

## **2016 OPERATING BUDGET (RECOMMENDED)**

### **ISSUE**

The proposed 2016 Operating Budget is presented to Council for approval.

### **REPORT**

Economic conditions in the Town of Okotoks in 2015 have seen a modest downswing as projected and experienced across parts of Canada. Construction starts this year were slightly slower than forecasted. Housing starts were budgeted to be 250 for 2015 and are projected to be 210 at year end. Serviced lot inventory and the market interest for new homes should result in slightly less construction activity for 2016.

Business License activity is also a good barometer of the economic well-being of the business community and economy. Results to date indicate business license activity with 2.7% growth in storefront businesses over 2014 and a total of 1.5% decline for all business license types. There are currently 658 home based businesses in Okotoks and net numbers are similar to last year. Business License applications are expected to grow by an additional 3% in 2016. Based on new business start-ups in 2015, 317 new jobs were created in Okotoks.

In terms of building construction activity, year-end projections for 2015 place the value of construction approaching \$80 million, as compared to \$90 million in 2014. As of September 30, 2015, approximately 40% of the 2015 construction activity to date is non-residential, with the remaining 60% being primarily residential; 2014 results indicated 30% non-residential and 70% residential. Okotoks inventory of serviced residential lots at the end of the third quarter of 2015 is 336 as compared to 322 lots at the same time last year.

Budget 2015 had provision for 50 acres of serviced land coming forth, with actual results being 34 acres, which is well below the previous years but very respectable in these uncertain economic times. Planning Services is projecting approximately 50 acres of new development in 2016, recognizing the limited licensed water supply available for new development in 2016.

While the total taxable assessment base has increased 7.1% from 2014 to 2015, the composition of taxable assessment has remained consistent at 86% residential assessment and 14% commercial and industrial assessment. Non-residential municipal tax rates currently are 38% higher than residential tax rates resulting in 83% of municipal tax revenue paid by residents and 17% paid by Commercial and Industrial property owners. Non-residential municipal tax rates are budgeted to remain 38% higher than residential tax rates for 2016.

Year over year census results show a 2.5% population growth in June of this year at 28,016 as compared to the 2014 census population reported at 27,331. Based on new utility accounts and population equivalency, a similar increase is anticipated in 2016. In preparing the 2016 budget, the Town is tasked with service delivery to slightly more than 28,600 residents who will have joined our community to enjoy and partake in our parks, schools, recreation facilities, attractive and diverse housing types and market segments, and a well planned and safe community.

The 2016 budget was prepared in accordance with the Town's Fiscal Principles, Practices and Policies approved by Council. Details of the proposed budget were presented to the Finance and Budget Committee and other interested members of Council by Business Centre Leaders over two days of meetings which were open to the public in early November. The Committee enjoyed the support and expertise of the three members of the public who are members of the Finance and Budget Committee as they reviewed the budget and its implications. Numerous meetings with Administration and discussion with Committee Members continued to refine the budget as late as December 7, 2015.

The strategic directions articulated in the 2014-2017 Business Plan and Council's Service Priorities for 2016 form the basis for development of the budget proposed for 2016.

Highlights of the Operating Budget include the following service enhancements:

- Enhanced Policing Services with RCMP at a full complement of 22 members currently, with an additional 2 Officers being added in July 2016
- Graduated increase in contribution to MD of Foothills for the operation of Scott Seaman Sports Rink to enhance recreational opportunities
- Operationalize Organizational Design Review recommendations
- Continued provision of wheelchair accessible transportation for seniors and persons with disabilities through the Town's subsidized taxi transportation program
- Water and Sewer utilities that are 100% self funded through utility rates

Attached to this report are 2016 Operating Budget Highlights and Account Summaries for each functional area of the Town's Operating Budget. The Highlights include a description of core services provided by each functional centre.

### Municipal Taxation

The 2016 Recommended Operating Budget represents an overall 1.6% increase in the property tax amount for municipal purposes only. The owner of a typical home will pay approximately \$35 more per year (\$2.92 per month) in municipal taxes in 2016.

While the total taxable assessment base has increased 7.1% since 2014, the composition of taxable assessment has remained consistent at approximately 87% residential assessment and 13% commercial and industrial assessment. Non-residential municipal tax rates currently in 2015 are 38% higher than residential tax rates resulting in 83% of municipal tax revenue paid by residential and 17% paid by non-residential property owners. Non-residential tax rates in 2016 as compared to residential tax rates remain 38% higher than the residential tax rate for municipal purposes.

The budget also includes the requirement to absorb the loss of tax revenue resulting from the Alberta Seniors Ministry eliminating municipal grants for property taxes paid to Housing Management Bodies (Foothills Foundation).

### Revenue

Tax revenue represents only 34% of total revenue required to meet the Town's annual operating and capital budgets. Other sources of revenue include Grants (12%), Sales and User Charges (30%) and the Town's reserves (24%). Sales and User Charges include utility charges, licenses and permits, facility rentals and program fees.

### Utilities

Water and Sewer utility rates are to provide for full cost recovery including amortization of the related capital infrastructure and contribution to administration equivalent to 15% of billed revenue. Water and Sewer rates will increase 3.3% in 2016 to meet this objective and cover all cost increases which, for the average customer, amounts to an increase of \$3.70 per billing period or \$22 per year. The water utility rate structure continues to be based 20% on a fixed fee and 80% on consumption in a three block rate structure.

Storm Sewer rates provide for full cost recovery, including amortization, which is retained in the Storm Sewer Reserve to finance life cycle maintenance and a snow storage and treatment facility in compliance with Provincial guidelines.

Home owners are able to request a 180 litre garbage cart, if desired and will be charged a slight increase based on total capacity available; for example, a 120 litre cart for \$20 per billing period (\$2 increase) and a 180 litre cart for \$32 per billing period (\$2 increase).

