 | $ 37,915,055 | $ 39,188,898 |
| Outside Agencies | $ 14,685,335 | $ 15,187,041 | $ 15,702,941 | $ 16,233,402 | $ 16,778,801 |
| Public Works - Parks & Open Spaces | $ 18,556,736 | $ 19,146,472 | $ 19,752,374 | $ 20,374,854 | $ 21,014,333 |
| Public Works - Buildings | $ 6,960,933 | $ 7,109,313 | $ 7,260,843 | $ 7,415,591 | $ 7,573,624 |
| **Total Program Expenditures** | $ 567,821,835 | $ 585,254,159 | $ 603,156,646 | $ 621,541,132 | $ 641,198,206 |

## Program Revenues and Recoveries

The tables below outline the forecast revenue details and from 2021 to 2055.

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| **Program Revenues & Recoveries** | | | | | |
| Administration | $ 16,541,921 | $ 16,768,759 | $ 17,000,134 | $ 17,236,137 | $ 17,476,860 |
| Public Works | $ 5,919,610 | $ 6,181,713 | $ 6,451,932 | $ 6,730,487 | $ 7,017,604 |
| Culture Services | $ 2,280,495 | $ 2,381,469 | $ 2,485,570 | $ 2,592,882 | $ 2,703,492 |
| Community Services | $ 1,747,076 | $ 1,824,432 | $ 1,904,183 | $ 1,986,394 | $ 2,071,132 |
| Council | $ 3,641 | $ 3,714 | $ 3,789 | $ 3,864 | $ 3,942 |
| Stormwater | $ 5,854,922 | $ 6,078,195 | $ 6,306,573 | $ 6,540,153 | $ 6,779,038 |
| Recreation & Parks | $ 2,071,082 | $ 2,162,784 | $ 2,257,325 | $ 2,354,783 | $ 2,455,236 |
| Engineering & Environment | $ 334,821 | $ 349,646 | $ 364,930 | $ 380,685 | $ 396,925 |
| SERVUS Place | $ 7,997,574 | $ 8,351,683 | $ 8,716,758 | $ 9,093,095 | $ 17,908,902 |
| Fire | $ 3,974,372 | $ 4,150,345 | $ 4,331,768 | $ 4,518,788 | $ 4,711,555 |
| Library | $ 724,480 | $ 756,558 | $ 789,629 | $ 823,721 | $ 858,860 |
| Planning & Development | $ 3,067,789 | $ 3,203,621 | $ 3,343,660 | $ 3,488,019 | $ 3,636,815 |
| Police | $ 6,815,378 | $ 7,117,143 | $ 7,428,253 | $ 7,748,960 | $ 8,079,524 |
| Transit | $ 4,753,690 | $ 4,964,170 | $ 5,181,167 | $ 5,404,859 | $ 5,635,425 |
| Wastewater | $ 14,265,766 | $ 14,809,780 | $ 15,366,231 | $ 15,935,360 | $ 16,517,413 |
| Solid Waste Management | $ 7,736,966 | $ 8,032,009 | $ 8,333,798 | $ 8,642,462 | $ 8,958,135 |
| Water & Utility Financing | $ 14,926,365 | $ 15,495,571 | $ 16,077,789 | $ 16,673,273 | $ 17,282,278 |
| Outside Agencies | $ 2,064,419 | $ 2,155,825 | $ 2,250,062 | $ 2,347,206 | $ 2,447,336 |
| Public Works - Parks & Open Spaces | $ 5,571 | $ 5,818 | $ 6,072 | $ 6,334 | $ 6,605 |
| Public Works - Buildings | $ 1,556,780 | $ 1,625,710 | $ 1,696,774 | $ 1,770,030 | $ 1,845,538 |
| **Total Program Revenues & Recoveries** | $ 102,642,717 | $ 106,418,946 | $ 110,296,396 | $ 114,277,491 | $ 126,792,614 |



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| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| **Program Revenues & Recoveries** | | | | | |
| Administration | $ 17,722,397 | $ 17,972,845 | $ 18,228,302 | $ 18,488,868 | $ 18,754,645 |
| Public Works | $ 7,313,514 | $ 7,618,452 | $ 7,932,663 | $ 8,256,395 | $ 8,589,903 |
| Culture Services | $ 2,817,489 | $ 2,934,965 | $ 3,056,013 | $ 3,180,729 | $ 3,309,211 |
| Community Services | $ 2,158,464 | $ 2,248,462 | $ 2,341,196 | $ 2,436,740 | $ 2,535,170 |
| Council | $ 4,020 | $ 4,101 | $ 4,183 | $ 4,266 | $ 4,352 |
| Stormwater | $ 7,023,330 | $ 7,273,133 | $ 7,528,554 | $ 7,789,701 | $ 8,056,685 |
| Recreation & Parks | $ 2,558,765 | $ 2,665,453 | $ 2,775,385 | $ 2,888,649 | $ 3,005,333 |
| Engineering & Environment | $ 413,662 | $ 430,910 | $ 448,682 | $ 466,992 | $ 485,856 |
| SERVUS Place | $ 18,664,062 | $ 19,442,264 | $ 20,244,129 | $ 21,070,292 | $ 21,921,403 |
| Fire | $ 4,910,226 | $ 5,114,959 | $ 5,325,918 | $ 5,543,268 | $ 8,064,082 |
| Library | $ 895,075 | $ 932,395 | $ 970,851 | $ 1,010,471 | $ 1,178,111 |
| Planning & Development | $ 3,790,168 | $ 3,948,200 | $ 4,111,037 | $ 4,278,808 | $ 4,451,646 |
| Police | $ 8,420,211 | $ 8,771,294 | $ 9,133,051 | $ 9,505,771 | $ 9,889,746 |
| Transit | $ 5,873,053 | $ 6,117,931 | $ 6,370,255 | $ 6,630,226 | $ 6,898,046 |
| Wastewater | $ 17,112,640 | $ 17,721,296 | $ 18,343,640 | $ 18,979,936 | $ 19,630,454 |
| Solid Waste Management | $ 9,280,953 | $ 9,611,055 | $ 9,948,580 | $ 10,293,672 | $ 10,646,477 |
| Water & Utility Financing | $ 17,905,068 | $ 18,541,909 | $ 19,193,072 | $ 19,858,833 | $ 20,539,473 |
| Outside Agencies | $ 2,550,532 | $ 2,656,877 | $ 2,766,456 | $ 2,879,355 | $ 2,995,663 |
| Public Works - Parks & Open Spaces | $ 6,883 | $ 7,170 | $ 7,466 | $ 7,771 | $ 8,084 |
| Public Works - Buildings | $ 1,923,359 | $ 2,003,554 | $ 2,086,187 | $ 2,171,324 | $ 2,259,032 |
| **Total Program Revenues & Recoveries** | $ 131,343,871 | $ 136,017,224 | $ 140,815,619 | $ 145,742,068 | $ 153,223,374 |

| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| **Program Revenues & Recoveries** | | | | | |
| Administration | $ 19,025,738 | $ 19,302,253 | $ 19,584,298 | $ 19,871,984 | $ 20,165,423 |
| Public Works | $ 8,933,449 | $ 9,287,301 | $ 9,651,733 | $ 10,027,028 | $ 10,413,474 |
| Culture Services | $ 3,441,560 | $ 3,577,879 | $ 3,718,275 | $ 3,862,855 | $ 4,011,731 |
| Community Services | $ 2,636,562 | $ 2,740,995 | $ 2,848,552 | $ 2,959,314 | $ 3,073,367 |
| Council | $ 4,439 | $ 4,528 | $ 4,618 | $ 4,711 | $ 4,805 |
| Stormwater | $ 8,329,617 | $ 8,608,613 | $ 8,893,788 | $ 9,185,260 | $ 9,483,151 |
| Recreation & Parks | $ 3,125,528 | $ 3,249,330 | $ 3,376,833 | $ 3,508,137 | $ 3,643,342 |
| Engineering & Environment | $ 505,287 | $ 525,302 | $ 545,915 | $ 567,142 | $ 589,000 |
| SERVUS Place | $ 22,798,131 | $ 23,701,160 | $ 24,631,190 | $ 25,588,941 | $ 26,575,150 |
| Fire | $ 8,386,598 | $ 8,718,789 | $ 9,060,913 | $ 9,413,235 | $ 9,776,025 |
| Library | $ 1,225,229 | $ 1,273,760 | $ 1,323,742 | $ 1,375,214 | $ 1,428,215 |
| Planning & Development | $ 4,629,686 | $ 4,813,067 | $ 5,001,931 | $ 5,196,424 | $ 5,396,697 |
| Police | $ 10,285,278 | $ 10,692,676 | $ 11,112,255 | $ 11,544,340 | $ 11,989,264 |
| Transit | $ 7,173,928 | $ 7,458,085 | $ 7,750,740 | $ 8,052,117 | $ 8,362,449 |
| Wastewater | $ 20,295,466 | $ 20,975,250 | $ 21,670,091 | $ 22,380,276 | $ 23,106,098 |
| Solid Waste Management | $ 11,007,143 | $ 11,375,820 | $ 11,752,664 | $ 12,137,829 | $ 12,531,475 |
| Water & Utility Financing | $ 21,235,279 | $ 21,946,543 | $ 22,673,559 | $ 23,416,630 | $ 24,176,063 |
| Outside Agencies | $ 3,115,472 | $ 3,238,875 | $ 3,365,968 | $ 3,496,849 | $ 3,631,620 |
| Public Works - Parks & Open Spaces | $ 8,408 | $ 8,741 | $ 9,084 | $ 9,437 | $ 9,801 |
| Public Works - Buildings | $ 2,349,381 | $ 2,442,439 | $ 2,538,280 | $ 2,636,978 | $ 2,738,608 |
| **Total Program Revenues & Recoveries** | $ 158,512,179 | $ 163,941,405 | $ 169,514,427 | $ 175,234,699 | $ 181,105,756 |



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| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| **Program Revenues & Recoveries** | | | | | |
| Administration | $ 20,464,732 | $ 20,770,026 | $ 21,081,427 | $ 21,399,056 | $ 21,723,037 |
| Public Works | $ 10,811,367 | $ 11,221,010 | $ 11,642,715 | $ 12,076,799 | $ 12,523,589 |
| Culture Services | $ 4,165,017 | $ 4,322,830 | $ 4,485,289 | $ 6,040,411 | $ 6,263,881 |
| Community Services | $ 3,190,799 | $ 3,311,698 | $ 3,436,157 | $ 3,564,270 | $ 3,696,133 |
| Council | $ 4,901 | $ 4,999 | $ 5,099 | $ 5,201 | $ 5,305 |
| Stormwater | $ 9,787,582 | $ 10,098,678 | $ 10,416,567 | $ 10,741,378 | $ 11,073,241 |
| Recreation & Parks | $ 3,782,552 | $ 3,925,873 | $ 4,073,414 | $ 4,225,286 | $ 4,381,604 |
| Engineering & Environment | $ 611,505 | $ 634,675 | $ 658,527 | $ 683,079 | $ 708,350 |
| SERVUS Place | $ 27,590,571 | $ 28,635,979 | $ 29,712,168 | $ 30,819,949 | $ 31,960,157 |
| Fire | $ 10,149,561 | $ 10,534,129 | $ 10,930,019 | $ 11,337,531 | $ 14,547,734 |
| Library | $ 1,482,787 | $ 1,538,969 | $ 1,596,807 | $ 1,656,341 | $ 1,717,619 |
| Planning & Development | $ 5,602,901 | $ 5,815,195 | $ 6,033,740 | $ 6,258,701 | $ 6,490,246 |
| Police | $ 12,447,367 | $ 12,918,998 | $ 13,404,516 | $ 13,904,287 | $ 14,418,687 |
| Transit | $ 8,681,973 | $ 9,010,934 | $ 9,349,580 | $ 9,698,167 | $ 10,056,958 |
| Wastewater | $ 23,847,858 | $ 24,605,858 | $ 25,380,407 | $ 26,171,821 | $ 26,980,421 |
| Solid Waste Management | $ 12,933,765 | $ 13,344,862 | $ 13,764,935 | $ 14,194,154 | $ 14,632,694 |
| Water & Utility Financing | $ 24,952,171 | $ 25,745,271 | $ 26,555,687 | $ 27,383,749 | $ 28,229,792 |
| Outside Agencies | $ 3,770,382 | $ 3,913,242 | $ 4,060,308 | $ 4,211,691 | $ 4,367,506 |
| Public Works - Parks & Open Spaces | $ 10,175 | $ 10,561 | $ 10,958 | $ 11,366 | $ 11,787 |
| Public Works - Buildings | $ 2,843,248 | $ 2,950,979 | $ 3,061,882 | $ 3,176,041 | $ 3,293,541 |
| **Total Program Revenues & Recoveries** | $ 187,131,212 | $ 193,314,766 | $ 199,660,201 | $ 207,559,279 | $ 217,082,282 |

| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| **Program Revenues & Recoveries** | | | | | |
| Administration | $ 22,053,497 | $ 22,390,567 | $ 22,734,379 | $ 23,085,066 | $ 23,442,768 |
| Public Works | $ 12,983,421 | $ 13,456,636 | $ 13,943,586 | $ 14,444,632 | $ 14,960,142 |
| Culture Services | $ 6,493,873 | $ 6,730,560 | $ 6,974,116 | $ 7,224,723 | $ 7,482,564 |
| Community Services | $ 3,831,845 | $ 3,971,507 | $ 4,115,222 | $ 4,263,098 | $ 4,415,242 |
| Council | $ 5,411 | $ 5,519 | $ 5,630 | $ 5,742 | $ 5,857 |
| Stormwater | $ 11,412,291 | $ 11,758,665 | $ 12,112,500 | $ 12,473,937 | $ 12,843,121 |
| Recreation & Parks | $ 4,542,484 | $ 4,708,047 | $ 4,878,415 | $ 5,053,715 | $ 5,234,076 |
| Engineering & Environment | $ 734,359 | $ 761,125 | $ 788,667 | $ 817,007 | $ 846,165 |
| SERVUS Place | $ 33,133,645 | $ 34,341,289 | $ 35,583,984 | $ 36,862,652 | $ 38,178,232 |
| Fire | $ 15,081,886 | $ 15,631,586 | $ 16,197,240 | $ 16,779,269 | $ 17,378,099 |
| Library | $ 1,780,685 | $ 1,845,587 | $ 1,912,373 | $ 1,981,092 | $ 2,051,794 |
| Planning & Development | $ 6,728,550 | $ 6,973,790 | $ 7,226,148 | $ 7,485,811 | $ 7,752,970 |
| Police | $ 14,948,101 | $ 15,492,924 | $ 16,053,561 | $ 16,630,426 | $ 17,223,944 |
| Transit | $ 10,426,222 | $ 10,806,233 | $ 11,197,274 | $ 11,599,635 | $ 12,013,611 |
| Wastewater | $ 27,806,531 | $ 28,650,484 | $ 29,512,618 | $ 30,393,277 | $ 31,292,809 |
| Solid Waste Management | $ 15,080,731 | $ 15,538,445 | $ 16,006,019 | $ 16,483,639 | $ 16,971,496 |
| Water & Utility Financing | $ 29,094,157 | $ 29,977,191 | $ 30,879,247 | $ 31,800,686 | $ 32,741,872 |
| Outside Agencies | $ 4,527,869 | $ 4,692,899 | $ 4,862,719 | $ 5,037,455 | $ 5,217,235 |
| Public Works - Parks & Open Spaces | $ 12,219 | $ 12,665 | $ 13,123 | $ 13,595 | $ 14,080 |
| Public Works - Buildings | $ 3,414,470 | $ 3,538,920 | $ 3,666,981 | $ 3,798,750 | $ 3,934,322 |
| **Total Program Revenues & Recoveries** | $ 224,092,249 | $ 231,284,637 | $ 238,663,804 | $ 246,234,205 | $ 254,000,399 |



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| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| **Program Revenues & Recoveries** | | | | | |
| Administration | $ 23,807,623 | $ 24,179,775 | $ 24,559,371 | $ 24,946,558 | $ 25,341,489 |
| Public Works | $ 15,490,495 | $ 16,036,078 | $ 16,597,288 | $ 17,174,532 | $ 17,768,227 |
| Culture Services | $ 7,747,828 | $ 8,020,711 | $ 8,301,409 | $ 8,590,127 | $ 8,887,073 |
| Community Services | $ 4,571,767 | $ 4,732,787 | $ 4,898,419 | $ 5,068,783 | $ 5,244,002 |
| Council | $ 5,974 | $ 6,094 | $ 6,215 | $ 6,340 | $ 6,467 |
| Stormwater | $ 13,220,197 | $ 13,605,314 | $ 13,998,624 | $ 14,400,279 | $ 14,810,436 |
| Recreation & Parks | $ 5,419,629 | $ 5,610,511 | $ 5,806,861 | $ 6,008,820 | $ 6,216,535 |
| Engineering & Environment | $ 876,162 | $ 907,021 | $ 938,764 | $ 971,414 | $ 1,004,994 |
| SERVUS Place | $ 39,531,690 | $ 40,924,016 | $ 42,356,222 | $ 43,829,346 | $ 45,344,453 |
| Fire | $ 17,994,171 | $ 18,627,934 | $ 19,279,851 | $ 19,950,393 | $ 20,640,044 |
| Library | $ 2,124,532 | $ 2,199,359 | $ 2,276,330 | $ 2,355,499 | $ 2,436,925 |
| Planning & Development | $ 8,027,821 | $ 8,310,564 | $ 8,601,407 | $ 8,900,559 | $ 9,208,236 |
| Police | $ 17,834,551 | $ 18,462,693 | $ 19,108,826 | $ 19,773,420 | $ 20,456,954 |
| Transit | $ 12,439,506 | $ 12,877,631 | $ 13,328,306 | $ 13,791,857 | $ 14,268,618 |
| Wastewater | $ 32,211,571 | $ 33,149,924 | $ 34,108,239 | $ 35,086,889 | $ 36,086,255 |
| Solid Waste Management | $ 17,469,782 | $ 17,978,693 | $ 18,498,430 | $ 19,029,196 | $ 19,571,197 |
| Water & Utility Financing | $ 33,703,179 | $ 34,684,985 | $ 35,687,675 | $ 36,711,643 | $ 37,757,287 |
| Outside Agencies | $ 5,402,192 | $ 5,592,460 | $ 5,788,177 | $ 5,989,487 | $ 6,196,533 |
| Public Works - Parks & Open Spaces | $ 14,579 | $ 15,092 | $ 15,621 | $ 16,164 | $ 16,723 |
| Public Works - Buildings | $ 4,073,798 | $ 4,217,279 | $ 4,364,870 | $ 4,516,678 | $ 4,672,812 |
| **Total Program Revenues & Recoveries** | $ 261,967,049 | $ 270,138,924 | $ 278,520,905 | $ 287,117,982 | $ 295,935,262 |

| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| **Program Revenues & Recoveries** | | | | | |
| Administration | $ 25,744,319 | $ 26,155,206 | $ 26,574,310 | $ 27,001,796 | $ 27,437,832 |
| Public Works | $ 18,378,799 | $ 19,006,688 | $ 19,652,340 | $ 20,316,216 | $ 20,998,786 |
| Culture Services | $ 9,192,462 | $ 9,506,510 | $ 9,829,444 | $ 10,161,493 | $ 10,502,891 |
| Community Services | $ 5,424,203 | $ 5,609,514 | $ 5,800,068 | $ 5,996,000 | $ 6,197,449 |
| Council | $ 6,596 | $ 6,728 | $ 6,862 | $ 7,000 | $ 7,140 |
| Stormwater | $ 15,229,256 | $ 15,656,900 | $ 16,093,533 | $ 16,539,323 | $ 16,994,440 |
| Recreation & Parks | $ 6,430,155 | $ 6,649,833 | $ 6,875,726 | $ 7,107,995 | $ 7,346,804 |
| Engineering & Environment | $ 1,039,529 | $ 1,075,043 | $ 1,111,562 | $ 1,149,111 | $ 1,187,719 |
| SERVUS Place | $ 46,902,633 | $ 48,505,002 | $ 50,152,704 | $ 51,846,913 | $ 53,588,829 |
| Fire | $ 21,349,302 | $ 22,078,673 | $ 22,828,680 | $ 23,599,856 | $ 24,392,747 |
| Library | $ 2,520,665 | $ 2,606,781 | $ 2,695,332 | $ 2,786,383 | $ 2,879,998 |
| Planning & Development | $ 9,524,660 | $ 9,850,058 | $ 10,184,662 | $ 10,528,710 | $ 10,882,447 |
| Police | $ 21,159,920 | $ 21,882,822 | $ 22,626,176 | $ 23,390,511 | $ 24,176,369 |
| Transit | $ 14,758,933 | $ 15,263,153 | $ 15,781,639 | $ 16,314,759 | $ 16,862,890 |
| Wastewater | $ 37,106,727 | $ 38,148,700 | $ 39,212,574 | $ 40,298,760 | $ 41,407,674 |
| Solid Waste Management | $ 20,124,645 | $ 20,689,753 | $ 21,266,740 | $ 21,855,828 | $ 22,457,241 |
| Water & Utility Financing | $ 38,825,014 | $ 39,915,236 | $ 41,028,375 | $ 42,164,859 | $ 43,325,122 |
| Outside Agencies | $ 6,409,466 | $ 6,628,437 | $ 6,853,604 | $ 7,085,125 | $ 7,323,166 |
| Public Works - Parks & Open Spaces | $ 17,297 | $ 17,888 | $ 18,496 | $ 19,121 | $ 19,763 |
| Public Works - Buildings | $ 4,833,384 | $ 4,998,511 | $ 5,168,309 | $ 5,342,900 | $ 5,522,407 |
| **Total Program Revenues & Recoveries** | $ 304,977,966 | $ 314,251,436 | $ 323,761,137 | $ 333,512,657 | $ 343,511,714 |



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# APPENDIX K5 – ASSESSMENT GROWTH DETAILS

## City Base Assessment Projection

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| Residential | $ 10,730,848,152 | $ 10,838,156,633 | $ 10,946,538,200 | $ 11,056,003,582 | $ 11,166,563,617 |
| Vacant Residential | $ 2,547,190 | $ 2,572,662 | $ 2,598,388 | $ 2,624,372 | $ 2,650,616 |
| Non-Residential | $ 1,936,707,887 | $ 1,956,074,965 | $ 1,975,635,715 | $ 1,995,392,072 | $ 2,015,345,993 |
| Annexed Land Residential | $ 20,790,352 | $ 20,998,256 | $ 21,208,238 | $ 21,420,321 | $ 21,634,524 |
| Annexed Land Farmland | $ 47,639 | $ 48,115 | $ 48,596 | $ 49,082 | $ 49,573 |
| Annexed Land Non-Residenti | $ 9,028,783 | $ 9,119,071 | $ 9,210,261 | $ 9,302,364 | $ 9,395,387 |
| Annexed Land M&E | $ 329,390 | $ 332,684 | $ 336,011 | $ 339,371 | $ 342,765 |
| **Sub-total** | $ 12,700,299,392 | $ 12,827,302,386 | $ 12,955,575,410 | $ 13,085,131,164 | $ 13,215,982,475 |

| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| Residential | $ 11,250,312,845 | $ 11,334,690,191 | $ 11,419,700,367 | $ 11,505,348,120 | $ 11,591,638,231 |
| Vacant Residential | $ 2,670,495 | $ 2,690,524 | $ 2,710,703 | $ 2,731,033 | $ 2,751,516 |
| Non-Residential | $ 2,030,461,088 | $ 2,045,689,546 | $ 2,061,032,218 | $ 2,076,489,959 | $ 2,092,063,634 |
| Annexed Land Residential | $ 21,796,783 | $ 21,960,259 | $ 22,124,960 | $ 22,290,898 | $ 22,458,079 |
| Annexed Land Farmland | $ 49,945 | $ 50,319 | $ 50,697 | $ 51,077 | $ 51,460 |
| Annexed Land Non-Residenti | $ 9,465,853 | $ 9,536,847 | $ 9,608,373 | $ 9,680,436 | $ 9,753,039 |
| Annexed Land M&E | $ 345,336 | $ 347,926 | $ 350,535 | $ 353,164 | $ 355,813 |
| **Sub-total** | $ 13,315,102,344 | $ 13,414,965,611 | $ 13,515,577,853 | $ 13,616,944,687 | $ 13,719,071,773 |

| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| Residential | $ 11,649,596,422 | $ 11,707,844,404 | $ 11,766,383,626 | $ 11,825,215,544 | $ 11,884,341,622 |
| Vacant Residential | $ 2,765,274 | $ 2,779,100 | $ 2,792,996 | $ 2,806,961 | $ 2,820,995 |
| Non-Residential | $ 2,102,523,952 | $ 2,113,036,572 | $ 2,123,601,755 | $ 2,134,219,763 | $ 2,144,890,862 |
| Annexed Land Residential | $ 22,570,370 | $ 22,683,222 | $ 22,796,638 | $ 22,910,621 | $ 23,025,174 |
| Annexed Land Farmland | $ 51,717 | $ 51,976 | $ 52,236 | $ 52,497 | $ 52,760 |
| Annexed Land Non-Residenti | $ 9,801,804 | $ 9,850,813 | $ 9,900,067 | $ 9,949,568 | $ 9,999,316 |
| Annexed Land M&E | $ 357,592 | $ 359,380 | $ 361,177 | $ 362,983 | $ 364,798 |
| **Sub-total** | $ 13,787,667,131 | $ 13,856,605,467 | $ 13,925,888,494 | $ 13,995,517,937 | $ 14,065,495,527 |

| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| Residential | $ 11,914,052,476 | $ 11,943,837,607 | $ 11,973,697,201 | $ 12,003,631,444 | $ 12,033,640,523 |
| Vacant Residential | $ 2,828,048 | $ 2,835,118 | $ 2,842,206 | $ 2,849,311 | $ 2,856,435 |
| Non-Residential | $ 2,150,253,089 | $ 2,155,628,722 | $ 2,161,017,794 | $ 2,166,420,338 | $ 2,171,836,389 |
| Annexed Land Residential | $ 23,082,737 | $ 23,140,444 | $ 23,198,295 | $ 23,256,291 | $ 23,314,431 |
| Annexed Land Farmland | $ 52,891 | $ 53,024 | $ 53,156 | $ 53,289 | $ 53,422 |
| Annexed Land Non-Residenti | $ 10,024,314 | $ 10,049,375 | $ 10,074,498 | $ 10,099,684 | $ 10,124,934 |
| Annexed Land M&E | $ 365,710 | $ 366,624 | $ 367,540 | $ 368,459 | $ 369,380 |
| **Sub-total** | $ 14,100,659,265 | $ 14,135,910,914 | $ 14,171,250,691 | $ 14,206,678,818 | $ 14,242,195,515 |



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| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| Residential | $ 12,033,640,523 | $ 12,033,640,523 | $ 12,033,640,523 | $ 12,033,640,523 | $ 12,033,640,523 |
| Vacant Residential | $ 2,856,435 | $ 2,856,435 | $ 2,856,435 | $ 2,856,435 | $ 2,856,435 |
| Non-Residential | $ 2,171,836,389 | $ 2,171,836,389 | $ 2,171,836,389 | $ 2,171,836,389 | $ 2,171,836,389 |
| Annexed Land Residential | $ 23,314,431 | $ 23,314,431 | $ 23,314,431 | $ 23,314,431 | $ 23,314,431 |
| Annexed Land Farmland | $ 53,422 | $ 53,422 | $ 53,422 | $ 53,422 | $ 53,422 |
| Annexed Land Non-Residenti | $ 10,124,934 | $ 10,124,934 | $ 10,124,934 | $ 10,124,934 | $ 10,124,934 |
| Annexed Land M&E | $ 369,380 | $ 369,380 | $ 369,380 | $ 369,380 | $ 369,380 |
| **Sub-total** | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 |

| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| Residential | $ 12,033,640,523 | $ 12,033,640,523 | $ 12,033,640,523 | $ 12,033,640,523 | $ 12,033,640,523 |
| Vacant Residential | $ 2,856,435 | $ 2,856,435 | $ 2,856,435 | $ 2,856,435 | $ 2,856,435 |
| Non-Residential | $ 2,171,836,389 | $ 2,171,836,389 | $ 2,171,836,389 | $ 2,171,836,389 | $ 2,171,836,389 |
| Annexed Land Residential | $ 23,314,431 | $ 23,314,431 | $ 23,314,431 | $ 23,314,431 | $ 23,314,431 |
| Annexed Land Farmland | $ 53,422 | $ 53,422 | $ 53,422 | $ 53,422 | $ 53,422 |
| Annexed Land Non-Residenti | $ 10,124,934 | $ 10,124,934 | $ 10,124,934 | $ 10,124,934 | $ 10,124,934 |
| Annexed Land M&E | $ 369,380 | $ 369,380 | $ 369,380 | $ 369,380 | $ 369,380 |
| **Sub-total** | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 |

| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| Residential | $ 12,033,640,523 | $ 12,033,640,523 | $ 12,033,640,523 | $ 12,033,640,523 | $ 12,033,640,523 |
| Vacant Residential | $ 2,856,435 | $ 2,856,435 | $ 2,856,435 | $ 2,856,435 | $ 2,856,435 |
| Non-Residential | $ 2,171,836,389 | $ 2,171,836,389 | $ 2,171,836,389 | $ 2,171,836,389 | $ 2,171,836,389 |
| Annexed Land Residential | $ 23,314,431 | $ 23,314,431 | $ 23,314,431 | $ 23,314,431 | $ 23,314,431 |
| Annexed Land Farmland | $ 53,422 | $ 53,422 | $ 53,422 | $ 53,422 | $ 53,422 |
| Annexed Land Non-Residenti | $ 10,124,934 | $ 10,124,934 | $ 10,124,934 | $ 10,124,934 | $ 10,124,934 |
| Annexed Land M&E | $ 369,380 | $ 369,380 | $ 369,380 | $ 369,380 | $ 369,380 |
| **Sub-total** | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 | $ 14,242,195,515 |

