

Corporate Overview

Recommended Budget 2023



Timeline

Budget
Presentations

October 27-28

Budget
Deliberations

November 23-24

Budget
Approval

December 13

————— Budget Information Requests —————

Agenda Outline

1

Financial Update

2

Council's Budget Information Requests

3

Service Enhancement Deliberations

4

Council's Budget Requests Deliberations

Consolidated Budget & Plans

	2023 BASE	2023 SEs	2023 PROPOSED	2024 FORECAST	2025 FORECAST	2026 FORECAST
Total Revenue	110,663,100	-	110,663,100	113,619,660	114,743,158	113,711,417
Operating Expenditures	78,082,320	2,718,489	80,913,823	81,699,791	82,856,058	84,434,035
Capital Expenditures	26,666,497	-	26,666,497	39,598,841	30,491,083	27,325,483
Total Expenditures	104,748,817	2,718,489	107,580,320	121,298,632	113,347,141	111,759,518
For Funding Purposes:						
Transfers from Reserve	9,296,815	922,119	10,218,934	13,051,375	7,970,915	8,822,268
Transfers to Reserve	(16,506,989)		(16,716,053)	(10,357,154)	(16,025,230)	(19,293,161)
Transfers to Accumulated Surplus	(1,906,314)		(1,906,314)	(1,906,314)	(1,906,314)	(1,906,314)
	(3,202,205)	(1,796,370)	(5,320,653)	(6,891,065)	(8,564,612)	(10,425,308)
Tax Rate	3.77%	2.11%	6.26%	+ 1.84%	+ 1.97%	+ 2.19%

Funding Overview

RECOMMENDATION: Partial Inflation Stabilization for 2023

Alternatives:

- 1 Annual Tax Rate Increase
- 2 Full Inflation Stabilization for 2023
- 3 Fully Stabilized

Funding Recommendation

WITHOUT
SERVICE ENHANCEMENTS

Tax Rate Forecast	2023	2024	2025	2026
Provincial Policing	859,000	-	-	-
2022 In-Year Motion	292,000	-	-	-
Base Budget Adjustments	545,743	195,446	772,259	955,712
Prior Year Stabilization (surplus funded)	377,557	-	-	-
	2,074,300	195,446	772,259	955,712
Inflationary Impacts:				
General	627,000	203,000	215,000	230,000
Wage Inflation	896,343	1,131,669	590,068	604,363
Total	3,597,643	1,530,115	1,577,327	1,790,075
Partial Inflation Stabilization for 2023	2.89%	3.14%	1.86%*	2.11%
Reserve Contribution	(1,142,507)			

*Includes 0.5% Tax rate impact of the 2023-2025 Capital Budget

Funding Recommendation

WITH
SERVICE ENHANCEMENTS

Tax Rate Forecast	2023	2024	2025	2026
Provincial Policing	859,000	-	-	-
2022 In-Year Motion	292,000	-	-	-
Base Budget Adjustments	545,743	195,446	772,259	955,712
Prior Year Stabilization (surplus funded)	377,557	-	-	-
Proposed Service Enhancements	1,723,010	40,297	96,220	70,621
Sub-Total	3,797,310	235,743	888,479	1,026,333
Inflationary Impacts:				
General	627,000	203,000	215,000	230,000
Wage Inflation	896,343	1,131,669	590,068	604,363
Total	5,320,653	1,570,412	1,673,547	1,860,696
Partial Inflation Stabilization for 2023	4.91%	3.19%	1.97%*	2.19%
Reserve Contribution	(1,142,507)			

*Includes 0.5% Tax rate impact of the 2023-2025 Capital Budget

Capital Synopsis 2023-2025

Within current available funding

Minimized debt

Supported by internal funding sources
(e.g. grants and annual allocations to support capital)