In keeping with the overall objectives stated in the Town's Waste Management Plan, recycling fees are maintained at 2015 levels for 2016. The Curb-It recycling program subscription rate remains at \$14.50 per billing period in 2016 for the Curb-It 240 litre bins.

### Permits and Licenses

No changes to rates for Dog Licenses are proposed for 2016. Business License fees will also remain the same.

### Recreation User Fees

Minor increases are proposed for outdoor field rental rates. Overall, user rates are competitive with similar facilities and, with the exception of programs, continue to be subsidized by taxes.

In accordance with the Master Shared Services Agreement, signed in 2011, the MD of Foothills is required to pay for Fire, Recreation, Recycling, Library and Cemetery services provided by the Town to MD residents. The MD's 2016 contribution for these services is projected to decrease by approximately \$38K from \$1,781K to \$1,743K, due to the reduced lifecycle maintenance requirements at the Okotoks Recreation Centre.

### Expenditures

The Town is challenged with managing increasing costs that result from both growth and inflation. Major increases in operating costs for 2016 attributable to growth include:

- Scott Seaman Sports Rink operating deficit cost shared with MD – Town portion \$66K (66% of Town's share for 2015, increasing to 100% in 2016)
- RCMP at full complement and the addition of 2 members on July 1, 2016, plus a significant increase in the per member costs effective April 1, 2016 - \$296K
- Increased EPCOR Utility Operating Contract - \$285K
- Modest increase in staffing to maintain services, including the growing demand in aquatics, community programs and information technology services - \$365K

The impact of inflation and contractual obligation for goods and services purchased by the Town to provide municipal services amounts to \$347K for 2016. The Town continues to implement strategies to manage these cost pressures rather than passing them on to Town residents in the form of higher taxes and user fees. These strategies include but are not limited to:

- Improved processes in most Business Centres
- Automation of systems and processes
- Use of partnerships and practicum personnel
- Favourable contract negotiations
- Facility maintenance focused on energy efficiencies
- Investment in equipment to provide more efficient services (garbage collection, snow removal)
- Enhanced investment returns in alignment with policy
- Aggregate futures energy procurement (electricity, natural gas and fuel)

Specific initiatives of each of the Town's Business Centres are identified in the attached Highlight Sheets.

The Town's debt policy and guidelines support the responsible management of the Town's financial resources. Regulations prescribing municipal debt limits have been established by the Minister. Further, Council has imposed limitations at 75% of those set by the Minister. No new debt is reflected in the 2016 budget. The Town plans its capital needs and through a combination of proper reserve and debt management, minimizes the use of long term debt. The Town is currently accessing 41% of its internal allowable debt limit, and 37% of its debt servicing limit.

The Town maintains both operating and capital reserves. The operating reserves are used to address lifecycle maintenance, temporary cash flow shortages, emergencies, unanticipated economic downturns and one-time opportunities. The capital reserves are mainly used to support the Town's long term capital planning. The 2016 Budget maintains the Town's commitment to saving for asset management through contributions to major capital reserves and reflects continuation of capturing assessment growth in the requisition funded reserve contribution levels of \$5,350K, including:

- General Recapitalization Reserve \$2,660K
- Recreation Facilities Reserve \$2,130K
- Cultural Facilities Reserve \$560K

#### Major Operating Projects

Major projects included in the 2016 Operating Budget total \$5.8 million. These projects are largely lifecycle maintenance, infrastructure replacements and water license acquisitions and are funded by Town reserve funds, developer levies and grants. A number of projects have not been undertaken in 2016 to reduce the draw on Town reserves. Projects and related funding sources are included on the Highlight Sheets and the 2016 Operating Projects Budget Summary.

#### Municipal Taxes Payable

Overall municipal taxes payable on a typical residential property, including the general municipal property tax, along with the recapitalization, recreation facilities and cultural facilities reserve contributions, result in an annual municipal property tax increase of 1.6% overall from 2015 amounts, equal to \$35 or \$2.92 per month for a typical dwelling.

#### Summary

The 2016 Operating Budget is a sound and responsible approach to deliver the services expected by our residents. It includes rather than avoids the responsibility to protect our infrastructure, it maintains a safe community, it supports those in need when they require support, and carefully manages the phased in expansion of municipal infrastructure and facilities to meet our growing community's needs and requirements, while recognizing and accounting for growth levels anticipated in 2016. The Town plans its capital needs and funds these requirements through a combination of prudent reserve and grant management thereby minimizing the use of long term debt. The increased contribution to reserves for future needs means the Town has added no debt funding to deliver the services and programs desired by the community.

At their December 7, 2015 meeting, the Finance and Budget Committee recommended that Council approve the 2016 Operating Budget as presented.

## **RECOMMENDATIONS**

1. That the 2016 Operating Budget as identified in the 2016 Recommended Operating Budget: Revenues and Expenditures – Summary of All Function Areas, excluding the Corporate Communications Budget program and the Corporate Advertising Budget program, be approved.
2. That the Recommended 2016 Operating Projects be approved in the amount of \$5,778,500, with funding sources as identified in the 2016 Major Operating Projects Budget Summary.
3. That the 2016 Corporate Communications Operating Budget program in the amount of \$663,620 be approved.
4. That the 2016 Corporate Advertising Budget in the amount of \$216,725 be approved.

