



Town of Sylvan Lake

AGENDA ITEM REPORT

Regular Council

PREPARED FOR	Council	ITEM #	AIR - 514
STAFF CONTACT	Darren Moore	DEPARTMENT	Corporate Services
		DATE	January 10, 2022
SUBJECT	2022 Budget - Approval for Circulation to the Public		
ATTACHMENTS	01_2022 Budget Overview(2) 21-24 Financial Summaries 10Yr CapPlan,v.2022 (Circulate)		

EXECUTIVE SUMMARY

PURPOSE

To approve the proposed 2022 Budget for circulation to the public.

The plan is to submit the 2022 Operating and Capital Budgets and the 10 Year Capital Plan to Council for final adoption on February 14, 2022. At the same time, Administration will request that Council adopt the 2022-24 Financial Plan.

BACKGROUND

On November 30th, December 2nd and 7th, Council received presentations from all departments on the proposed 2022 Budget. Council deliberated and finalized the proposed budget on Saturday December 18th.

After two consecutive years of no municipal tax rate increases, the 2022 Budget proposes a 3.82% municipal tax rate increase for both residential and non-residential properties. Approximately 3.25% of the increase is due to the increasing costs of RCMP for municipalities.

The Town of Sylvan Lake continues to be fiscally prudent by controlling spending, and managing reserves and debt to ensure financial viability in the years to come. Since 2013, the average tax rate increase, for both residential and non-residential properties, has been less than the average Consumer Price Index increase over the same time period. The chart is attached to this report.

A budget survey was conducted by Administration in the fall of 2020 which residents responded indicating the importance of good financial management with 53% indicating a preferred tax strategy of ensuring tax increases do not outpace the cost of living.

In the summer of 2022, paid parking fees will be increased so that visitors to Sylvan Lake in the summer continue to pay for maintenance and upgrades in the waterfront area. This is not a fee paid by Sylvan Lake residents and business owners. This initiative also is a result of feedback from the budget survey and from business owners in the community.

Utility rates will increase marginally for the first time since 2018 to help fund increased operating and capital costs. This financial plan also sees the Franchise Fee Allocation Policy being temporarily rescinded in order to strike a more balanced approach to financial sustainability.

The provincial government is expected to pass its budget in the spring at which time the education tax requisitions will be known. By that time final assessments will be prepared and final tax rates will be set with combined tax and assessment notices mailed out at the end of May 2022.

DISCUSSION

None at this time.

RESOURCE IMPACTS

The 2022-2024 Financial Plan is attached to this report.

ALIGNMENT WITH COUNCIL'S STRATEGIC DIRECTION

Guiding Principle - TRANSPARENT - Municipal decision-making process and communications will be transparent and understandable.

COMMUNICATION STRATEGY

The 2022-2024 Financial Plan will be posted on the Town's website with a hard copy available to the public at the Municipal Government Building. A media release will go out which will also be posted to the municipal website. Staff will again mail a budget highlight postcard to all residents within the community and publish a 'reader friendly' budget summary document and have an online feedback form.

An open house is proposed for Wednesday January 19th, between 4pm and 6pm at the Municipal Government Building. The open house will be advertised in the newspaper and online.

CHIEF ADMINISTRATIVE OFFICER COMMENTS

Support Recommendation

DIVISIONS CONSULTED IN THIS REPORT

All Divisions have been involved in the 2022-2024 Financial Plan preparation.

OPTIONS

1. Circulate the 2022-2024 Financial Plan for public input with final adoption of the 2022 Operating and Capital Budgets and 10 Year Capital Plan on February 14th, 2022.
2. Circulate the 2022-2024 Financial Plan with amendments, with final adoption of the 2022 Operating and Capital Budgets and 10 Year Capital Plan on February 14th, 2022.
3. Postpone circulation of the 2022-2024 Financial Plan pending further review by Council.

RECOMMENDATION

That Council approve the circulation of the proposed 2022-2024 Financial Plan to the public for input with final adoption of the 2022 Operating and Capital Budgets and 10 Year Capital Plan scheduled for February 14th, 2022.

PROPOSED RESOLUTION

1. That Council approve the circulation of the proposed 2022-2024 Financial Plan to the public for input with final adoption of the 2022 Operating and Capital Budgets and 10 Year Capital Plan scheduled for February 14th, 2022 Regular Council Meeting as outlined in report AIR-514.
2. That Council set the date of Wednesday January 19th, 2022 from 4pm to 6pm at the Municipal Government Building for the public open house session on the proposed 2022-2024 Financial Plan as outlined in report AIR-514.



Report Prepared by:

Darren Moore

Director of Finance



Report Approved by:

Wally Ferris

Chief Administrative Officer



2022-2024 Financial Plan

Deliberated by Council: December 18th, 2021



Budget Presentations

- **November 30** – Budget Overview; Administration; Corporate Services; Planning and Development.
- **December 2** – Recreation, Culture, Tourism, and Economic Development; Parks and Protective Services.
- **December 7** – Public Works including Utilities; FCSS.
- **December 8** – Additional evening booked if required.



Budget Deliberations and Approval

- **December 18** (Saturday) – 2022 Budget Deliberations
- **January 10** – Council approves 2022 Budget for circulation to the public
- **January 19** – Budget Open House, Wednesday 4:00 – 6:00pm (Municipal Government Building)
- **February 11** – Deadline for public comments on the proposed 2022 Budget
- **February 14** – 2022 Budget and 2023-2024 operating plan approved by Council including 10 Year Capital Plan

Budget Overview – Assessment

- Assessment growth projected at \$20 million each year for the current 2022-2024 financial plan.
- Market value changes on existing properties are difficult to determine and are projected at 0% for the 3-year financial plan



Budget Overview - Taxation

- For both 2020 and 2021 there was no increase to the core municipal tax rate. This was to assist residents in dealing with the Covid-19 Pandemic and a slow economy.
- No supplemental tax was levied for 2020 and 2021. With signs that the economy is recovering, it is planned to once again have a supplemental tax for 2022. The amount generated in 2019 was approximately \$30,000.



Budget Overview - Taxation

- The 2021-2023 financial plan, approved last year, projected municipal tax increases of approximately 5% each year for 2022 and 2023 to fund the operating budget.
- With minimal assessment growth, combined with a 0% municipal tax rate increase for two consecutive years, the Town's base from which to generate additional tax revenue has been negatively affected. For the 2020 fiscal year, these combined effects resulted in the Town being short \$230,000 in tax revenue and for 2021, the result was a shortfall of \$400,000. These shortfalls each year were covered by accumulated surplus' of prior years.
- Continued reliance on the accumulated equity of the Town is not sustainable.

Town of Sylvan Lake: Tax rates vs. CPI

Historical Tax Rate increase and CPI increase													
													Avg Increase
				2013	2014	2015	2016	2017	2018	2019	2020	2021	2013-2020
Tax Rate Increase % - Residential				1.9	1.4	2.0	1.9	1.4	1.9	1.2	0	0	1.46
Tax Rate Increase % - Non-Residential				1.9	0	0	0	1.4	1.9	0	0	0	0.65
CPI - Alberta				1.4	2.5	1.1	1.1	1.6	2.4	1.8	1.1		1.63

Budget Overview - Taxation

- The 2022-2024 financial plan forecasts municipal tax rate increases to fund the operating budget as follows,
 - 2022 – 3.82%
 - 2023 – 4.84%
 - 2024 – 2.72%