Community Assets



Transportation Assets



Externally & Self-Funded Assets or Mandated Programs



Internal Assets



Public Safety Assets

LIFECYCLE

-

\$ 39 M

\$ 4 M

\$ 9 M

\$ 2 M

TOTAL = \$54 M

ENHANCEMENT

\$ 6 M

\$ 37 M

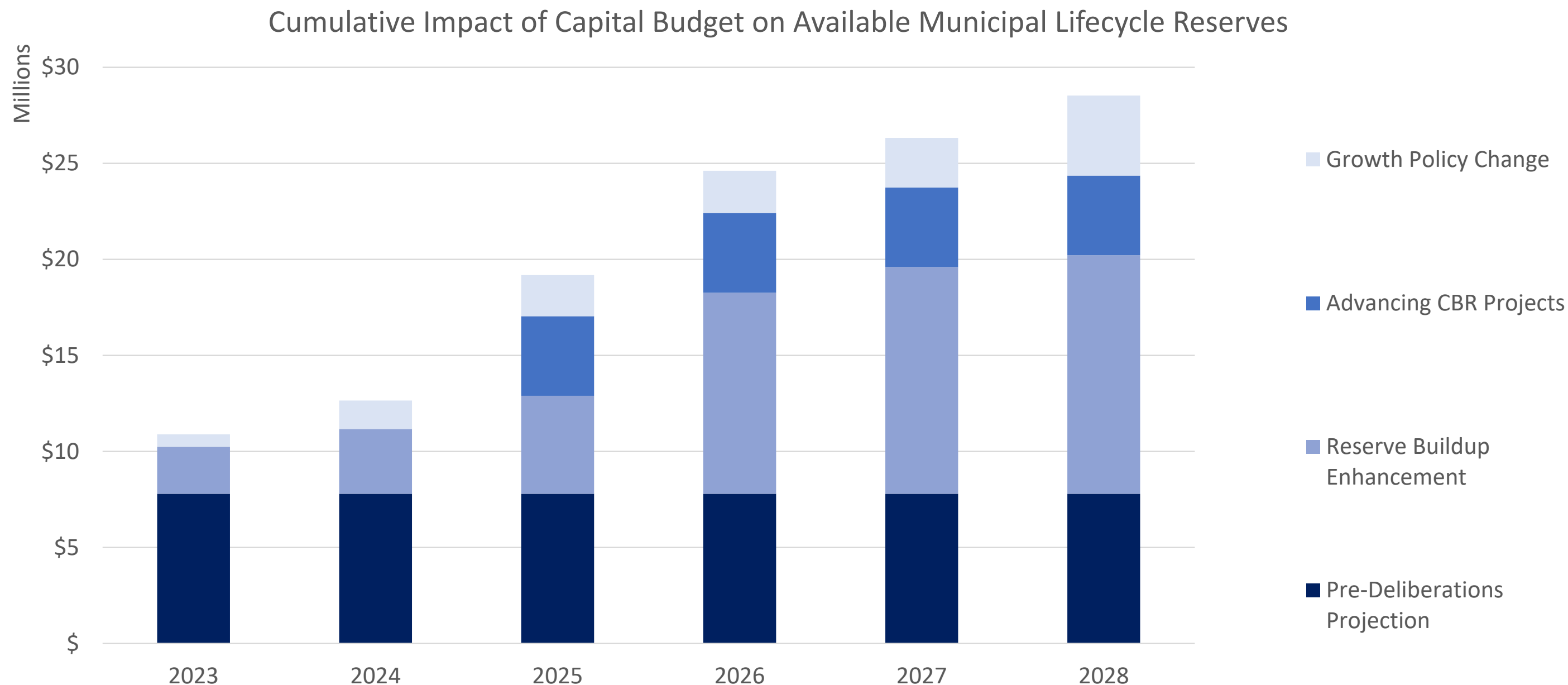