### **Attachments:**

1. 2016 Recommended Operating Budget: Revenues & Expenditures – Summary of All Function Areas
2. 2016 Recommended Operating Budget Highlights and Account Summaries
3. 2016 Operating Projects and Project Summary

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December 10, 2015

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Summary of All Function Areas**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Fines - R	610,000	581,762	610,000	599,736	620,000
Franchise and Concession Contracts - R	1,100,000	1,479,566	1,375,000	1,400,000	1,400,000
Licenses,Permits and Fees - R	1,547,430	1,756,628	1,800,570	1,871,861	1,736,045
Other Revenues - R	403,035	1,057,615	582,550	570,020	573,000
Penalties and Costs on Taxes - R	533,812	486,514	513,537	511,445	517,021
Rental Revenue - R	1,893,301	2,006,402	2,046,691	2,070,807	1,979,562
Returns on Investment - R	434,500	1,001,416	879,616	914,500	1,004,500
Sales and User Charges - R	13,332,774	15,056,733	14,097,689	15,567,406	14,839,193
Taxes and Grants in Place - R	22,150,000	22,241,976	25,137,114	24,938,114	26,141,040
Transfers from Governments and other Organizations - R	10,718,063	7,404,932	4,123,119	5,703,941	3,832,378
	<b>52,722,915</b>	<b>53,073,544</b>	<b>51,165,886</b>	<b>54,147,830</b>	<b>52,642,739</b>
<b>EXPENDITURES</b>					
Contracted and General Services	18,773,052	16,062,064	15,119,644	14,695,753	16,156,496
Long Term Interest	1,215,018	1,208,185	1,083,981	1,083,566	946,702
Materials, Goods, Supplies	3,252,134	2,878,373	2,174,577	3,191,215	1,942,822
Other Expenditures	645,500	534,776	641,500	241,000	261,000
Purchases from Other Governments	3,271,588	3,274,208	3,674,300	3,719,441	4,428,802
Salaries, Wages & Benefits	17,355,145	16,987,942	19,671,078	18,391,580	20,733,043
Bank Charges and Short Term Interest	54,700	63,480	59,650	62,201	61,734
Utilities	2,434,893	2,329,326	2,439,635	2,463,790	2,548,021
	<b>47,002,030</b>	<b>43,338,354</b>	<b>44,864,365</b>	<b>43,848,546</b>	<b>47,078,620</b>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>5,720,885</b>	<b>9,735,191</b>	<b>6,301,521</b>	<b>10,299,284</b>	<b>5,564,119</b>
Debt Principal	2,845,654	2,845,652	2,976,689	2,974,848	3,050,564
Transfers to/from Other Functions	30,010	0	(25,000)	123,375	0
Transfers to/from Other Funds	3,293,571	4,031,299	2,793,207	4,886,400	5,134,555
Transfers to/from Reserves	(448,340)	2,830,972	556,625	1,501,638	(2,621,000)
<b>Tax Support</b>	<b>(10)</b>	<b>27,267</b>	<b>0</b>	<b>813,023</b>	<b>0</b>
<b>Amortization</b>	<b>8,069,520</b>	<b>25,970,642</b>	<b>8,042,912</b>	<b>8,042,912</b>	<b>8,007,766</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**GENERAL MUNICIPAL SERVICES**

**CORE SERVICES**

- The General Municipal Services budget includes revenues from taxation, investment revenue and franchise fees.
- Expenditures include requisitions payable to the Public and Separate School Districts, Foothills Foundation and Okotoks Public Library as well as debt servicing costs for the Okotoks Public Library expansion debenture.

FTEs – N/A

**CHANGES IN TAXES**

- \$600K increase in tax revenues from growth in taxable assessment.
- Municipal tax revenue is estimated to be \$1,012K higher than the 2015 budget.
- Municipal property tax rate differential – non-residential municipal tax rate for 2015 was 38% higher than residential municipal tax rates. Administration, in accordance with the 2016 budget priorities and guidelines approved by Council, has held the non-residential differential at the same level as 2016.
- Municipal property tax on a typical residence, increases by 1.6 % over the 2015 property tax, tied to the operating budget and increased contribution to the Cultural Facilities Reserve, in accordance with the 2016 budget priorities and guidelines approved by Council.
- There are no changes proposed with respect to penalties and late fees.

**CHALLENGES**

- Cost of providing services to a growing community is rising faster than tax revenues generated by assessment growth. This results in increased pressure on the Tax Levy to support current service levels.
- On-going increases in cost associated with building lifecycle maintenance are straining the ability of facility reserves to keep up with the requirements of the expansion in Town assets.

**EFFICIENCIES**

- Investment income is expected to be \$125K higher than budgeted in 2015 based on projected cash flows and increased investments.

**TRANSFERS TO/FROM RESERVES**

- Transfer to General Recapitalization Reserve of \$2,660K.
- Transfer to Recreation Facilities Reserve of \$2,130K.
- Transfer to Cultural Facilities Reserve of \$560K.

**RATES & FEES**

- Franchise Fees charged to Electrical providers remain at 10.0%.
- Franchise Fees charged to Natural Gas providers remain at 5.25%.
- Change in Franchise Fees charged to Natural Gas providers is contemplated in conjunction with the signing of a new agreement.

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**General Municipal Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Franchise and Concession Contracts - R	1,100,000	1,479,566	1,375,000	1,400,000	1,400,000
Penalties and Costs on Taxes - R	425,000	397,612	400,000	400,000	400,000
Rental Revenue - R	0	10	0	0	0
Returns on Investment - R	430,000	997,321	875,116	910,000	1,000,000
Sales and User Charges - R	0	372,389	0	0	0
Taxes and Grants in Place - R	22,150,000	22,239,229	25,134,330	24,935,330	26,138,256
Transfers from Governments and other Organizations - R	145,000	149,518	144,900	144,900	144,900
	<b>24,250,000</b>	<b>25,635,645</b>	<b>27,929,346</b>	<b>27,790,230</b>	<b>29,083,156</b>
<b>EXPENDITURES</b>					
Long Term Interest	43,394	43,102	36,646	36,646	29,579
Other Expenditures	0	2,142	0	0	0
	<b>43,394</b>	<b>45,243</b>	<b>36,646</b>	<b>36,646</b>	<b>29,579</b>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>24,206,606</b>	<b>25,590,402</b>	<b>27,892,700</b>	<b>27,753,584</b>	<b>29,053,577</b>
Debt Principal	143,336	143,336	150,084	150,084	157,150
Transfers to/from Other Functions	19,292	73,935	31,180	31,180	45,022
Transfers to/from Other Funds	4,185,000	4,180,602	5,000,000	5,000,000	5,350,000
Transfers to/from Reserves	250,000	1,683,982	850,000	850,000	0
<b>Tax Support for: General Municipal Services</b>	<b>19,608,978</b>	<b>19,508,547</b>	<b>21,861,436</b>	<b>21,722,320</b>	<b>23,501,405</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
 Budget Centre Highlights