## City Assessment Growth Projection

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| Residential | $ 349,774,836 | $ 471,030,113 | $ 594,675,518 | $ 720,746,728 | $ 849,279,894 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ 204,512,552 | $ 275,410,237 | $ 347,705,424 | $ 421,418,974 | $ 496,572,024 |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 554,287,388 | $ 746,440,350 | $ 942,380,942 | $ 1,142,165,701 | $ 1,345,851,918 |



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| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| Residential | $ 965,661,571 | $ 1,083,741,201 | $ 1,203,537,707 | $ 1,325,070,200 | $ 1,448,357,982 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ 571,767,216 | $ 648,062,404 | $ 725,469,858 | $ 804,001,970 | $ 883,671,256 |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 1,537,428,787 | $ 1,731,803,605 | $ 1,929,007,565 | $ 2,129,072,170 | $ 2,332,029,238 |

| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| Residential | $ 1,550,530,192 | $ 1,653,687,915 | $ 1,757,838,451 | $ 1,862,989,152 | $ 1,969,147,413 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ 943,595,213 | $ 1,004,096,318 | $ 1,065,178,844 | $ 1,126,847,093 | $ 1,189,105,395 |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 2,494,125,405 | $ 2,657,784,232 | $ 2,823,017,295 | $ 2,989,836,244 | $ 3,158,252,807 |

| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| Residential | $ 2,071,155,705 | $ 2,173,661,731 | $ 2,276,667,343 | $ 2,380,174,398 | $ 2,484,184,758 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ 1,220,182,039 | $ 1,251,406,634 | $ 1,282,779,727 | $ 1,314,301,863 | $ 1,345,973,593 |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 3,291,337,744 | $ 3,425,068,366 | $ 3,559,447,070 | $ 3,694,476,261 | $ 3,830,158,351 |

| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| Residential | $ 2,549,558,042 | $ 2,614,931,325 | $ 2,680,304,608 | $ 2,745,677,891 | $ 2,811,051,174 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ 1,365,751,637 | $ 1,385,529,682 | $ 1,405,307,726 | $ 1,425,085,771 | $ 1,433,417,879 |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 3,915,309,679 | $ 4,000,461,006 | $ 4,085,612,334 | $ 4,170,763,662 | $ 4,244,469,053 |



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| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| Residential | $ 2,876,424,457 | $ 2,941,797,740 | $ 3,007,171,023 | $ 3,072,544,307 | $ 3,137,917,590 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ 1,440,898,880 | $ 1,448,379,881 | $ 1,455,860,882 | $ 1,463,341,882 | $ 1,470,822,883 |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 4,317,323,337 | $ 4,390,177,621 | $ 4,463,031,905 | $ 4,535,886,189 | $ 4,608,740,473 |

| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| Residential | $ 3,170,604,231 | $ 3,203,290,873 | $ 3,235,977,514 | $ 3,268,664,156 | $ 3,301,350,797 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ 1,478,303,884 | $ 1,485,784,885 | $ 1,493,265,886 | $ 1,500,746,886 | $ 1,508,227,887 |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 4,648,908,115 | $ 4,689,075,758 | $ 4,729,243,400 | $ 4,769,411,042 | $ 4,809,578,685 |

## Annexation Lands Base Assessment Projection

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| Residential | $ 20,001,561 | $ 20,201,576 | $ 20,403,592 | $ 20,607,628 | $ 20,813,704 |
| Farmland | $ 753,952 | $ 761,491 | $ 769,106 | $ 776,797 | $ 784,565 |
| Residential Vacant | $ 734,632 | $ 741,979 | $ 749,398 | $ 756,892 | $ 764,461 |
| Residential Vacant Reduced | $ 291,132 | $ 294,043 | $ 296,984 | $ 299,953 | $ 302,953 |
| Non-Residential (Designated) | $ 559,427 | $ 565,021 | $ 570,672 | $ 576,378 | $ 582,142 |
| Non-Residential (Non-Design | $ 2,630,779 | $ 2,657,087 | $ 2,683,658 | $ 2,710,494 | $ 2,737,599 |
| DIP M&E | $ 2,096,093 | $ 2,117,054 | $ 2,138,225 | $ 2,159,607 | $ 2,181,203 |
| Linear | $ 5,693,022 | $ 5,749,952 | $ 5,807,452 | $ 5,865,526 | $ 5,924,182 |
| **Sub-total** | $ 32,760,598 | $ 33,088,204 | $ 33,419,086 | $ 33,753,277 | $ 34,090,810 |

| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| Residential | $ 20,935,754 | $ 21,058,519 | $ 21,182,005 | $ 21,306,214 | $ 21,431,152 |
| Farmland | $ 789,166 | $ 793,793 | $ 798,448 | $ 803,130 | $ 807,840 |
| Residential Vacant | $ 768,944 | $ 773,453 | $ 777,989 | $ 782,551 | $ 787,139 |
| Residential Vacant Reduced | $ 304,729 | $ 306,516 | $ 308,314 | $ 310,122 | $ 311,940 |
| Non-Residential (Designated) | $ 585,556 | $ 588,989 | $ 592,443 | $ 595,917 | $ 599,412 |
| Non-Residential (Non-Design | $ 2,753,652 | $ 2,769,799 | $ 2,786,041 | $ 2,802,378 | $ 2,818,811 |
| DIP M&E | $ 2,193,993 | $ 2,206,859 | $ 2,219,799 | $ 2,232,816 | $ 2,245,909 |
| Linear | $ 5,958,920 | $ 5,993,863 | $ 6,029,010 | $ 6,064,364 | $ 6,099,925 |
| **Sub-total** | $ 34,290,715 | $ 34,491,793 | $ 34,694,049 | $ 34,897,492 | $ 35,102,128 |