\$ 17 M

\$ 2 M

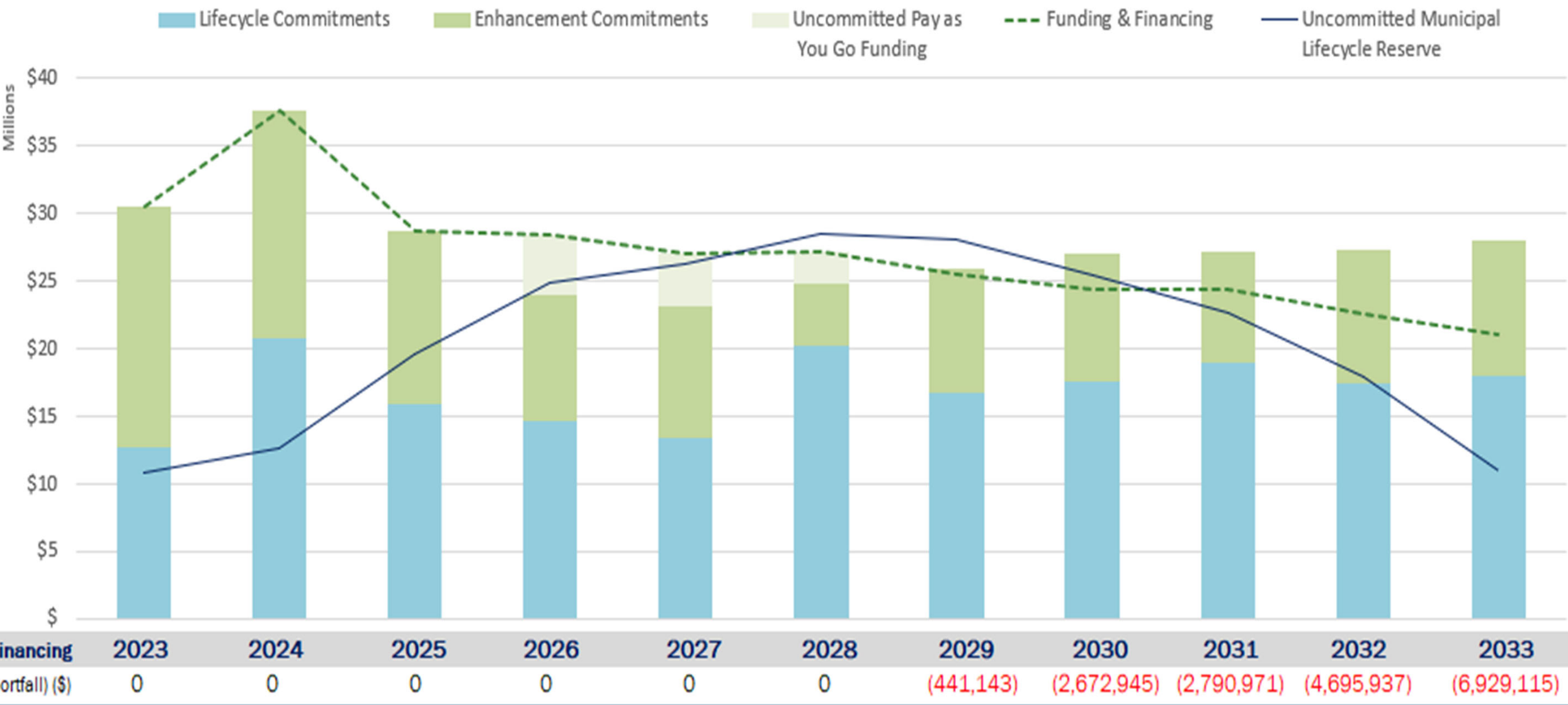
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TOTAL = \$62 M

Lifecycle Reserves



Projection Funding vs Commitments



* Pending further analysis, regulated revenue projections include one refinery.