**COUNCIL & LEGISLATIVE SERVICES**

**CORE SERVICES**

- Provide legislative and support services to Council and the Corporation. Provide and maintain corporate records management systems, administer F.O.I.P. Act and conduct the civic census.
- Provide advice, research and support to the Corporation in the development of corporate bylaws, policies and administrative guidelines.

**FTEs**

- Includes the salaries and expenses for 7 members of Council.
- Includes 5.9 FTE, an increase of 0.2 FTE from 2015 for the annualization of the Legislative & Policy Services Manager. This includes the transfer of records management staff.

**CHANGES IN SERVICES**

- In alignment with the new organizational design, all Legislative Services functions have been realigned, including records management and census functions.
- The additional Legislative and Policy Services Manager position will assist the Corporation in reviewing and revising our policy framework, prioritizing and writing corporate policies to clarify our current philosophies, practices and procedures as well as updating to align with best practices.
- Implementation of an electronic document and records management system that corporately files pertinent information with easy access required for business centres to do their jobs more efficiently and effectively.
- As a Federal Census will be conducted in 2016 and population growth has slowed, this budget proposes not conducting a Town census for 2016.

**CHALLENGES**

- Implementation of a coordinated corporate electronic document management system using current staffing levels with a significant backlog in paper file management is a multi-year initiative (e.g. property file electronic document management policy and scanning pilot project started late 2015, digitization will begin in 2016 and will continue through 2017).
- Keeping abreast of the ever changing legislative requirements (e.g. MGA), and monitoring of complex issues and researching both legislation and issues that impact local government (e.g. potential formation of growth management boards) is ongoing.

**EFFICIENCIES**

- Increased ability to electronically file and locate documents needed for employees to work efficiently, save on archive physical space required to store documents and time to retrieve, will be increased (property file documents used organization wide consistent with set policy and practices that follow legal requirements should the documents be required in court).
- Increased use of online information, publications and communications is reducing cost of paper and increasing ability to respond faster to customer requests (e.g. summary of Council meeting highlights electronically, use of online forms to collect public input, e.g. committee members applications submitted through electronic forms).
- Increased alignment of policies with Corporation strategy and best practices.

**MAJOR OPERATING PROJECTS**

Project #	Project Name	Project Cost	Funding Source
11010	Property File Digitization	\$100,000	MSI Operating Grant

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Council and Legislative Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Rental Revenue - R	0	2,741	0	0	0
Sales and User Charges - R	0	4,225	0	0	0
Transfers from Governments and other Organizations - R	0	0	0	0	100,000
	<u>0</u>	<u>6,966</u>	<u>0</u>	<u>0</u>	<u>100,000</u>
<b>EXPENDITURES</b>					
Contracted and General Services	186,235	176,605	177,980	163,325	298,140
Materials, Goods, Supplies	17,500	32,825	30,200	20,666	29,800
Other Expenditures	2,000	5,716	12,000	12,000	12,000
Salaries, Wages & Benefits	579,233	566,099	693,624	653,927	897,843
	<u>784,968</u>	<u>781,245</u>	<u>913,804</u>	<u>849,918</u>	<u>1,237,783</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(784,968)</b>	<b>(774,280)</b>	<b>(913,804)</b>	<b>(849,918)</b>	<b>(1,137,783)</b>
Transfers to/from Other Functions	80,000	50,000	50,000	50,000	50,000
Transfers to/from Other Funds	0	0	0	0	0
Transfers to/from Reserves	0	0	0	0	0
<b>Tax Support for: Council and Legislative Services</b>	<b>(864,968)</b>	<b>(824,280)</b>	<b>(963,804)</b>	<b>(899,918)</b>	<b>(1,187,783)</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**CAO- CORPORATE SUPPORT**

**CORE SERVICES**

- Provide leadership to the Corporation, creating a collaborative environment in which common vision and organizational excellence is pursued. Provide advice and support to Council in development of corporate policy and communicate and implement Council's direction. Guide and administer the Corporation consistent with Council policy direction and expectations.
- Support and enhance corporate governance environment and practices with Council and Administration.
- Support and implement an organizational culture whereby a customer-focused continuous improvement focus is maintained, organizational capacity is developed, span of authority is balanced, results based accountability is continued and opportunities for career development and succession planning are provided.
- Promote and facilitate inter-municipal and inter-governmental partnerships and relations.

**FTEs**

- Includes 2.0 FTE's for 2016 (no net change from 2015).
- A new Environmental/Sustainability Budget Program has been created in the 2016 budget. Supervisory responsibility has already been transferred to Corporate & Strategic Services as per the Organizational Design Report recommendations.

**CHANGES IN SERVICES**

- Continued focus on strategic issues and planning related to growth.

**CHALLENGES**

- The pace of change, regional issues, changing focus and priorities of Provincial Government, growth and implementation of governance and organizational design reviews; in combination create a challenging and dynamic environment for achieving Council's goals and priorities.

**EFFICIENCIES**

- Continued emphasis on increased technology to create efficiencies and enhance productivity.