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| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| Residential | $ 21,384,732 | $ 21,338,413 | $ 21,292,194 | $ 21,246,076 | $ 21,200,057 |
| Farmland | $ 806,090 | $ 804,344 | $ 802,602 | $ 800,863 | $ 799,129 |
| Residential Vacant | $ 785,434 | $ 783,733 | $ 782,036 | $ 780,342 | $ 778,652 |
| Residential Vacant Reduced | $ 311,265 | $ 310,590 | $ 309,918 | $ 309,246 | $ 308,577 |
| Non-Residential (Designated) | $ 598,113 | $ 596,818 | $ 595,525 | $ 594,235 | $ 592,948 |
| Non-Residential (Non-Design | $ 2,812,706 | $ 2,806,613 | $ 2,800,534 | $ 2,794,468 | $ 2,788,416 |
| DIP M&E | $ 2,241,045 | $ 2,236,191 | $ 2,231,347 | $ 2,226,514 | $ 2,221,691 |
| Linear | $ 6,086,713 | $ 6,073,529 | $ 6,060,374 | $ 6,047,247 | $ 6,034,149 |
| **Sub-total** | $ 35,026,097 | $ 34,950,231 | $ 34,874,530 | $ 34,798,992 | $ 34,723,618 |

| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| Residential | $ 21,002,666 | $ 20,807,113 | $ 20,613,380 | $ 20,421,451 | $ 20,231,309 |
| Farmland | $ 791,688 | $ 784,317 | $ 777,014 | $ 769,779 | $ 762,612 |
| Residential Vacant | $ 771,402 | $ 764,219 | $ 757,104 | $ 750,054 | $ 743,071 |
| Residential Vacant Reduced | $ 305,703 | $ 302,857 | $ 300,037 | $ 297,244 | $ 294,476 |
| Non-Residential (Designated) | $ 587,427 | $ 581,958 | $ 576,539 | $ 571,171 | $ 565,853 |
| Non-Residential (Non-Design | $ 2,762,453 | $ 2,736,732 | $ 2,711,251 | $ 2,686,007 | $ 2,660,997 |
| DIP M&E | $ 2,201,005 | $ 2,180,512 | $ 2,160,210 | $ 2,140,096 | $ 2,120,170 |
| Linear | $ 5,977,965 | $ 5,922,305 | $ 5,867,163 | $ 5,812,535 | $ 5,758,415 |
| **Sub-total** | $ 34,400,310 | $ 34,080,013 | $ 33,762,698 | $ 33,448,337 | $ 33,136,904 |

| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| Residential | $ 19,882,842 | $ 19,540,376 | $ 19,203,809 | $ 18,873,039 | $ 18,513,260 |
| Farmland | $ 749,477 | $ 736,568 | $ 723,881 | $ 711,413 | $ 697,851 |
| Residential Vacant | $ 730,272 | $ 717,694 | $ 705,332 | $ 693,183 | $ 679,969 |
| Residential Vacant Reduced | $ 289,404 | $ 284,419 | $ 279,520 | $ 274,706 | $ 269,469 |
| Non-Residential (Designated) | $ 556,107 | $ 546,528 | $ 537,115 | $ 527,863 | $ 517,801 |
| Non-Residential (Non-Design | $ 2,615,164 | $ 2,570,120 | $ 2,525,852 | $ 2,482,346 | $ 2,435,025 |
| DIP M&E | $ 2,083,652 | $ 2,047,763 | $ 2,012,492 | $ 1,977,828 | $ 1,940,124 |
| Linear | $ 5,659,231 | $ 5,561,756 | $ 5,465,959 | $ 5,371,812 | $ 5,269,409 |
| **Sub-total** | $ 32,566,148 | $ 32,005,223 | $ 31,453,959 | $ 30,912,190 | $ 30,322,907 |

| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| Residential | $ 18,157,808 | $ 17,809,181 | $ 17,467,247 | $ 17,131,879 | $ 16,802,949 |
| Farmland | $ 684,452 | $ 671,311 | $ 658,422 | $ 645,780 | $ 633,381 |
| Residential Vacant | $ 666,914 | $ 654,109 | $ 641,550 | $ 629,232 | $ 617,151 |
| Residential Vacant Reduced | $ 264,295 | $ 259,221 | $ 254,244 | $ 249,362 | $ 244,575 |
| Non-Residential (Designated) | $ 507,859 | $ 498,108 | $ 488,544 | $ 479,164 | $ 469,965 |
| Non-Residential (Non-Design | $ 2,388,273 | $ 2,342,418 | $ 2,297,444 | $ 2,253,333 | $ 2,210,070 |
| DIP M&E | $ 1,902,874 | $ 1,866,339 | $ 1,830,506 | $ 1,795,361 | $ 1,760,890 |
| Linear | $ 5,168,237 | $ 5,069,007 | $ 4,971,683 | $ 4,876,228 | $ 4,782,605 |
| **Sub-total** | $ 29,740,712 | $ 29,169,695 | $ 28,609,641 | $ 28,060,339 | $ 27,521,585 |



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| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| Residential | $ 16,412,118 | $ 16,030,379 | $ 15,657,518 | $ 15,293,330 | $ 14,937,612 |
| Farmland | $ 618,649 | $ 604,259 | $ 590,205 | $ 576,477 | $ 563,068 |
| Residential Vacant | $ 602,797 | $ 588,776 | $ 575,081 | $ 561,705 | $ 548,640 |
| Residential Vacant Reduced | $ 238,886 | $ 233,330 | $ 227,902 | $ 222,601 | $ 217,424 |
| Non-Residential (Designated) | $ 459,033 | $ 448,356 | $ 437,928 | $ 427,742 | $ 417,793 |
| Non-Residential (Non-Design | $ 2,158,664 | $ 2,108,455 | $ 2,059,413 | $ 2,011,511 | $ 1,964,724 |
| DIP M&E | $ 1,719,932 | $ 1,679,927 | $ 1,640,853 | $ 1,602,687 | $ 1,565,409 |
| Linear | $ 4,671,363 | $ 4,562,709 | $ 4,456,582 | $ 4,352,923 | $ 4,251,676 |
| **Sub-total** | $ 26,881,443 | $ 26,256,190 | $ 25,645,481 | $ 25,048,976 | $ 24,466,346 |