Closed Session Item

Operating 2023

Budget Information Requests

Operating 2023

Budget Information Requests



- Attachment 1: Budget Summary Infographic
- Attachment 2: Corporate Overview PowerPoint
- Attachment 3: Recommended Capital Plan (2023-2025)
- Attachment 4: Budget Information Requests**
- Attachment 5: Service Enhancements
- Attachment 6: Council Budget Requests
- Attachment 7: Department Budget Reports

Consolidated Budget Package



Budget
Presentations

October 27-28

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Service Enhancements

Operating 2023

Process Overview

November Deliberations

1. Motion to **recommend approval** of an enhancement
Seconded:
No -> Defeated
Yes -> Move to deliberations
2. Deliberate of recommended motions
Call for Debate:
Vote with no majority -> Defeated
Vote with majority -> Include in approval motion
3. Motion to **approve all recommended** motions (assumes seconded)
Motions passes -> Approved enhancements presented at December 13, 2022 Council meeting for final approval
Motion to amend -> Amend approval motion to add or remove enhancement
4. Amending list of motions for approval (assumes seconded)
Vote with no majority -> Defeated
Vote with majority -> Motion is amended

Corporate Energy and Environmental Sustainability Supervisor

RECOMMENDED SERVICE ENHANCEMENT

Coordinate the County's efforts in realizing cost-saving energy efficiencies and implementing carbon neutral practices by converting an existing temporary position into a permanent role.

SUMMARY

Division:	Infrastructure Services
Department:	Fleet and Facility Services
Category:	Core Service Capacity
FTE Justification:	New Service
Position Level:	Senior Professional
FTE Permanent or Temporary?	Permanent
Funding Source:	Taxation
Anticipated Tax Impact:	0.16%

ADMINISTRATION’S MOTION

That Council recommend approval of the Corporate Energy and Environmental Sustainability Supervisor permanent position (1 FTE) in the amount of \$138,710 from taxation.

Utility Systems/Agreements Lead

RECOMMENDED SERVICE ENHANCEMENT

Improve coordination and facilitation of utility moves for capital projects

SUMMARY

Division:	Infrastructure Services
Department:	Transportation and Engineering Services
Category:	Core Service Capacity
FTE Justification:	New Service
Position Level:	Professional
FTE Permanent or Temporary?	Permanent
Funding Source:	Taxation
Anticipated Tax Impact:	0.13%

ADMINISTRATION’S MOTION

That Council recommend approval of the Utility Systems/Agreements Lead permanent position (1 FTE) in the amount of \$113,420 from taxation.

Operational/Small Cap Engineering Projects Delivery Officer

RECOMMENDED SERVICE ENHANCEMENT

Establish project management resource to administer in-year and emergent construction projects

SUMMARY

Division:	Infrastructure Services
Department:	Transportation and Engineering Services
Category:	Core Service Capacity
FTE Justification:	New Service
Position Level:	Professional
FTE Permanent or Temporary?	Permanent
Funding Source:	Taxation
Anticipated Tax Impact:	0.13%

ADMINISTRATION’S MOTION

That Council recommend approval of the Operational/Small Cap Engineering Projects Delivery Officer permanent position (1 FTE) in the amount of \$113,420.

Utility Growth and Development Support

RECOMMENDED SERVICE ENHANCEMENT

Improve Customer Service Delivery for utility growth and development by providing a dedicated resource for in-house utility modelling, hydraulic network analysis and utility engineering standards review

SUMMARY

Division:	Infrastructure Services
Department:	Utility and Waste Management Services
Category:	Core Service Capacity
FTE Justification:	Address Capacity
Position Level:	Senior Professional
FTE Permanent or Temporary?	Permanent
Funding Source:	Self-Funded
Anticipated Tax Impact:	0.00%

ADMINISTRATION’S MOTION

That Council recommend approval of the Utility Growth and Development Support permanent position (0.50 FTE) in the amount of \$73,360 funded from utility rate revenue.

Enhanced Mowing Service Levels

RECOMMENDED SERVICE ENHANCEMENT

Formalize an Enhanced Mowing Service Program to support continued resident satisfaction with expanded mowing service levels on Sturgeon County-owned lands

SUMMARY

Division:	Infrastructure Services
Department:	Agriculture Services
Category:	Service Level Enhancement
FTE Justification:	New Service
Position Level:	Labourer
FTE Permanent or Temporary?	Permanent
Funding Source:	Taxation
Anticipated Tax Impact:	0.26%

ADMINISTRATION’S MOTION

That Council recommend approval of the Enhanced Mowing Service Levels permanent positions (2.1 FTE) in the amount of \$215,350 from taxation.