**TRANSFERS TO/FROM RESERVES** - none

**RATES & FEES**- none

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**CAO - Corporate Support**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Other Revenues - R	0	0	0	0	0
Sales and User Charges - R	0	208	0	0	0
Transfers from Governments and other Organizations - R	0	11,490	150,000	100,000	0
	0	11,698	150,000	100,000	0
<b>EXPENDITURES</b>					
Contracted and General Services	587,642	476,518	753,240	647,714	474,900
Long Term Interest	18,998	18,660	37,166	36,702	35,740
Materials, Goods, Supplies	30,300	24,315	27,800	27,864	25,000
Purchases from Other Governments	0	0	0	0	0
Salaries, Wages & Benefits	756,604	644,107	527,196	463,162	335,465
Bank Charges and Short Term Interest	0	(3,682)	0	0	0
	1,393,544	1,159,919	1,345,402	1,175,442	871,105
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(1,393,544)</b>	<b>(1,148,221)</b>	<b>(1,195,402)</b>	<b>(1,075,442)</b>	<b>(871,105)</b>
Debt Principal	20,211	20,211	40,158	40,158	41,577
Transfers to/from Other Functions	186,523	221,112	209,627	209,493	150,126
Transfers to/from Other Funds	(125,000)	(42,933)	(150,000)	(50,000)	0
Transfers to/from Reserves	0	0	0	0	0
<b>Tax Support for: CAO - Corporate Support</b>	<b>(1,475,278)</b>	<b>(1,346,611)</b>	<b>(1,295,187)</b>	<b>(1,275,093)</b>	<b>(1,062,808)</b>
<b>Amortization</b>	<b>244,474</b>	<b>250,878</b>	<b>261,649</b>	<b>261,649</b>	<b>261,649</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**FINANCIAL SERVICES**

**CORE SERVICES**

- Continue to provide leadership and direction for the Corporation in the areas of financial and insurance matters, ensuring that the Corporation implements modern financial systems and administrative business practices and processes.

**FTEs**

- 9.56 FTEs for 2016, an increase of 0.31 FTE from 2015, largely due to the annualization of the Accounting Services Manager position.

**CHANGES IN SERVICES**

- Continue to automate purchasing and accounts payable processing, extended account receivable processing via Virtual Town Hall, and further implementation of 'point of sale' services.

**CHALLENGES**

- Legislative requirements, continued demands for enhanced financial reporting and inquiries have given rise to significant ongoing responsibilities related to accounting for: grants, performance measures, tangible capital assets and related asset management, multi-year forecasting and planning, and ongoing research and implementation regarding various fiscal and non-fiscal management issues, such as enterprise risk management (ERM) and benchmarking.

**EFFICIENCIES**

- Continued promotion of vendor payments via electronic funds transfers, partially offset by the impacts of growth.
- Continued evaluation of electronic and manual business processes have been incorporated, including continued cross-training of staff allowing the department to address increasing customer volumes and requests for enhanced service levels.
- Increased use of online forms and Laserfiche in all business areas (A/R, A/P, Taxes, and Utilities) with a 2016 concentration for tax related forms (School Declaration forms and TIPP applications)
- Continued implementation of Questica Salary and Capital budgeting systems.
- Continued implementation of WorkTech fixed assets and project management systems.

**TRANSFER TO/FROM RESERVES - None**

**RATES & FEES**

- Proposed increase to the NSF fee from \$20.00 to \$30.00 (\$10 Increase) as this fee has not been increased since 2000 and will allow for better reflection of administrative costs to process an NSF payment.
- Proposed increase to the administration charge for correction of banking transactions for Customers, from \$15.00 to \$20.00 a \$5.00. This fee has not been increased since 2011 and will also allow for better reflection of administrative costs to locate the errors and investigate the corrective action.

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Financial Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Licenses,Permits and Fees - R	4,800	3,955	4,800	3,945	4,800
Penalties and Costs on Taxes - R	11,600	9,459	11,600	11,420	13,200
Returns on Investment - R	0	452	0	0	0
Sales and User Charges - R	56,000	69,400	56,000	63,830	63,000
Transfers from Governments and other Organizations - R	72,000	0	90,000	35,000	0
	144,400	83,266	162,400	114,195	81,000
<b>EXPENDITURES</b>					
Contracted and General Services	163,475	95,539	197,550	129,046	103,000
Materials, Goods, Supplies	27,500	20,464	10,500	10,050	13,150
Other Expenditures	0	304	0	0	0
Purchases from Other Governments	1,800	1,667	1,800	860	1,800
Salaries, Wages & Benefits	804,228	827,156	824,575	775,000	895,475
Bank Charges and Short Term Interest	11,000	12,102	11,000	11,850	12,604
	1,008,003	957,232	1,045,425	926,806	1,026,029
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(863,603)</b>	<b>(873,967)</b>	<b>(883,025)</b>	<b>(812,611)</b>	<b>(945,029)</b>
Transfers to/from Reserves	0	0	0	0	0
<b>Tax Support for: Financial Services</b>	<b>(863,603)</b>	<b>(873,967)</b>	<b>(883,025)</b>	<b>(812,611)</b>	<b>(945,029)</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
 Budget Centre Highlights

**INFORMATION & BUSINESS SOLUTIONS**

**CORE SERVICES**

- Provide information technology (IT) and business solutions; prepare and administer IT disaster recovery plan, implement appropriate IT security systems. Also maintain electronic voice telecommunications (not including radios).
- Develop, update and deliver geospatial information systems (GIS) supporting core services of corporate business centres

**FTEs**

- Includes 9.05 FTEs for 2016, an increase of 1.05 FTE from 2015, reflecting .8 FTE for the addition of a Network Administrator position that would be funded from current contract Network Administrator dollars and annualization.