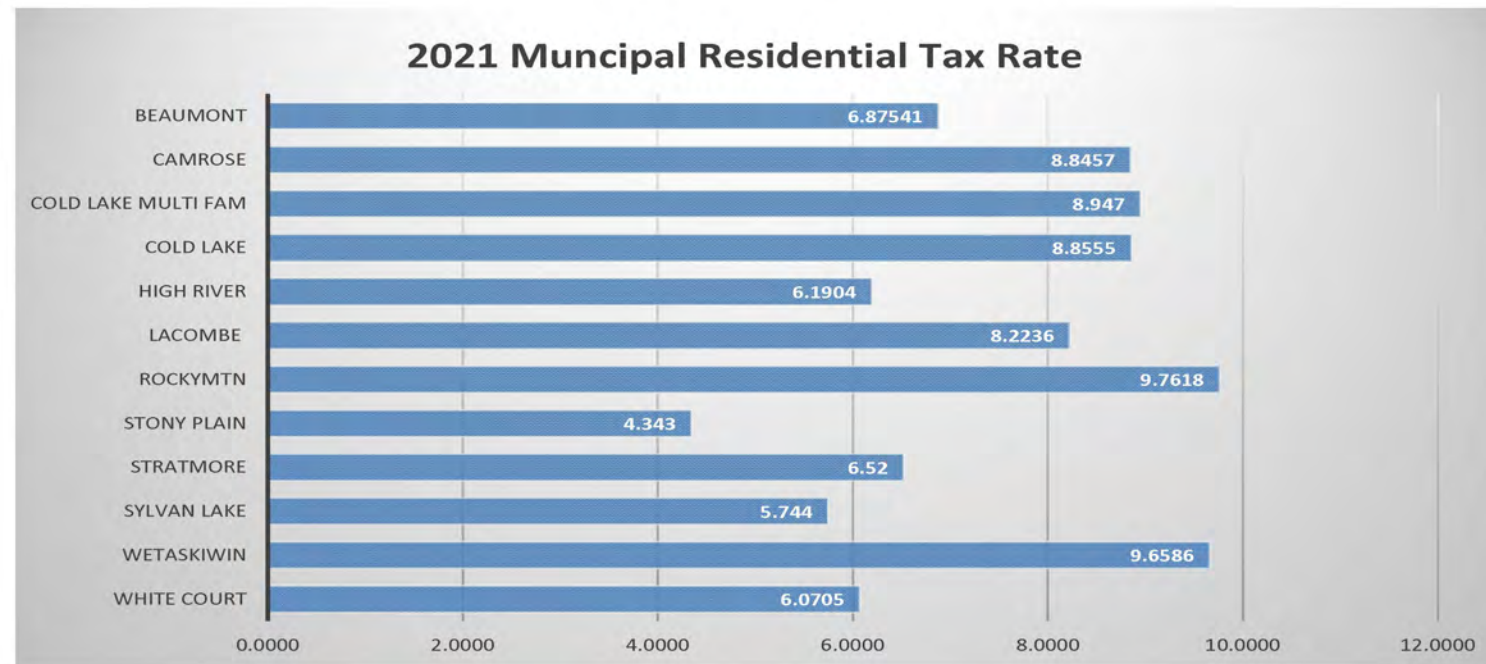
Budget Overview - Taxation

- 2021 Net Municipal Taxes \$16,830,000
- 2022 Net Municipal Taxes \$17,630,000

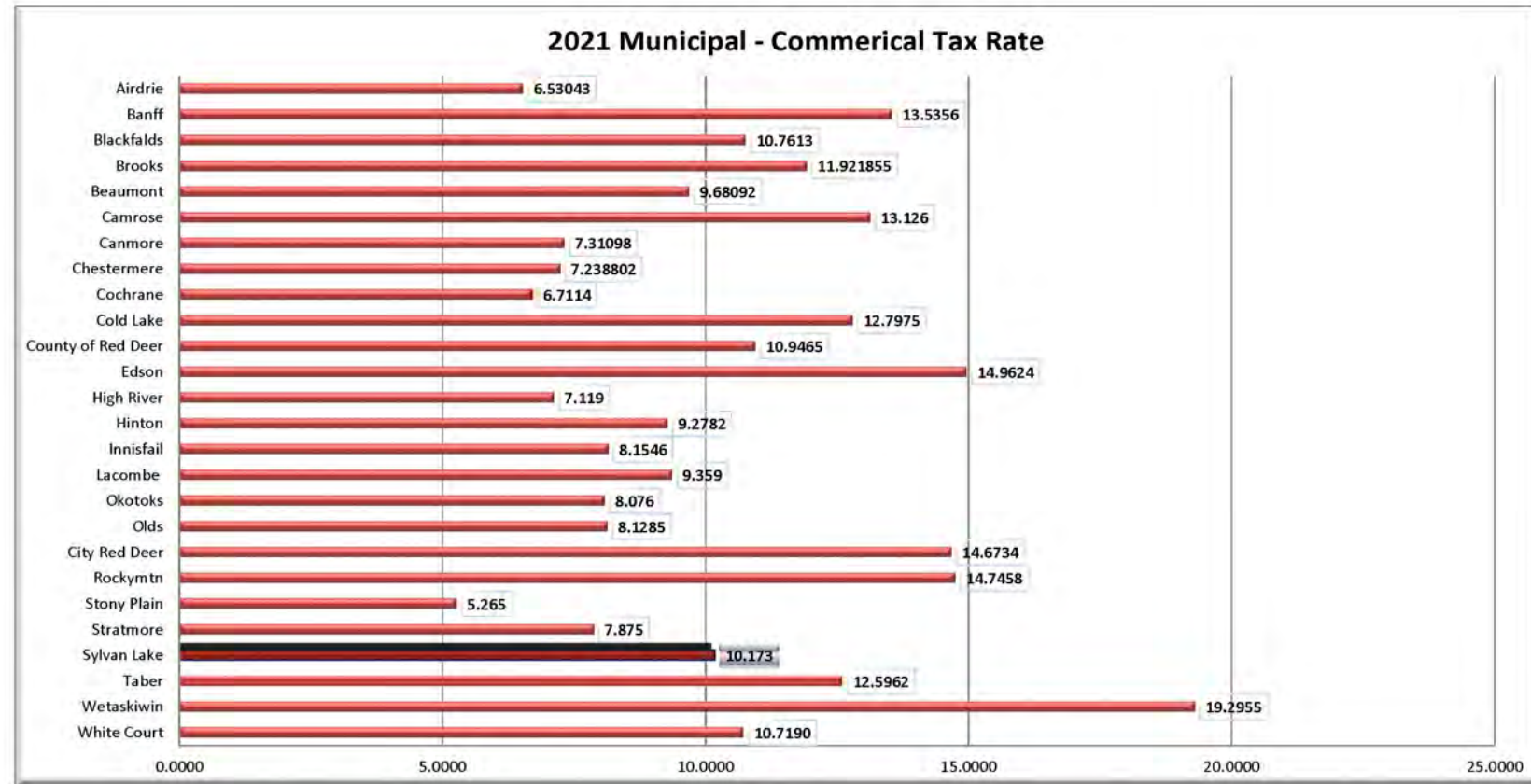
- Change in Municipal Taxes \$ 800,000

- Increased tax revenue from assessment growth is projected to be approximately \$150,000.
- Increased tax revenue from proposed municipal tax rate increase of 3.82% for the 2022 Budget is \$650,000.