## Annexation Lands Assessment Growth Projection

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| | **2021** | **2022** | **2023** | **2024** | **2025** |
| Residential | $ - | $ - | $ - | $ - | $ - |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ - | $ - | $ - | $ - | $ - |

| | 6 | 7 | 8 | 9 | 10 |
|---|---|---|---|---|---|
| | **2026** | **2027** | **2028** | **2029** | **2030** |
| **Annexation Area Growth** | | | | | |
| Residential | $ 12,223,564 | $ 24,630,482 | $ 37,222,816 | $ 50,002,649 | $ 62,972,086 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 12,223,564 | $ 24,630,482 | $ 37,222,816 | $ 50,002,649 | $ 62,972,086 |

| | 11 | 12 | 13 | 14 | 15 |
|---|---|---|---|---|---|
| | **2031** | **2032** | **2033** | **2034** | **2035** |
| Residential | $ 94,930,420 | $ 127,206,763 | $ 159,803,496 | $ 192,723,016 | $ 225,967,736 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ 20,788,615 | $ 41,785,115 | $ 62,991,061 | $ 84,408,022 | $ 106,037,578 |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 115,719,034 | $ 168,991,878 | $ 222,794,557 | $ 277,131,038 | $ 332,005,313 |



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| | 16 | 17 | 18 | 19 | 20 |
|---|---|---|---|---|---|
| | **2036** | **2037** | **2038** | **2039** | **2040** |
| Residential | $ 258,894,463 | $ 291,984,412 | $ 325,238,192 | $ 358,656,416 | $ 392,239,699 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ 159,767,415 | $ 213,765,238 | $ 268,032,053 | $ 322,568,865 | $ 377,376,686 |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 418,661,878 | $ 505,749,650 | $ 593,270,244 | $ 681,225,281 | $ 769,616,385 |

| | 21 | 22 | 23 | 24 | 25 |
|---|---|---|---|---|---|
| | **2041** | **2042** | **2043** | **2044** | **2045** |
| Residential | $ 457,612,982 | $ 522,986,265 | $ 588,359,548 | $ 653,732,831 | $ 719,106,114 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ 441,049,917 | $ 504,723,148 | $ 568,396,379 | $ 632,069,610 | $ 708,603,443 |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 898,662,899 | $ 1,027,709,413 | $ 1,156,755,927 | $ 1,285,802,441 | $ 1,427,709,558 |

| | 26 | 27 | 28 | 29 | 30 |
|---|---|---|---|---|---|
| | **2046** | **2047** | **2048** | **2049** | **2050** |
| Residential | $ 784,479,397 | $ 849,852,681 | $ 915,225,964 | $ 980,599,247 | $ 1,045,972,530 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ 786,093,577 | $ 863,583,712 | $ 941,073,846 | $ 1,018,563,980 | $ 1,096,054,114 |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 1,570,572,975 | $ 1,713,436,392 | $ 1,856,299,809 | $ 1,999,163,227 | $ 2,142,026,644 |

| | 31 | 32 | 33 | 34 | 35 |
|---|---|---|---|---|---|
| | **2051** | **2052** | **2053** | **2054** | **2055** |
| Residential | $ 1,144,032,455 | $ 1,242,092,379 | $ 1,340,152,304 | $ 1,438,212,229 | $ 1,536,272,153 |
| Vacant Residential | $ - | $ - | $ - | $ - | $ - |
| Non-Residential | $ 1,173,544,248 | $ 1,251,034,382 | $ 1,328,524,516 | $ 1,406,014,650 | $ 1,483,504,784 |
| Annexed Land Residential | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Farmland | $ - | $ - | $ - | $ - | $ - |
| Annexed Land Non-Residenti | $ - | $ - | $ - | $ - | $ - |
| Annexed Land M&E | $ - | $ - | $ - | $ - | $ - |
| **Sub-total** | $ 2,317,576,703 | $ 2,493,126,761 | $ 2,668,676,820 | $ 2,844,226,879 | $ 3,019,776,938 |



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# APPENDIX K6 – DEBT LIMIT LEGISLATION

### i) Alberta Municipal Government Act

Section 252 of the Municipal Government Act states:

> "No municipality may make a borrowing if the borrowing will cause the municipality to exceed its debt limit, unless the borrowing is approved by the Minister."

### ii) Alberta Regulation No. 255/2000 Debt Limit Regulation

**Debt limit**

2(1) Subject to subsection (2), the debt limit of a municipality at a point in time is,

(a) in respect of the municipality's total debt, 1.5 times the revenue of the municipality, and

(b) in respect of the municipality's debt service, 0.25 times the revenue of the municipality.

**Revenue**

3 The revenue of a municipality at the calculation time is determined by the formula

$$R = a$$

where

"R" is revenue;

"a" is the total revenue reported in the last audited annual financial statement of the municipality prepared before the calculation time, less transfers from the governments of Alberta and Canada for the purposes of a capital property reported in that statement if those transfers are included in the total revenue, and less amounts reported as contributed or donated tangible capital assets if those amounts are included in the total revenue.

**Total debt**

4 The total debt of a municipality at the calculation time is determined by the formula

$$TD = (a + b) - c$$

where

"TD" is the total debt;

"a" is the principal outstanding at the calculation time on borrowings made by the municipality;

"b" is the principal outstanding at the calculation time of loans in good standing that have been guaranteed by the municipality, plus the amount that the



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municipality is liable to pay at the calculation time under loans not in good standing that have been guaranteed by the municipality;

"c" is the amount of a and b that the municipality is entitled to recover from another municipality at the calculation time.

**Debt service**

5(1) The debt service of a municipality at the calculation time is determined by the formula

$$DS = (a + b) - c$$

where

"DS" is the debt service;

"a" is the sum of,

(i) for borrowings made by the municipality in which the municipality is required to pay principal during the 12 months after the calculation time, the total amount of principal and interest that the municipality will be required to pay in respect of those borrowings during the 12 months after the calculation time, and

(ii) for borrowings made by the municipality in which the municipality is not required to pay any principal during the 12 months after the calculation time, the total of the pro rata amounts in respect of those borrowings determined under subsection (2) for the 12 months after the calculation time;

"b" is the total amount that the council estimates on reasonable grounds that the municipality will be liable to pay during the 12 months after the calculation time in respect of loans not in good standing that have been guaranteed by the municipality;

"c" is the amount of a and b that the municipality is entitled to recover from another municipality during the 12 months after the calculation time.



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