**CHANGES IN SERVICES**

- A 16% increase in number of devices supported in 2016
- The new operations centre will require considerable work in preparation for occupancy.
- Addition of contract dollars for a Database Administrator contract for 3 days per week rather than the 1 FTE position identified for 2016 in the I.T. Strategic Plan.
- Upgrade to Broadband Internet approximately \$18K/year

**CHALLENGES**

- Increasingly complex infrastructure and higher expectations for afterhours support.
- Bring Your Own Device and other changes increase the need for security and monitoring tools and increase licensing costs
- Continued pressure from all business centres for workflows and other technology tools to increase their efficiencies, and to help them handle additional growth, have I.T. operating above capacity.

**EFFICIENCIES**

- We continue to see Laserfiche workflows, forms and document management as the single biggest contributor to efficiencies & customer service improvements. We have taken a train the trainer approach to these skill sets to allow individual departments to gain the benefits of this technology quicker.
- Using Raspberry Pie computers and Rise Vision to run many of our digital signs and displays, reducing hardware and software costs.

**CAPITAL PROJECTS**

Project #	Project Name	Amount	Funding Source
140-117	IT Infrastructure Upgrades	\$120,000	Recap Reserve
140-118	Redundant Storage (Dis. Recov)	\$150,000	Recap Reserve
140-119	Rec Software Replacement	\$350,000	Recap Reserve

**TRANSFERS TO/FROM RESERVES**

- \$50K transfer from Utilities for Mapping Services
- \$30K transfer from Acreage Reserves for Mapping Services

**RATES & FEES - none**

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Information & Business Solutions**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Rental Revenue - R	56,000	55,130	56,000	54,780	56,000
Sales and User Charges - R	400	2,265	400	1,855	400
Transfers from Governments and other Organizations - R	46,000	0	60,000	60,000	0
	102,400	57,395	116,400	116,635	56,400
<b>EXPENDITURES</b>					
Contracted and General Services	528,060	468,537	587,720	562,771	531,800
Materials, Goods, Supplies	72,480	82,861	265,200	220,380	15,200
Salaries, Wages & Benefits	735,606	766,643	888,048	880,000	1,005,000
	1,336,146	1,318,041	1,740,968	1,663,151	1,552,000
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(1,233,746)</b>	<b>(1,260,646)</b>	<b>(1,624,568)</b>	<b>(1,546,516)</b>	<b>(1,495,600)</b>
Transfers to/from Other Functions	(20,166)	(93,300)	(64,226)	(64,226)	(39,393)
Transfers to/from Other Funds	(108,000)	(28,591)	(246,000)	(250,000)	0
Transfers to/from Reserves	(30,000)	(76,412)	(30,000)	(30,000)	(30,000)
<b>Tax Support for: Information &amp; Business Solutions</b>	<b>(1,075,580)</b>	<b>(1,062,343)</b>	<b>(1,284,342)</b>	<b>(1,202,290)</b>	<b>(1,426,207)</b>
<b>Amortization</b>	<b>54,603</b>	<b>69,669</b>	<b>54,603</b>	<b>54,603</b>	<b>54,603</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**ASSESSMENT SERVICES**

**CORE SERVICES**

- Provide timely property and business assessment in accordance with governing legislation.

**FTEs**

- Includes 3.0 FTEs in 2016, a reduction of 0.8 FTE from 2015 reflecting the completion of a succession plan for a new assessor.

**CHANGES IN SERVICES**

- Contact property owners experiencing atypical shift in their assessed value(s) prior to mailing of annual assessment notice.
- Discuss market value comparisons with non-residential properties owners prior to mailing of annual assessment
- Declaring the assessment roll to the province in mid-January, this is typically completed prior to the deadline date of February 28. Assessment notices mailed to residents will occur earlier than previous years.

**CHALLENGES**

- Review (ongoing) existing residential data for integrity and re-evaluate by rotation through various neighbourhoods of existing properties by performing site inspections.
- Evaluating property assessments to align with provincial regulations, assessment review board and market conditions.
- Provincial legislative changes to the Municipal Government Act and provincial regulations.

**EFFICIENCIES**

- Providing timely property and business assessments (estimate 11,500 parcels) in accordance with the governing legislation.
- Continue to work with Information & Business Solutions for workflow development of electronic document management and CamaLot assessment software to manage the assessment data in one program. The integration to migrate data from other municipal software programs to assessment software (CamaLot) for efficiencies of single source data/property account entry and format.
- Development of property modeling using SPSS data modeling software. The software uses the influences and characteristics of the property improvements against the market sales in developing variation of sale prices. This tool will assist the mass appraisal process for the Okotoks markets.

**TRANSFERS TO/FROM RESERVES**

- Organizational Design Review determined Safety Codes permit revenue will not be transferred to Assessment Services.

**RATES AND FEES**

- No change from 2015

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Assessment Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Licenses,Permits and Fees - R	50,000	58,510	50,000	50,000	50,000
Sales and User Charges - R	0	3,375	0	0	0
	<u>50,000</u>	<u>61,885</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>
<b>EXPENDITURES</b>					
Contracted and General Services	41,500	30,446	42,900	41,280	41,900
Materials, Goods, Supplies	6,000	5,340	6,000	7,000	6,000
Purchases from Other Governments	4,000	8,304	5,000	1,000	5,000
Salaries, Wages & Benefits	344,048	281,989	419,700	340,000	320,493
Bank Charges and Short Term Interest	0	30	0	0	0
	<u>395,548</u>	<u>326,109</u>	<u>473,600</u>	<u>389,280</u>	<u>373,393</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(345,548)</b>	<b>(264,224)</b>	<b>(423,600)</b>	<b>(339,280)</b>	<b>(323,393)</b>
Transfers to/from Other Functions	(272,122)	(264,224)	(282,759)	(326,000)	0
<b>Tax Support for: Assessment Services</b>	<b>(73,426)</b>	<b>0</b>	<b>(140,841)</b>	<b>(13,280)</b>	<b>(323,393)</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**HUMAN RESOURCES**

**CORE SERVICES**

- Provide leadership and direction for the Corporation in human resource management including organizational design, function, development and effectiveness.
- Guide the development of a high performance learning organization that is committed to continual evolution to meet and exceed current and future business needs, ensuring a quality work environment for all employees is maintained within the context of corporate values, philosophies and Council goals.
- Develop progressive personnel policies and practices, effective recruitment and retention programs, OH&S and employee wellness programs, and maintain competitive compensation and benefit programs, including payroll.