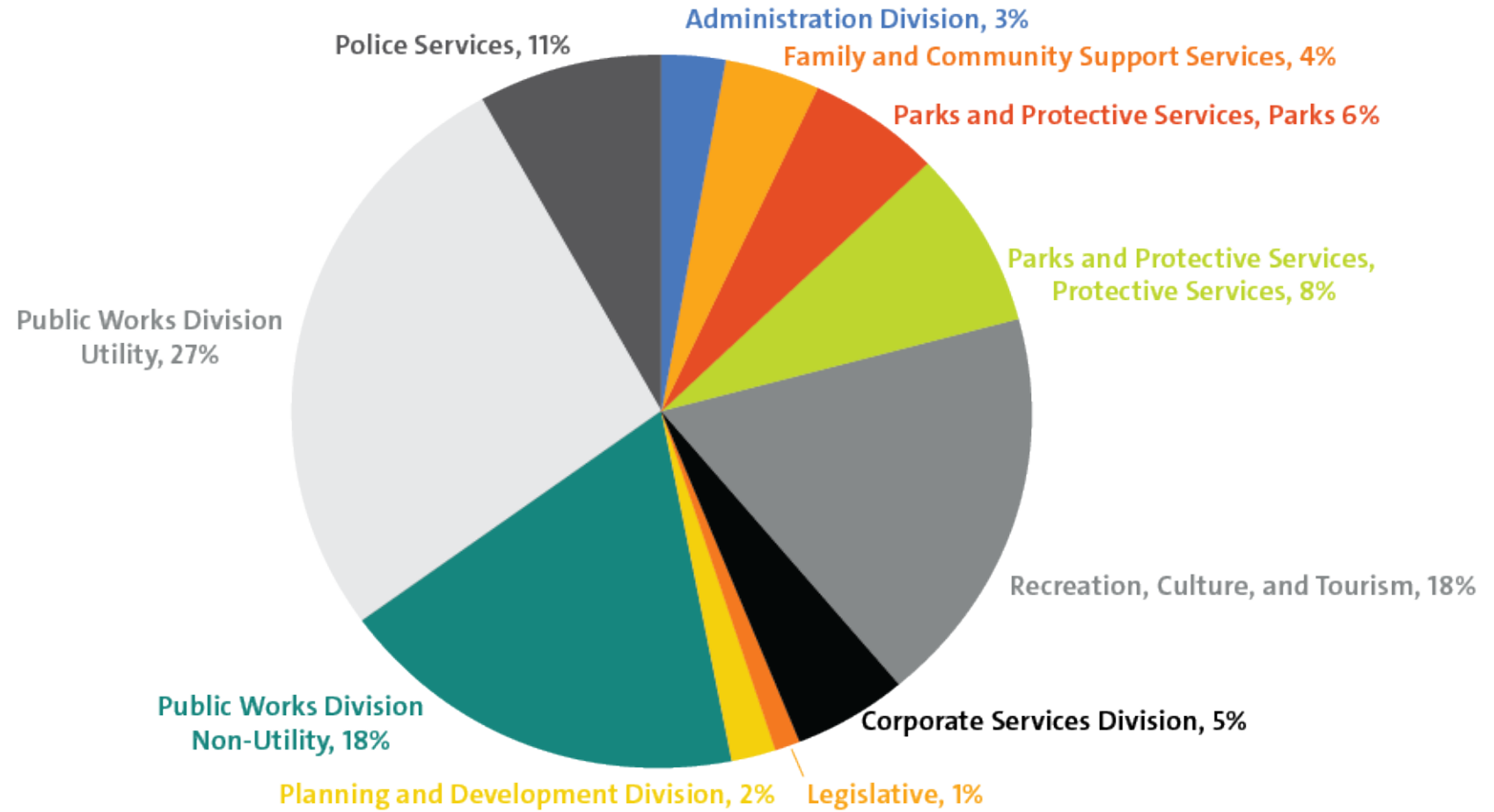
Town of Sylvan Lake: Tax rates comparison



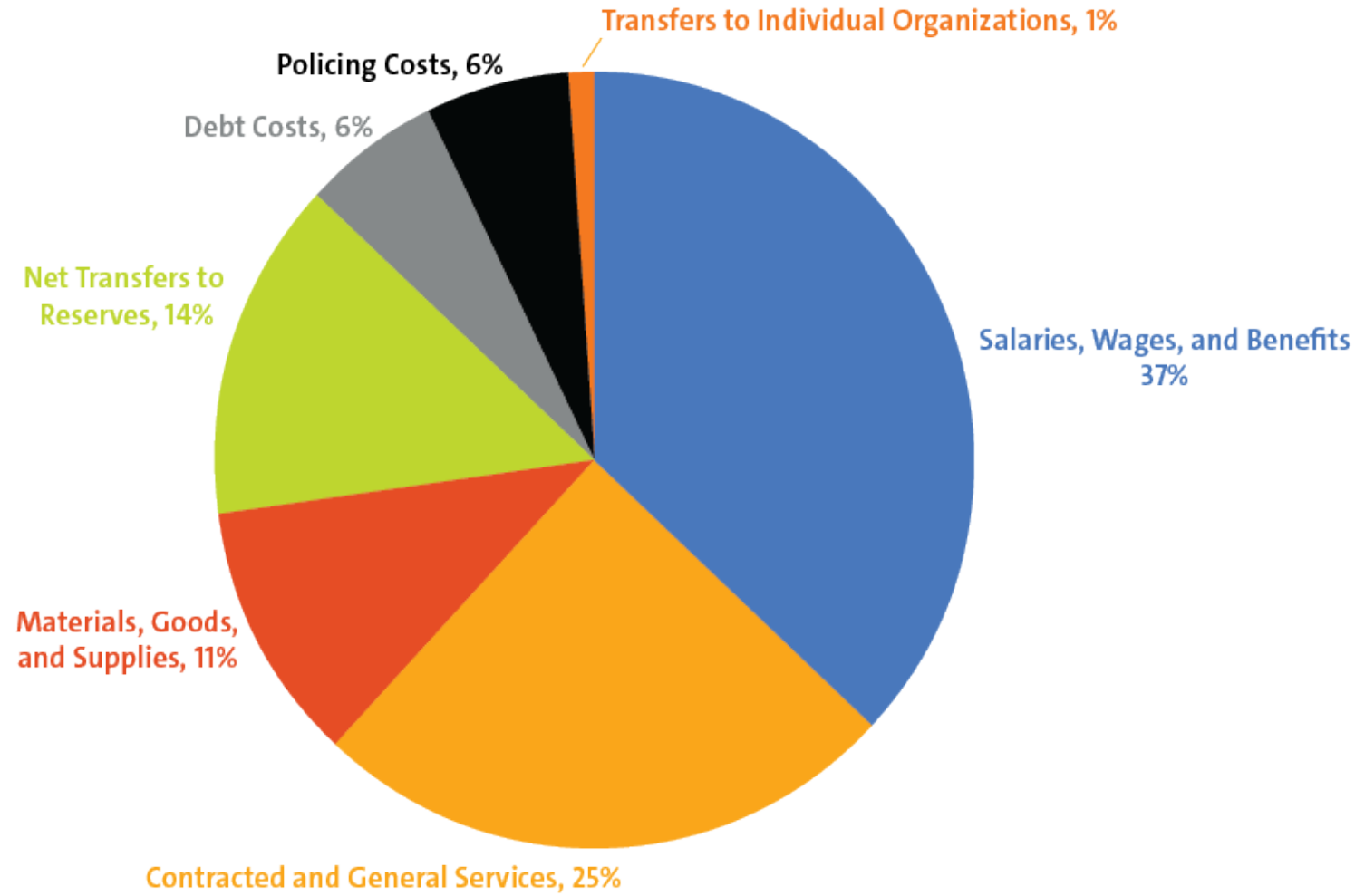
Town of Sylvan Lake: Tax rates comparison