Asset Management Coordination

RECOMMENDED SERVICE ENHANCEMENT

Bridges the gaps in infrastructure asset life cycle management as a proactive initiative

SUMMARY

Division:	Infrastructure Services
Department:	Transportation and Engineering Services
Category:	Service Level Enhancement
FTE Justification:	New Service
Position Level:	Professional
FTE Permanent or Temporary?	Permanent
Funding Source:	Taxation
Anticipated Tax Impact:	0.15%

ADMINISTRATION’S MOTION

That Council recommend approval of the Asset Management Coordination permanent position (1 FTE) in the amount of \$126,800 from taxation.

Seasonal Readiness Program Resourcing

RECOMMENDED SERVICE ENHANCEMENT

Providing safe and effective winter maintenance and snow and ice operations

SUMMARY

Division:	Infrastructure Services
Department:	Transportation and Engineering Services
Category:	Service Level Enhancement
FTE Justification:	New Service
Position Level:	Labourer
FTE Permanent or Temporary?	Permanent
Funding Source:	Taxation
Anticipated Tax Impact:	0.13%

ADMINISTRATION’S MOTION

That Council recommend approval of the Seasonal Readiness Program Resourcing permanent position (1 FTE) in the amount of \$107,900 from taxation.

Agricultural Master Plan and Support Strategy

RECOMMENDED SERVICE ENHANCEMENT

Establish a long-term vision for the agricultural sector of Sturgeon County, to identify and prioritize policies, programs and initiatives which are supportive of current and future agricultural operations and enterprises, and to evaluate potential sector growth and diversification opportunities

SUMMARY

Division:	Infrastructure Services
Department:	Agriculture Services
Category:	One-Time
FTE Justification:	-
Position Level:	-
FTE Permanent or Temporary?	-
Funding Source:	Reserve
Anticipated Tax Impact:	0.00%

ADMINISTRATION’S MOTION

That Council recommend approval of the Agricultural Master Plan and Support Strategy in the amount of \$130,000 from the General Operating Reserve.

Evening Crew for Fleet Repairs

RECOMMENDED SERVICE ENHANCEMENT

Evening crew support for operational department requirements including Transportation, Agriculture Services, Utilities and Emergency Services

SUMMARY

Division:	Infrastructure Services
Department:	Fleet and Facility Services
Category:	Core Service Capacity & SLE
FTE Justification:	New Service
Position Level:	Labourer
FTE Permanent or Temporary?	Permanent
Funding Source:	Taxation
Anticipated Tax Impact:	0.19%

ADMINISTRATION’S MOTION

That Council recommend approval of the Evening Crew for Fleet Repairs permanent positions (3 FTE) in the amount of \$157,790 from taxation.

Customer Service Excellence in Internal and External Accounting Service Delivery

RECOMMENDED SERVICE ENHANCEMENT

Maintain customer service excellence and implement an effective and efficient means of delivering financial operations and accounting services (internally and externally) to County stakeholders

SUMMARY

Division:	Financial Services
Department:	Corporate Finance & Treasury
Category:	Core Service Capacity
FTE Justification:	Address Capacity
Position Level:	Administrative
FTE Permanent or Temporary?	Permanent
Funding Source:	Taxation
Anticipated Tax Impact:	0.08%

ADMINISTRATION’S MOTION

That Council recommend approval of the Customer Service Excellence in Internal and External Accounting Service Delivery permanent position (1 FTE) in the amount of \$74,500 from taxation.