**FTEs**

- Includes 7.6 FTEs in 2016, an increase of .2 FTE from 2015, reflecting the annualization of the HR Manager position.

**CHALLENGES**

- The corporate HR budget assumes a midyear market increase of up to 1% to continue to align with market. Funds are allocated in the HR budget and redistributed to the appropriate business centres.
- Due to some anticipated retirement plans in the upcoming years there is a need for succession planning and knowledge transfer for those positions, some of which are Management Levels and/or critical positions.
- Continued organizational excellence initiatives. The Town needs to maintain and build the capabilities of their employees. Sustaining and developing these capabilities are critical to execution of the business plan.

**EFFICIENCIES**

- HR is implementing electronic forms to increase efficiency, save paper and time, which is part of a planned move towards electronic HR records management system.
- Implementing a web self-service platform for payroll which will reduce the requirement for submitting and approving manual timesheets.
- Launching a shift scheduling system for all business centers which will automate & optimize how we schedule shifts for our employees.
- Enhance our Health & Safety Management System by increasing safety training, identifying hazards, conducting more detailed investigations & incident tracking while reducing WCB premium costs by utilizing workplace safety programs.

**TRANSFERS TO/FROM RESERVES – None**

**RATES & FEES - None**

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Human Resources**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Sales and User Charges - R	16,000	95,279	14,000	8,646	8,000
Transfers from Governments and other Organizations - R	30,000	29,284	50,000	50,000	0
	46,000	124,563	64,000	58,646	8,000
<b>EXPENDITURES</b>					
Contracted and General Services	140,625	152,115	170,950	140,234	105,253
Materials, Goods, Supplies	9,100	11,497	11,200	12,216	11,200
Salaries, Wages & Benefits	1,018,140	926,080	1,260,607	1,082,149	1,265,409
Bank Charges and Short Term Interest	1,250	1,191	1,250	1,850	1,250
	1,169,115	1,090,883	1,444,007	1,236,449	1,383,112
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(1,123,115)</b>	<b>(966,320)</b>	<b>(1,380,007)</b>	<b>(1,177,803)</b>	<b>(1,375,112)</b>
Transfers to/from Other Functions	0	0	0	0	0
Transfers to/from Reserves	2,200	0	2,200	0	2,200
<b>Tax Support for: Human Resources</b>	<b>(1,125,315)</b>	<b>(966,320)</b>	<b>(1,382,207)</b>	<b>(1,177,803)</b>	<b>(1,377,312)</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**CORPORATE COMMUNICATIONS**

**CORE SERVICES**

- Provide priority information to residents and others through a variety of channels to inform, engage and encourage residents to participate in good governance, policy development and to adopt actions that support sustainable community lifestyle choices.
- Support business centre core services by delivering print and online information (e.g. community guides, corporate reports, tax/assessment notices, utility bill inserts, advertising, etc.) in various media including websites, e-newsletters and social media.

**FTEs**

- 4.3 FTE for 2016, no net change from 2015.

**CHANGES IN SERVICES**

- The summer conservation educators will continue to require some support from Communications however financial responsibility has been transferred to Environmental Sustainability.
- The development of a recreation scheduling mobile app is also planned at an estimated cost of \$20K.

**CHALLENGES**

- Demand from several business units for communication services continues to increase and Communications strives to meet both internal and external needs
- Growth in population/households increases the number of publications required for distribution and inflation for contract, products and services has a minimal effect on budget. Increased service demand for recreation and cultural services for more frequent and specific promotions (e.g. facility pass promotions) to increase usage and attendance maintain market share has been accommodated within current staff.
- Increased demand for content optimized for mobile phones – specifically a demand for recreation content.

**EFFICIENCIES**

- Increased in-house design services for publications, posters, brochures, advertising, website, etc. has decreased costs, improved turnaround time and increased customer satisfaction. In-house photography and video production will maintain enhanced service and reduced contractor fees.
- Paper product type and distribution reviews keep costs down without reducing quality. Increased frequency of electronic publications (e.g. e-newsletters and social media messaging saves paper, printing and advertising costs) and online surveys and the LED sign at Southridge Emergency Services. Promotion of our web site and social media channels will allow for the eventual reduction in the volume of printed material.
- Continued use of public service announcements to reduce radio advertising costs.

**TRANSFERS TO/FROM RESERVES – None**

**RATES & FEES - None**

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Corporate Communications**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Sales and User Charges - R	13,000	18,339	13,000	9,000	13,000
Transfers from Governments and other Organizations - R	100,000	97,506	0	0	0
	113,000	115,845	13,000	9,000	13,000
<b>EXPENDITURES</b>					
Contracted and General Services	343,820	349,360	257,626	245,949	215,210
Materials, Goods, Supplies	11,500	2,295	2,700	2,500	3,200
Salaries, Wages & Benefits	313,546	309,124	446,283	448,195	458,210
	668,866	660,778	706,609	696,644	676,620
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(555,866)</b>	<b>(544,934)</b>	<b>(693,609)</b>	<b>(687,644)</b>	<b>(663,620)</b>
Transfers to/from Other Functions	(136,000)	(130,940)	(161,000)	(161,000)	(161,000)
Transfers to/from Other Funds	(75,000)	(75,000)	(75,000)	(75,000)	0
<b>Tax Support for: Corporate Communications</b>	<b>(344,866)</b>	<b>(338,994)</b>	<b>(457,609)</b>	<b>(451,644)</b>	<b>(502,620)</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
 Budget Centre Highlights

**ENVIRONMENT & SUSTAINABILITY**

**CORE SERVICES**

- Provide leadership and oversight in corporate and community environmental stewardship programs and initiatives.
- Provide advice, research and support to the Corporation in the development and implementation of plans, bylaws, policies and practices to ensure that promote and adhere to best practices for environmental stewardship for the community and the Corporation.
- Provide a conservation educator program to assist residents, businesses and institutions adopt behaviours that contribute to a reduced environmental footprint for the benefit of current and future generations.