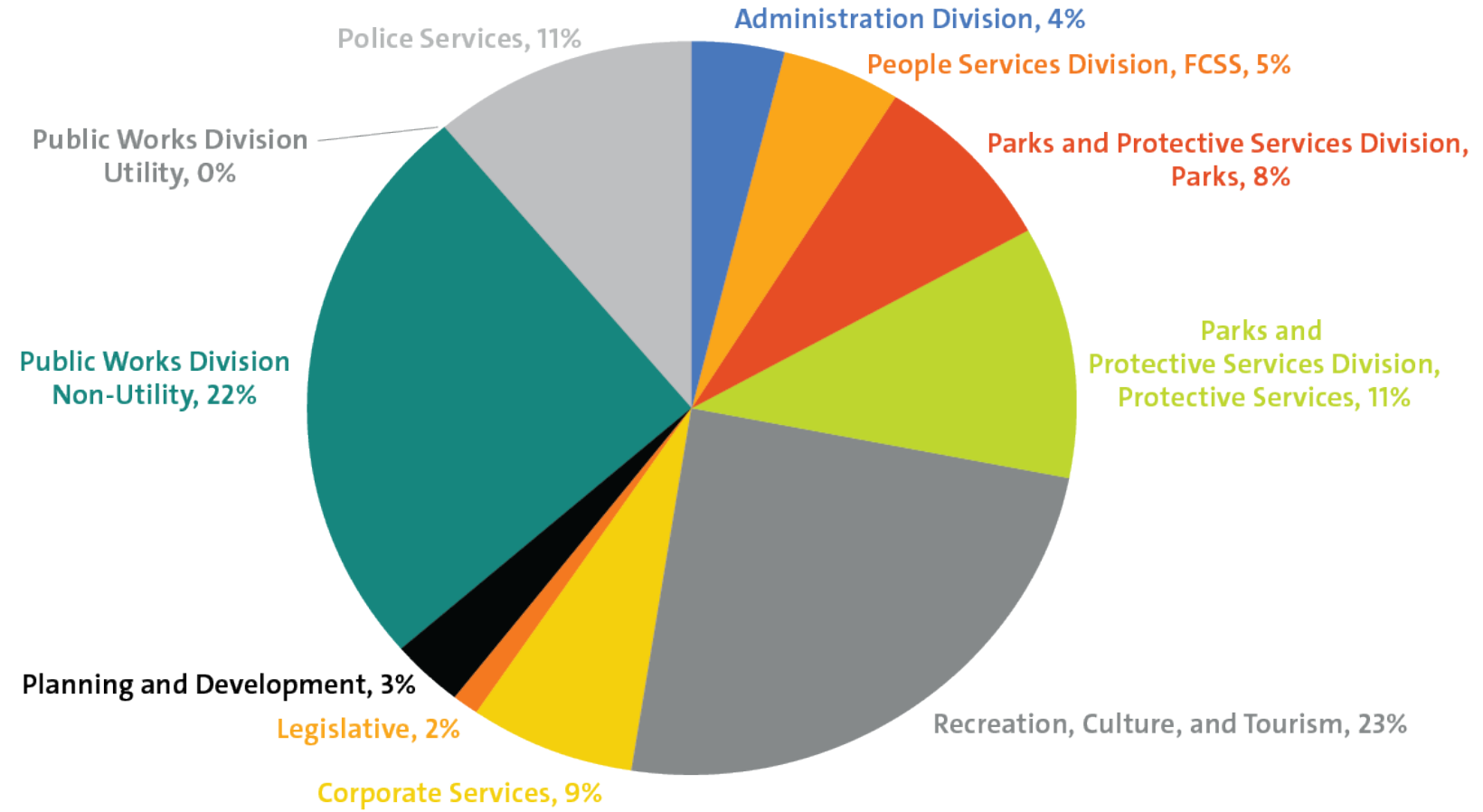
2022 Operating Expense Summary by Department



2022 Operating Expense Summary by Type



2022 Tax Funding by Department





Budget Overview - Taxation

- The Recreation Levy remains unchanged in the 2022-2024 financial plan at \$894,000. This levy is equal to and pays the annual debt payment on the NexSource Centre.
- The Transportation Levy in the 2022-2024 financial plan is set to increase to \$500,000 annually from \$475,000 levied in 2021. This levy funds primarily transportation capital projects.



Budget Overview - Highlights

- No Franchise Fee rate increase for Natural Gas or Electricity in 2022.
- Current Town policy outlines that 75% of franchise fee revenue is to be set aside in 2022 into reserve for future capital projects.
- It is proposed to reduce the amount to 50% for 2022 and each year in the 2022-2024 financial plan. The reduced transfer to reserve results in approximately \$660,000 being allocated to the operating budget for 2022.
- This departure from current policy will require Council approval and has longer term effects on the Town's capital plan.
- This change in policy is intended to reduce the pressure on the Town of Sylvan Lake's tax rates.



Budget Overview - Utilities

- With the taxpayers of Sylvan Lake owning their utility system, prior financial plans have included a transfer from utilities to the capital budget each year, as a return on investment to assist with non-utility municipal infrastructure. This amount was \$600,000 in 2021. As a result of significant changes in utility operations, this transfer is being suspended in the proposed financial plan beginning in 2022. The cost of the regional wastewater system, new water reservoir, and lagoon reclamation have resulted in the Town's utility system projected to be underfunded for the next several years.
- Utility rates are being increased in the proposed 3-year financial plan and are summarized in the following slides.

Solid Waste Rates

- Waste Transfer Site – Tipping rate increase for Sylvan Lake solid waste customers (from \$98 to \$100/tonne) and an increase for non-residents/businesses (from \$136 to \$138/tonne)
- Rate increase to Blue Cart (recycle) customers (from \$6.25 to \$6.50/month) – tipping rate increase from \$185 to \$190.50/tonne
- Rate increase to commercial cardboard recycling customers (from \$7 to \$7.25/month)
- Rate increase to Black Cart (garbage) customers (from \$19 to \$19.50/month) – Red Deer's current landfill rate is \$77/tonne
- Cart rate increases will add \$0.75/month - \$9/year per household
- Rates reflect an increase to tipping and other costs
- First rate increases for garbage and recycling since 2016
- \$660K to reserves (net \$400K) – up \$39K
- Waste Transfer Site subsidy of \$260K – up \$24K



Solid Waste Rates

(per month)

SOLID WASTE (yard/kitchen waste/recycling/garbage)	
Municipality	Monthly Charge
Didsbury	\$23.05
Okotoks	\$23.65
Beaumont	\$24.29
Olds	\$24.30
Innisfail	\$25.00
Sylvan Lake 2021	\$25.25
Sylvan Lake 2022	\$26.00
Chestermere	\$27.66
Stony Plain	\$28.15
Lacombe	\$31.76
Average:	\$24.85

Average
\$24.85

2021 Sylvan
Lake rate
\$25.25

2022 Sylvan
Lake rates
compared to
others 2021
rates

- Comparisons include residential yard/kitchen waste, garbage, and recycle collection
- Rates displayed are as of October 2021 – Sylvan Lake rate shown is proposed for 2022
- Revenue from solid waste rates fully funds the annual operation, mobile equipment replacements, and the subsidy to the Waste Transfer Site
- The 2022 recycle and garbage tippage rates have been included to the Sylvan Lake rate whereas the other surveyed municipalities have not

Water and Wastewater Rates

- Rate increase to water flat rate (from \$37.91 to \$38.67/month) and to water consumption rate (from \$0.80 to \$0.85/m³)
- Rate increase to wastewater flat rate (from \$24.33 to \$24.82/month) and to wastewater collection charge (from \$2.50 to \$2.75/month)
- First water or wastewater rate increases since 2018
- Rate increase for water and wastewater will add \$7.25/month - \$87/year per household (\$1.76 water, \$5.49 wastewater/month)



Water/Wastewater Rates - How do we compare?

COMMERCIAL	
Municipality	Monthly Charge
Didsbury	\$118.20
Beaumont	\$119.42
Sylvan Lake	\$135.49
Innisfail	\$147.00
Lacombe	\$154.81
Okotoks	\$158.77
Stoney Plain	\$176.91
Olds	\$188.83
Chestermere	\$281.27
Average:	\$164.52
RESIDENTIAL	
Municipality	Monthly Charge
Beaumont	\$100.60
Okotoks	\$111.16
Didsbury	\$118.20
Chestermere	\$131.45
Sylvan Lake	\$135.49
Stoney Plain	\$142.32
Innisfail	\$144.00
Lacombe	\$154.81
Olds	\$188.83
Average:	\$151.16

Average
\$164.52

Average
\$151.16

2021 Sylvan
Lake rate
\$128.24

2022 Sylvan
Lake rates
compared to
other
municipalities
2021 rates

2021 Sylvan
Lake rate
\$128.24

2022 Sylvan
Lake rates
compared to
other
municipalities
2021 rates

- Comparisons are based on 20 cubic metres of water use per month and include water and wastewater charges only (1 cubic meter = 220 gallons)
- Most surveyed municipalities are members of regional utility commissions
- Sylvan Lake's 2022 rates are compared to the 2021 rates of the surveyed municipalities – the surveyed municipalities have not announced their rate increases for 2022

*Rates as of October 2021



Budget Overview – Highlights

- Provincial Government
 - The Province has revenue and debt challenges as a result of the slow economy and the ongoing pandemic.
 - Municipal Sustainability Initiative (MSI) funding is being reduced. For 2022 and 2023, the grant is being reduced by 60%. This will reduce the Town's capital program in the coming years and the ability to fund various projects.