Operational Synergy, Performance, Capital Management, and Strategic Initiatives Leadership

RECOMMENDED SERVICE ENHANCEMENT

Perform financial accounting and reporting activities for the County's capital and special projects, with the intention of combining this 0.4 FTE request with an existing 0.6 FTE to create a new 1.0 FTE resource

SUMMARY

Division:	Financial Services
Department:	Corporate Finance & Treasury
Category:	Core Service Capacity
FTE Justification:	Address Capacity
Position Level:	Senior Professional
FTE Permanent or Temporary?	Permanent
Funding Source:	Taxation
Anticipated Tax Impact:	0.07%

ADMINISTRATION'S MOTION

That Council recommend approval of the Operational Synergy, Performance, Capital Management, and Strategic Initiatives Leadership permanent position (0.40 FTE) in the amount of \$62,290 from taxation.

Business Process Innovation and Financial Environment Sustainability

RECOMMENDED SERVICE ENHANCEMENT

Temporarily increase resources in Corporate Finance and Treasury to advance project timelines coordination and aligning objectives with County-identified initiatives over a period of three-to-five-years

SUMMARY

Division:	Financial Services
Department:	Corporate Finance & Treasury
Category:	One-Time
FTE Justification:	Address Capacity
Position Level:	Senior Professional
FTE Permanent or Temporary?	Temporary
Funding Source:	Reserve
Anticipated Tax Impact:	0.00%

ADMINISTRATION’S MOTION

That Council recommend approval of the Business Process Innovation and Financial Environment Sustainability 3–5-year temporary position (1 FTE) in the amount of \$127,500 from the General Operating Reserve.

Cyber Security Service

RECOMMENDED SERVICE ENHANCEMENT

Strengthen risk awareness, provide protection, and support recovery and response of the County with a cyber-security service

SUMMARY

Division:	Corporate Services
Department:	Information Services
Category:	Core Service Capacity
FTE Justification:	-
Position Level:	-
FTE Permanent or Temporary?	-
Funding Source:	Taxation
Anticipated Tax Impact:	0.11%

ADMINISTRATION’S MOTION

That Council recommend approval of the Cyber Security Service to be ongoing in the amount of \$90,000 from taxation.

Communications Officer – Infrastructure Services

RECOMMENDED SERVICE ENHANCEMENT

Transition the existing temporary Communications Officer to a permanent position, providing support to Transportation and Engineering Services and the other Infrastructure Services departments

SUMMARY

Division:	Corporate Services
Department:	Corporate Communications
Category:	Core Service Capacity
FTE Justification:	New Service
Position Level:	Professional
FTE Permanent or Temporary?	Permanent
Funding Source:	Taxation
Anticipated Tax Impact:	0.13%

ADMINISTRATION’S MOTION

That Council recommend approval of the Communications Officer – Infrastructure Services permanent position (1 FTE) in the amount of \$113,500 from taxation.

Department Meeting Room Upgrades

RECOMMENDED SERVICE ENHANCEMENT

Support hybrid meeting environment by upgrading the boardrooms in Sturgeon County facilities outside of County Centre

SUMMARY

Division:	Corporate Services
Department:	Information Services
Category:	One-Time
FTE Justification:	-
Position Level:	-
FTE Permanent or Temporary?	-
Funding Source:	Reserve
Anticipated Tax Impact:	0.00%

ADMINISTRATION’S MOTION

That Council recommend approval of the Department Meeting Room Upgrades one time in the amount of \$40,000 from the Vehicle & Equipment Reserve.

GIS Resourcing

RECOMMENDED SERVICE ENHANCEMENT

Leveraging Sturgeon County’s investments in infrastructure and programs/services via data collection, information management and informed decision making through the creation of a temporary GIS position

SUMMARY

Division:	Corporate Services
Department:	Information Services
Category:	One-Time
FTE Justification:	New Service
Position Level:	Junior Professional
FTE Permanent or Temporary?	Temporary
Funding Source:	Reserve
Anticipated Tax Impact:	0.00%

ADMINISTRATION’S MOTION

That Council recommend approval of the GIS Resourcing temporary position (1 FTE) in the amount of \$90,000 from the General Operating Reserve.

Security Improvement Project

RECOMMENDED SERVICE ENHANCEMENT

Undertake cybersecurity improvements to the County’s IT environment to better protect organizational IT assets and service delivery, as well as close gaps identified in cybersecurity audit

SUMMARY

Division:	Corporate Services
Department:	Information Services
Category:	One-Time
FTE Justification:	-
Position Level:	-
FTE Permanent or Temporary?	-
Funding Source:	Reserve
Anticipated Tax Impact:	0.00%

ADMINISTRATION’S MOTION

That Council recommend approval of the Security Improvement Project in the amount of \$90,000 from the Corporate Support Operating Reserve.

Increased Effectiveness and Efficiency of Animal Control Provisions Throughout Sturgeon County

RECOMMENDED SERVICE ENHANCEMENT

Enhance the organization's animal control service level by adding a second Animal Control Officer

SUMMARY

Division:	Corporate Services
Department:	Protective Services
Category:	Service Level Enhancement
FTE Justification:	New Service
Position Level:	Junior Professional
FTE Permanent or Temporary?	Permanent
Funding Source:	Taxation
Anticipated Tax Impact:	0.11%

ADMINISTRATION’S MOTION

That Council recommend approval of the Increased Effectiveness and Efficiency of Animal Control Provisions permanent position (1 FTE) in the amount of \$98,450 from taxation.

Grant Funding for Not-for-Profit Organizations

RECOMMENDED SERVICE ENHANCEMENT

Enhance the capacity of non-profit and seniors’ organizations within the County to support residents through an increase in funding that reflects the rising costs of providing services

SUMMARY

Division:	Corporate Services
Department:	Family and Community Support Services
Category:	Service Level Enhancement
FTE Justification:	-
Position Level:	-
FTE Permanent or Temporary?	-
Funding Source:	Taxation
Anticipated Tax Impact:	0.06%

ADMINISTRATION’S MOTION

That Council recommend approval of the Grant Funding for Not-for-Profit Organizations to be ongoing in the amount of \$48,330 from taxation.

Social Framework

RECOMMENDED SERVICE ENHANCEMENT

Enhance the County's ability to sustain a healthy, inclusive community through an assessment of community needs and by developing principles, policies and programs reflective of community goals

SUMMARY

Division:	Corporate Services
Department:	Family and Community Support Services
Category:	One-Time
FTE Justification:	-
Position Level:	-
FTE Permanent or Temporary?	-
Funding Source:	Reserve
Anticipated Tax Impact:	0.00%

ADMINISTRATION’S MOTION

That Council recommend approval of the Social Framework one-time funding in the amount of \$75,000 from the General Operating Reserve.

24-Hour Online Development Application Portal

RECOMMENDED SERVICE ENHANCEMENT

Enhance municipal website functionality to include online permitting functionality for anytime/anywhere customer service, and modernized service functionality and file coordination

SUMMARY

Division: Development and Strategic Services
Department: Planning and Development Services
Category: Service Level Enhancement

FTE Justification: -
Position Level: -
FTE Permanent or Temporary? -

Funding Source: Taxation
Anticipated Tax Impact: **0.16%**

ADMINISTRATION’S MOTION

That Council recommend approval of the 24-Hour Online Development Application Portal to be ongoing in the amount of \$133,250 from taxation.

Land and Development Compliance Resourcing

RECOMMENDED SERVICE ENHANCEMENT

Enhance Administrative capacity for monitoring conditions of development approvals while striving to achieve proactive and effective compliance in accordance with Council's recent regulatory reviews

SUMMARY

Division:	Development and Strategic Services
Department:	Planning and Development Services
Category:	Service Level Enhancement
FTE Justification:	New Service
Position Level:	Professional
FTE Permanent or Temporary?	Permanent
Funding Source:	Taxation
Anticipated Tax Impact:	0.15%

ADMINISTRATION’S MOTION

That Council recommend approval of the Land and Development Compliance Resourcing permanent position (1 FTE) in the amount of \$129,300 from taxation.