Budget Overview – Highlights

- The resulting effect of a stagnant tax base, reduced provincial grants, strained reserves and infrastructure pressures, is a reduction in the budget of the next phase of Pogadl park and increased debt to fund growth projects.
- Pogadl park budget for the next phase is being reduced to \$7million in 2023 from the original \$11million with the full amount being debt financed.
- Utility infrastructure for growth projects will be funded from debt beginning in 2023 as the Town's internal equity position is unable to finance and sustain the planned development related projects.



Budget Overview - Highlights

- With the Town expecting to surpass 15,000 inhabitants in the recent census, the Town of Sylvan Lake will begin next year to pay 90% of policing costs with the province paying 10%. This will result in approximately a \$550,000 increase in RCMP costs for 2022 to just over \$2,700,000 and increasing to approximately \$3,000,000 annually in 2023 and 2024.



Budget Overview - Highlights

- The 2022-2024 financial plan has no wage market adjustment for staff. Council will review and adjust in subsequent years based on market conditions. Wage grid movements are included each year in the financial plan.
- Core budget expenditures have not been adjusted for inflationary pressures for 2022 and 2023. A 2% inflationary adjustment has been added for 2024; this is the first time in 5 years core budget expenditures will be increased for inflationary pressures.



Budget Overview – Highlights

- Community grants for non-profits have been eliminated from 2022 and 2023 budget years and are planned to be re-instated in 2024.
- Recreation, Culture and Tourism has eliminated the Community Spirit Grant of \$57,000 as well as the RCT Community Grant of \$107,000.
- FCSS reduced external grants by \$70,000 in 2021 with a further reduction to Nil for both 2022 and 2023.



Budget Overview - Highlights

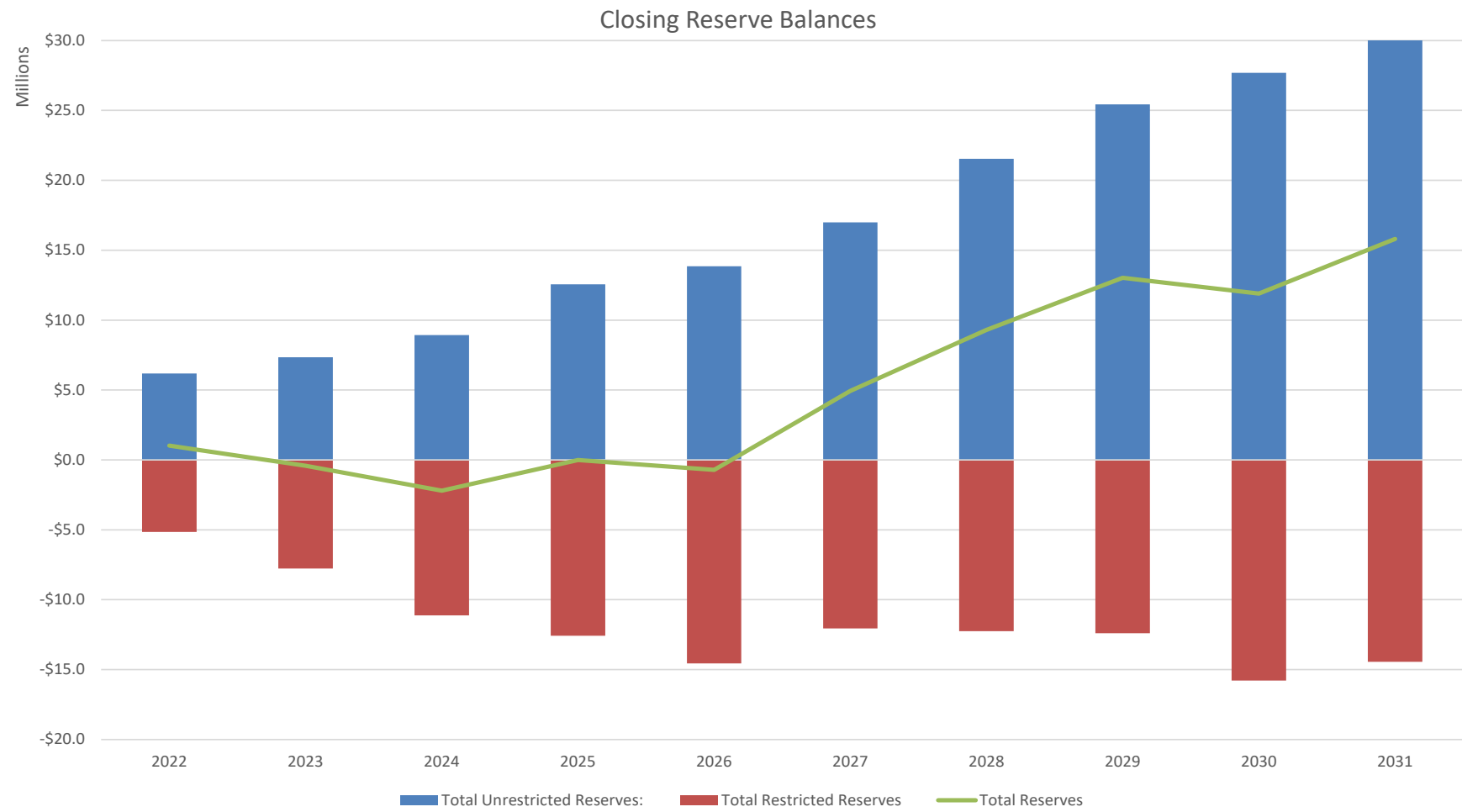
- Operating contingency in the 2022-2024 financial plan is \$130,000 for 2022, \$145,000 in 2023, and \$160,000 in 2024. These amounts are in accordance with Town Policy.
- Allocation to reserve for future building maintenance is \$115,000 in 2022, \$130,000 in 2023, and \$145,000 in 2024. These allocations are in accordance with Town Policy.



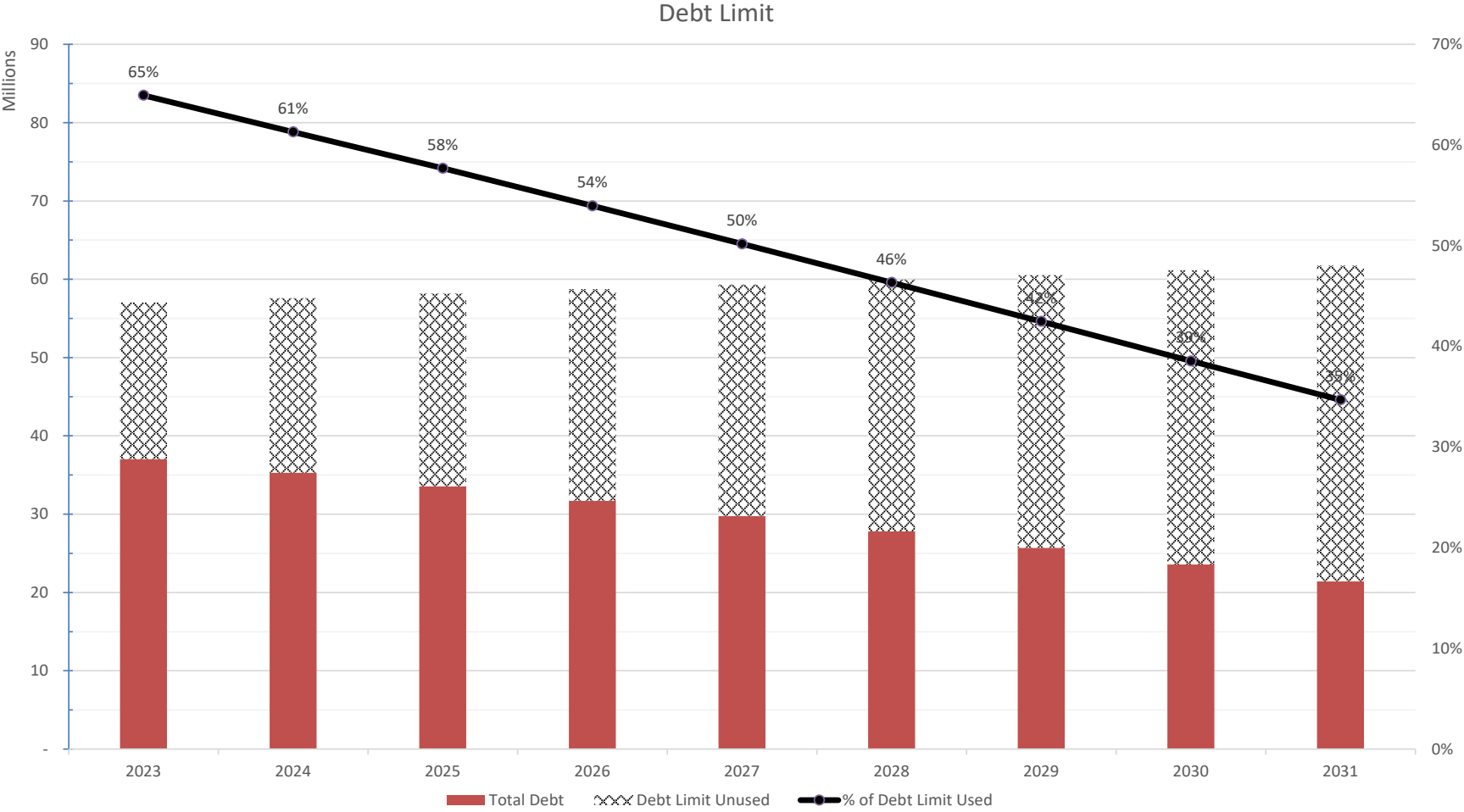
Budget Overview - Highlights

- Reserve balances
 - Town has lowest amount in reserves in past 15 years.
 - Many reserves have restricted use such as offsite levy reserves collected from development.
- Debt limit
 - Town policy limits amount of debt to 70% of the maximum allowed under Provincial government regulations. Next budgeted borrowing to take place in 2023 for Pogadl Park and Sanitary Sewer North Trunk Main Phase 1 and 2 growth projects, which will take the Town's debt load to approximately 65%.

Town of Sylvan Lake – Projected Reserves



Town of Sylvan Lake – Debt projections



Town of Sylvan Lake - 4 Year Operating Budget Summary

Division and Department

Revenues	2021	2022	2023	2024
Administration	50,000	25,000	-	-
Human Resources	-	-	-	-
Legislative	-	-	-	-
Total Administration	50,000	25,000	-	-
Corporate - Add Back Items Only	8,155,000	8,155,000	8,155,000	8,155,000
Total Corporate - Add Back Items Only	8,155,000	8,155,000	8,155,000	8,155,000
Communications	5,000	5,085	5,171	5,274
Finance	106,275	66,500	66,500	68,140
Information Technology	153,331	30,000	-	-
Municipal	27,676,946	27,663,493	29,034,026	29,832,842
Total Corporate Services	27,941,552	27,765,078	29,105,697	29,906,256
FCSS	1,037,571	1,044,529	629,005	496,849
Total FCSS	1,037,571	1,044,529	629,005	496,849
Fire Protection	247,325	247,415	247,415	252,363
Municipal Enforcement	858,940	1,010,040	1,013,498	1,029,768
Parks	439,846	329,335	396,335	401,276
Police Protection	695,225	650,225	655,225	669,230
Total Parks and Protective Services	2,241,336	2,237,015	2,312,473	2,352,636
Planning & Development	473,944	506,074	508,774	515,595
Total Planning and Development	473,944	506,074	508,774	515,595
Building Maintenance	661,500	637,244	590,221	602,026
Sewer	5,583,780	5,901,475	6,383,532	6,543,659
Solid Waste	2,136,449	2,270,832	2,358,447	2,402,187
Storm Sewer System	700,965	653,203	656,415	668,701
Transportation	401,531	285,340	185,686	186,400
Water	4,395,029	4,323,767	4,495,458	4,582,846
Total Public Works	13,879,253	14,071,861	14,669,760	14,985,818
Economic Development	70,000	15,000	-	-
Facilities	233,643	254,101	254,970	258,805
Recreation, Culture & Tourism	3,178,360	3,029,637	3,060,408	3,104,503
Total Recreation, Culture and Tourism	3,482,003	3,298,738	3,315,377	3,363,308
Total Revenues	57,260,660	57,103,295	58,696,086	59,775,464
Expenditures				
Administration	972,566	893,537	911,144	1,057,603
Human Resources	224,742	257,440	345,409	347,523
Legislative	503,646	467,241	469,870	473,016
Total Administration	1,700,954	1,618,218	1,726,424	1,878,142
Communications	270,088	254,020	254,858	255,673
Finance	1,321,620	1,312,027	1,338,986	1,354,866
Information Technology	844,805	847,894	818,063	834,151

Town of Sylvan Lake - 4 Year Operating Budget Summary

Division and Department

Municipal	9,530,658	9,009,850	9,099,850	9,340,807
Total Corporate Services	11,967,172	11,423,790	11,511,757	11,785,497
FCSS	1,880,095	1,798,170	1,480,257	1,385,625
Total FCSS	1,880,095	1,798,170	1,480,257	1,385,625
Archives Society	28,768	28,727	28,727	28,918
Emergency Management	9,181	10,702	10,871	11,069
Fire Protection	2,235,499	2,183,972	2,190,415	2,212,328
Health & Safety	114,715	122,222	119,279	121,515
Municipal Enforcement	1,571,139	1,814,949	1,819,211	1,840,591
Parks	2,759,347	2,784,456	2,869,408	2,904,848
Police Protection	3,260,075	3,617,584	3,912,346	3,967,220
Total Parks and Protective Services	9,978,723	10,562,611	10,950,257	11,086,487
Planning & Development	1,206,317	1,130,156	1,247,762	1,333,545
Total Planning and Development	1,206,317	1,130,156	1,247,762	1,333,545
Building Maintenance	812,453	807,025	797,466	790,555
Sewer	5,583,780	5,901,475	6,383,532	6,543,659
Solid Waste	2,136,449	2,270,832	2,358,447	2,402,187
Storm Sewer System	700,965	653,203	656,415	668,701
Transportation	8,207,555	8,052,120	8,240,254	8,354,784
Water	4,395,029	4,323,767	4,495,458	4,582,846
Total Public Works	21,836,230	22,008,423	22,931,573	23,342,731
Economic Development	263,361	218,463	242,424	198,793
Facilities	1,522,969	1,531,828	1,544,858	1,514,735
Recreation, Culture & Tourism	6,904,840	6,811,636	7,060,776	7,249,908
Total Recreation, Culture and Tourism	8,691,170	8,561,927	8,848,058	8,963,436
Total Expenses	57,260,660	57,103,295	58,696,086	59,775,464
 Net Total	 0	 0	 (0)	 (0)