Villeneuve Airport Development Readiness

RECOMMENDED SERVICE ENHANCEMENT

Advance technical bylaw amendments (engineering standards, development levies, infrastructure confirmations, etc.) to facilitate the next steps in Villeneuve Airport Area development

SUMMARY

Division: Development and Strategic Services
Department: Economic Innovation and Growth
Category: One-Time

FTE Justification: -
Position Level: -
FTE Permanent or Temporary? -

Funding Source: Reserve
Anticipated Tax Impact: **0.00%**

ADMINISTRATION’S MOTION

That Council recommend approval of the Villeneuve Airport Development Readiness one-time funding in the amount of \$270,000 from the General Operating Reserve.

Council Budget Requests

Operating 2023

Rivière Qui Barre Community Centre Renovations



That Council refer the Rivière Qui Barre Agricultural Society's request for \$325,000 to support Phase 2 of renovations to the Rivière Qui Barre Community Centre to 2023 Budget deliberations.

Moved by N. Comeau
Motion 284/22

July 12, 2022 Regular Council Meeting

Phase 2

Components:	Classroom refurbishment*, washrooms, changerooms, storage, janitorial, office, coatroom, utility/work rooms
Estimated Costs:	\$442,600 (*No estimate on classroom refurbishment yet)
Completion:	Fall 2023

Taken from:
3.1 - Rivière Qui Barre Agricultural Society Presentation - Request for Funding for the Rivière Qui Barre Community Centre Renovation (July 12, 2022 Regular Council Meeting)

Victim Services

COUNCIL OPERATING BUDGET REQUEST

Increase and include all victim services that service Sturgeon County Residents.

SUMMARY

Councillor:	Stang
Department:	Family & Community Support Services
Reference:	CBR-2023-010
FTE Justification:	-
Position Level:	-
FTE Permanent or Temporary?	-
Funding Source:	-
Anticipated Tax Impact:	-

Currently, the County provides \$6,778 per year (<0.01% Tax impact) to Sturgeon Victim Services.
(3-year agreement ending in 2023)

The \$6,778 amount was based on population and was specifically requested by Sturgeon Victim Services in 2020.

Jessica Martel Memorial Foundation (JMMF)

COUNCIL OPERATING BUDGET REQUEST

Consider providing operational support for JMMF for a 5-year period.

SUMMARY

Councillor:	Hnatiw
Department:	Family & Community Services
Reference:	CBR-2023-030
FTE Justification:	-
Position Level:	-
FTE Permanent or Temporary?	-
Funding Source:	Tax
Anticipated Tax Impact:	0.012%

MAYOR HNATIW’S MOTION

That Council approve a \$10,000 annual contribution for the years 2023-2027 to the Jessica Martel Memorial Foundation funded by taxation (~0.012% per year)

Michel Band Land

COUNCIL OPERATING BUDGET REQUEST

SUMMARY

Cost implications of Sturgeon County returning county owned land to the Michel Band.

Councillor:	Hnatiw
Department:	Multiple
Reference:	CBR-2023-033
FTE Justification:	-
Position Level:	-
FTE Permanent or Temporary?	-
Funding Source:	-
Anticipated Tax Impact:	-

MAYOR HNATIW’S MOTION

That Administration perform further analysis of implications of returning County-owned land to the Michel Band.

Protective Services Peace Officer

COUNCIL OPERATING BUDGET REQUEST

Consider adding an additional Peace Officer to the Protective Services department.

SUMMARY

Councillor:	Derouin
Department:	Protective Services
Reference:	CBR-2023-047
FTE Justification:	New Service
Position Level:	Professional
FTE Permanent or Temporary?	Permanent
Funding Source:	Tax
Anticipated Tax Impact:	0.15%

COUNCILLOR DEROUIN’S MOTION

That Council approve a permanent Peace Officer position (1 FTE) in the amount of \$127,500 from taxation (~0.15%).

Closed Session Item

Operating 2023

Check Point...

Continue Deliberations or *Motion to Finalize?*