Town of Sylvan Lake - 4 Year Operating Object Summary

Revenues	2021	2022	2023	2024
Advertising revenue	98,500	98,585	98,671	100,644
Amortization Corporate Add Back Only	8,155,000	8,155,000	8,155,000	8,155,000
Building Maintenance Allocation	577,459	581,244	590,221	602,026
Concessions & Franchises	2,655,000	2,669,000	2,819,000	2,969,100
Development Levies	68,000	68,000	68,000	69,160
Fines and Costs	304,700	308,100	316,558	322,889
Government Transfer for Operating	2,138,455	2,038,128	1,622,604	1,507,586
Licenses and Permits	398,600	466,074	468,774	475,235
NexSource Food & Beverage Sales	571,396	598,588	616,056	629,017
Non-Residential Taxes	3,272,469	3,404,500	3,604,500	3,770,590
Penalties & Costs	345,000	347,000	347,500	354,450
Recreation Levy	894,000	894,000	894,000	894,000
Rentals and Other Agreements	995,698	1,042,187	1,122,508	1,148,423
Requisitioned Taxes	7,080,658	7,047,850	7,047,850	7,188,807
Residential Taxes	12,549,819	12,698,143	13,718,676	14,051,345
Return on investments	180,000	180,000	180,000	183,600
Sales of Services and Supplies	12,550,621	13,141,270	13,882,745	14,184,127
Special Events Revenue	25,000	25,425	25,857	26,374
Transfer from Reserves	3,427,496	2,352,496	2,129,861	2,146,029
Transportation Levy	475,000	500,000	500,000	500,000
User Fees and Charges	497,789	487,705	487,705	497,062
Total Revenues	57,260,660	57,103,295	58,696,086	59,775,464
Expenditures				
Advertising and Publications	(304,617)	(284,370)	(283,566)	(291,154)
Amortization	(8,155,000)	(8,155,000)	(8,155,000)	(8,318,100)
Building Maintenance	(577,459)	(581,244)	(590,221)	(602,026)
Contingency	(120,000)	(130,000)	(145,000)	(160,000)
Debtenture Payments	(2,341,286)	(2,341,286)	(2,341,286)	(2,341,286)
Fuels and Oils	(252,525)	(237,074)	(253,693)	(258,997)
General Contracted Services	(6,879,194)	(6,906,000)	(7,111,254)	(7,192,092)
General Goods and Supplies	(1,953,832)	(2,040,189)	(2,015,116)	(1,990,098)
Grants to Others	(505,033)	(451,260)	(451,260)	(571,668)
Insurance	(361,934)	(386,934)	(388,286)	(388,286)
Licenses and Memberships	(528,116)	(566,079)	(572,475)	(583,766)
Office and Staff	(437,118)	(441,632)	(443,480)	(451,366)
Operating Projects	(1,659,153)	(685,370)	(301,070)	(503,070)
Policing (RCMP) Services	(2,185,931)	(2,543,868)	(2,835,560)	(2,886,461)
Professional Services	(319,119)	(331,958)	(330,718)	(338,107)
Rentals and Other	(179,715)	(164,729)	(162,717)	(164,802)
Requisitions	(7,080,658)	(7,047,850)	(7,047,850)	(7,188,807)
Salaries, Wages, and Benefits	(15,237,669)	(15,337,129)	(15,592,966)	(15,603,489)
Special Events Expense	(115,617)	(104,707)	(105,322)	(107,332)
Transfer to Reserves	(5,777,698)	(6,007,801)	(7,189,122)	(7,432,615)
Travel, Training, and Development	(336,027)	(386,289)	(387,706)	(392,976)
Utilities	(1,952,959)	(1,972,524)	(1,992,418)	(2,008,967)
Total Expenditures	(57,260,660)	(57,103,295)	(58,696,086)	(59,775,464)
Net Total	-	-	-	-

Operating Object Summary - 4 Years

TOWN OF SYLVAN LAKE 10 YEAR CAPITAL PLAN - v.2022		Move/Change Delete	Year X New									
Departm. Project Name		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	X
TRANSPORTATION SERVICES												
GROWTH INFRASTRUCTURE		OSL %										
30 Street - 30 Ave to 47 Ave	51									3,000,000		
30 Street - 47 Ave to Cuendet Industrial									2,000,000			
30 Street - Cuendet Industrial to Hwy 11A								2,000,000				
30 Street - Highway 11A North								2,000,000				
30 Street / Highway 11A Intersection Upgrade					500,000	1,500,000	1,500,000					
30 Avenue - Highway 20 to 30 Street									500,000	4,500,000		
30 Avenue / Highway 20 Intersection									250,000	3,000,000		
47 Avenue Extension - Charles Industrial to 30 Street												3,200,000
47 Avenue Upgrades - Hwy 20 to Charles Industrial							200,000	3,000,000				
50 Avenue - 60 Street to 53 Street												3,000,000
50 Avenue / 46 Street Intersection Upgrade		100,000	400,000									
50 Street - 48 Avenue to Perry Drive												4,500,000
50 Street - Lakeshore to 48 Ave & 50 Ave realignment		150,000			3,000,000							
50 Street / Beacon Hill Drive Intersection Upgrades												500,000
50 Street / Memorial Trail Intersection Upgrade				150,000	1,500,000							
50 Street Widening Perry to Memorial Trail								1,500,000				
60 Street Widening												8,200,000
Highway 20 / Memorial Trail Intersection Upgrade		1,600,000	2,400,000									
Lakeshore Drive Phase 7 - Marina Bay to 60 Street												2,700,000
Memorial Trail - 60 St West		300,000		700,000								
Memorial Trail - Park & Ride												650,000
Memorial Trail / 60th St Intersection				1,500,000								
Memorial Trail Widening - 60St to Hwy 20												10,000,000
Twp Rd 385 - 60 St West												1,800,000

TOWN OF SYLVAN LAKE		Move/Change	Year X									
10 YEAR CAPITAL PLAN - v.2022		Delete	New									
Departm. Project Name		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	X
CORE INFRASTRUCTURE												
44 Street - 47 Avenue to 49 Ave												500,000
47 Avenue - 43 Street to 46 St												3,000,000
47 Avenue - 46 Street to 50 St												4,000,000
48 Avenue - 43 Street to 46 St												1,500,000
50 Avenue - 33 Street to 50 Street Reconstruction			2,500,000									
50 Avenue - 50 Street to Westview Dr.				3,000,000								
Herder Drive - Phase 1											2,500,000	
Herder Drive - Phase 2												2,000,000
Street Rehabilitation Program		800,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Cottage Area Village Modernization (Multi-year)												1,600,000
West Village Modernization		300,000				1,200,000						7,800,000
Gateway Signage		100,000										
Salt/Sand Storage Structure						200,000						
PW/Parks West Shop/Sand Salt Storage/Snow Dump												3,000,000
MOB Facility (Same location as existing)												10,000,000
		3,350,000	5,900,000	5,950,000	5,600,000	3,500,000	2,300,000	9,100,000	3,350,000	11,100,000	3,100,000	68,550,000
FUNDING ALLOCATION												
Capital Grants - Growth (Town Share)		(225,000)	(1,600,000)	(1,275,000)	(1,900,000)	(1,500,000)	(850,000)	(4,250,000)	(1,375,000)	(1,850,000)		
Capital Grants - Core		(1,800,000)	(2,100,000)	(2,300,000)	(300,000)	(500,000)	(600,000)		(600,000)	(600,000)	(2,500,000)	
Transportation Offsite		(225,000)	(1,600,000)	(1,275,000)	(2,050,000)	(1,500,000)	(850,000)	(4,250,000)	(1,375,000)	(5,250,000)		
Storm Offsite												
Roads Capital Reserve		(1,100,000)	(600,000)	(1,100,000)	(1,350,000)			(600,000)		(1,400,000)	(600,000)	
Corporate Reserve										(2,000,000)		
Debt or Other												
FUNDING (EXCESS) / SHORTFALL		-	-	-	-	-	-	-	-	-	-	68,550,000

TOWN OF SYLVAN LAKE 10 YEAR CAPITAL PLAN - v.2022		Move/Change Delete	Year X New									
Departm. Project Name		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	X
FLEET												
	SW - Garbage/Recycling Truck addition	305,000										
	Parks - Skid Steer replacement program	58,000										
	Parks - Tool Cat replacement program	70,000										
	PW - Skid Steer replacement	60,000										
	PW - Tool Cat replacement program	70,000										
	PW - Pickup replacement	45,000										
	UT - New pickup truck	50,000										
	UT - Pickup replacement		50,000									
	UT - Tool Cat replacement	70,000										
	RCT - Skid Steer replacement program	58,000										
	Fire - Engine Replacement		1,100,000									
	Parks - Skid Steer replacement program		58,000	58,000								
	Parks - Tool Cat replacement program		70,000	70,000								
	Parks - New Mower			24,000								
	PW - Wheel Loader		290,000									
	PW - One Ton replacement		60,000									
	PW - Skid Steer replacement program		60,000	60,000								
	PW - Tool Cat replacement program		70,000	70,000								
	PW - Bucket Lift		35,000									
	UT - Tool Cat replacement		70,000	70,000								
	RCT - Skid Steer replacement program		58,000	58,000								
	PW - New Sander			40,000								
	PW - Pickup replacement			45,000								
	PW - New Pickup			50,000								
	UT - Pickup replacement			50,000								
	SW - Garbage/Recycling replacement			310,000								
		786,000	1,921,000	905,000	-	-	-	-	-	-	-	-
FUNDING ALLOCATION												
	Equipment Reserve	(431,000)	(1,851,000)	(361,000)								
	Corporate Reserve			(114,000)								
	Solid Waste/Utility Reserve	(355,000)	(70,000)	(430,000)								
FUNDING (EXCESS) / SHORTFALL		-	-	-	-	-	-	-	-	-	-	-

TOWN OF SYLVAN LAKE 10 YEAR CAPITAL PLAN - v.2022			Move/Change Delete	Year X New										
Departmr. Project Name			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	X	
UTILITY & WASTE SERVICES														
GROWTH INFRASTRUCTURE			OSL %											
Wastewater														
	Lift Station (New) - 30 Street	100	300,000	1,500,000	1,500,000									
	Trunk Main (New) - 30 Street north of Hwy 11A	100											700,000	
	60St - Sanitary Main, Lakeway to Memorial	100			500,000									
	North Trunk - 46St to 50St - Phase 1	51		1,400,000										
	North Trunk - 50St to 60St - Phase 2	51			2,600,000									
	North Trunk - 49Ave to Hwy 20 - Phase 3	51											7,500,000	
	North Trunk - Hwy 20 to Regional Lift - Phase 4	51											2,500,000	
	Lagoon Reclamation		96,000	246,000	146,000	380,000	2,130,000	1,030,000	530,000	360,000			100,000	
	Snow Dump												1,200,000	
Water														
	Regional Water Connection @ 90/10 funding	51											3,000,000	
	Supply Main Northeast Gateway(Twinning to 40St)	51				1,400,000	4,000,000							
	60St - Water Main, Westwood to Fieldstone	51	1,300,000											
	Decommission South Reservoir Pump Station	51						1,200,000						
	Looping of Pogadi Park Main to Lakeway Blvd	51			1,000,000									
	New Well Tie In		1,050,000											
	Looping into Pogadi Park from Hwy 11 to 30K area	51								600,000				
	Beacon Hill Looping - Lincoln St to Brookstone Dr	51	300,000											
Storm														
	Herder Dr - Hinshaw Dr to Hagerman Rd		300,000											
CORE INFRASTRUCTURE														
	WTS Upgrades - Ramp repairs		100,000											
	Solid Waste - Audit and WTS site design				150,000								2,200,000	
	Sewermain Replacement Program		300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
	Watermain Replacement Program		300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
			3,950,000	3,500,000	6,350,000	2,000,000	4,600,000	1,800,000	600,000	1,200,000	600,000	600,000	17,800,000	
FUNDING ALLOCATION														
	Utility Reserve		(1,500,000)	(1,300,000)	(2,400,000)	(1,300,000)	(2,600,000)	(1,200,000)	(600,000)	(900,000)	(600,000)	(600,000)		
	Solid Waste Reserve				(150,000)									
	Water Offsite		(800,000)		(500,000)	(700,000)	(2,000,000)	(600,000)		(300,000)				
	Sanitary Offsite		(300,000)	(2,200,000)	(3,300,000)									
	Storm Offsite		(300,000)											
	Utility Grant		(1,050,000)											
	Debt / Other													
FUNDING (EXCESS) / SHORTFALL			-	-	-	-	-	-	-	-	-	-	17,800,000	

TOWN OF SYLVAN LAKE 10 YEAR CAPITAL PLAN - v.2022		Move/Change	Year X									
		Delete	New									
Department, Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	X	
PARKS AND PROTECTIVE SERVICES												
Parks												
Playground Replacement Program		75,000		75,000		75,000		75,000			75,000	
Trail Upgrades/Maintenance		200,000		200,000		200,000		200,000			200,000	
Pogadl Park - Parking Lot and Trail Connector	87,000											
Waterfront - Compacting Garbage Bins	42,000											
Parks Equipment - Waterfront	30,000											
Lakefront Washroom #2 Railings	100,000											
Parks & Open Spaces Master Plan	150,000											
Pogadl Park - Campground Furnishings		45,000										
Pogadl Park - Development Phases	300,000	6,700,000										
Consolidated Vision for the Waterfront	500,000	500,000										
Protective Services											1,000,000	
RCMP Building - Generator	310,000											
AFRAC Radio System - Fire Dept	292,000											
Waterfront - Patrol equipment	10,000											
RECREATION, CULTURE AND TOURISM												
Curling Rink Additional Power	30,000											
Aquatic Controllers	22,000											
Pocket Park Revitalization		15,000										
Culture & Art Projects												
NexSource Lobby Renovation					32,000							
Cultural Historical Preservation					50,000							
Arena 2 East Wall Curtain					110,000							
Visitors Centre						20,000						
Cultural Hub						200,000						
Historical Landmark						200,000						
Cooperative Space								300,000				
Community Centre Upgrades		350,000	400,000						500,000			
New Library											10,000,000	
New Recreation Centre - Phase 1											40,000,000	
	1,873,000	7,885,000	400,000	275,000	192,000	695,000	-	575,000	500,000	-	61,275,000	

TOWN OF SYLVAN LAKE 10 YEAR CAPITAL PLAN - v.2022			Move/Change Delete	Year X New								
Departm. Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	X	
FUNDING ALLOCATION												
Capital Grant		(200,000)		(200,000)								
Public Reserve												
Parks/Parking Reserve	(969,000)	(620,000)		(75,000)		(275,000)						
Recreation/Aquatic Reserve	(52,000)	(15,000)										
Debt or Other		(6,700,000)										
Corporate Reserve	(852,000)	(350,000)	(400,000)		(192,000)	(420,000)		(575,000)	(500,000)			
FUNDING (EXCESS) / SHORTFALL	-	-	-	-	-	-	-	-	-	-	-	61,275,000
TOTAL CAPITAL EXPENDITURES	9,959,000	19,206,000	13,605,000	7,875,000	8,292,000	4,795,000	9,700,000	5,125,000	12,200,000	3,700,000	147,625,000	
FUNDING SUMMARY												
Capital Grant - Growth	(225,000)	(1,600,000)	(1,275,000)	(1,900,000)	(1,500,000)	(850,000)	(4,250,000)	(1,375,000)	(1,850,000)	-	-	-
Capital Grant - Core	(1,800,000)	(2,300,000)	(2,300,000)	(500,000)	(500,000)	(600,000)	-	(600,000)	(600,000)	(2,500,000)	-	-
Offsite Levy / Reserve	(1,625,000)	(3,800,000)	(5,075,000)	(2,750,000)	(3,500,000)	(1,450,000)	(4,250,000)	(1,675,000)	(5,250,000)	-	-	-
Utility, Solid Waste, Parks, and Roads Reserves	(3,924,000)	(2,590,000)	(4,080,000)	(2,725,000)	(2,600,000)	(1,475,000)	(1,200,000)	(900,000)	(2,000,000)	(1,200,000)	-	-
Equipment Reserve	(483,000)	(1,866,000)	(361,000)	-	-	-	-	-	-	-	-	-
Debt or Other	-	(6,700,000)	-	-	-	-	-	-	-	-	-	-
Utility Grant	(1,050,000)	-	-	-	-	-	-	-	-	-	-	-
Corporate Reserve	(852,000)	(350,000)	(514,000)	-	(192,000)	(420,000)	-	(575,000)	(2,500,000)	-	-	-
	(9,959,000)	(19,206,000)	(13,605,000)	(7,875,000)	(8,292,000)	(4,795,000)	(9,700,000)	(5,125,000)	(12,200,000)	(3,700,000)	-	-
Capital Grant - Opening Balance	1,500,000	1,975,000	575,000	(500,000)	(400,000)	100,000	1,150,000	(600,000)	(75,000)	(25,000)	-	-
Current Year Allocation	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	-	-
Current Year Expenditure	(2,025,000)	(3,900,000)	(3,575,000)	(2,400,000)	(2,000,000)	(1,450,000)	(4,250,000)	(1,975,000)	(2,450,000)	(2,500,000)	-	-
Capital Grant - Closing Balance	1,975,000	575,000	(500,000)	(400,000)	100,000	1,150,000	(600,000)	(75,000)	(25,000)	(25,000)	-	-