**FTEs**

- Includes 2.44 FTE for 2016, no net change from 2015.

**CHANGES IN SERVICES**

- The Conservation Educator program was moved to this budget centre from Communications along with the \$50K for the conservation rebate program.
- \$20K to support the implementation of the MyHeat residential energy waste reduction software. \$10K of the \$50K for conservation rebate programs is proposed to support this program.
- The focus of the Conservation Educator program for 2016 will be on waste management with raising awareness and education on the organics and recycling collection systems to be rolled out for fall 2016.
- Working with the University of Calgary, the Bow River Basin Council and other stakeholders and partners to create the Bio-retention Research Project and also the new Interpretive Centre at the Operations Administration Building will be a focus for 2016.
- A consultant will be hired to research the financial and structural feasibility of a large scale solar photovoltaic project on the roof of the ORC to save energy costs and reduce the environmental footprint.

**CHALLENGES**

- Completion of two major projects along with the other Business Plan priorities such as the completion of the Community Sustainability Plan, and assisting Waste Services with implementation of the Waste Services Plan.
- Keeping abreast of the ever changing environmental best practices for both the community and Corporation issues that impact local government (e.g. potential formation of growth management boards) is ongoing.

**EFFICIENCIES**

- Working with all business centres to decrease our environmental footprint with water, waste and energy reduction initiatives.

**MAJOR OPERATING PROJECTS**

Project #	Project Name	Project Cost	Funding Source
19001	Recreation Centre Solar PV Feasibility Study	\$ 50,000	Eco Efficiency Reserve/FCM Green Municipal Fund
19010	Environmental Interpretive Centre	\$120,000	Eco-Efficiency/ Donations

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Environment & Sustainability**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Sales and User Charges - R	26,445	11,783	57,297	57,297	61,700
	<u>26,445</u>	<u>11,783</u>	<u>57,297</u>	<u>57,297</u>	<u>61,700</u>
<b>EXPENDITURES</b>					
Contracted and General Services	7,048	0	26,741	26,741	148,781
Materials, Goods, Supplies	7,000	0	7,000	7,000	7,000
Salaries, Wages & Benefits	12,397	973	192,268	192,268	189,989
	<u>26,445</u>	<u>973</u>	<u>226,009</u>	<u>226,009</u>	<u>345,770</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>0</b>	<b>10,810</b>	<b>(168,712)</b>	<b>(168,712)</b>	<b>(284,070)</b>
Transfers to/from Other Funds	0	0	30,852	10,852	(83,300)
Transfers to/from Reserves	0	0	(20,000)	0	0
<b>Tax Support for: Environment &amp; Sustainability</b>	<b>0</b>	<b>10,810</b>	<b>(179,564)</b>	<b>(179,564)</b>	<b>(200,770)</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**POLICING SERVICES**

**CORE SERVICES**

- Contracted services of the Royal Canadian Mounted Police provide public safety and policing services. The RCMP focus is on criminal code incidents and investigations however their services include proactive and reactive response to provincial and municipal occurrences.

**FTEs**

- Includes 8.1 FTEs for 2016, reflecting an increase of 0.66 FTE from 2015 due to annualization of watch clerk support staff to RCMP.

**CHANGES IN SERVICES**

- 2016 budget includes an increase from 22 to 24 RCMP officers. The additional two (2) RCMP members to be effective in July.
- Additional RCMP officers are proposed to maintain appropriate response to local public safety and policing matters as a result of increases in key indices; criminal case load per member (CC/RM) and call volumes realized in the past calendar year.

**CHALLENGES**

- Increased time required for investigation reporting, case preparation and processing placed on members (mental health act, domestic violence reporting) by changes in procedure and legislation.

**EFFICIENCIES**

- The addition of municipal watch clerks will lessen some administrative burden on members.
- RCMP and Municipal Enforcement work closely together wherever possible and practical to provide public safety and policing services. Enhanced responsibilities for Municipal Enforcement are being considered in relation to some less serious occurrence reporting.

**TRANSFERS TO/FROM RESERVES**

- Transfer from Police Reserve (\$100K) to help offset costs of additional RCMP officers.

**RATES & FEES**

- No changes are proposed for 2016

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Policing Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Fines - R	240,000	188,991	240,000	219,736	240,000
Rental Revenue - R	57,072	57,072	57,000	57,054	57,000
Sales and User Charges - R	40,000	57,175	40,000	45,837	40,000
Transfers from Governments and other Organizations - R	568,466	593,466	482,600	582,634	592,000
	905,538	896,703	819,600	905,261	929,000
<b>EXPENDITURES</b>					
Contracted and General Services	15,600	8,422	15,600	15,600	15,600
Long Term Interest	124,168	123,957	120,461	120,461	116,638
Materials, Goods, Supplies	0	0	0	0	5,000
Purchases from Other Governments	2,824,000	2,770,086	3,178,000	2,822,095	3,474,300
Salaries, Wages & Benefits	433,080	422,384	541,604	468,131	616,303
	3,396,848	3,324,849	3,855,665	3,426,287	4,227,841
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(2,491,310)</b>	<b>(2,428,146)</b>	<b>(3,036,065)</b>	<b>(2,521,026)</b>	<b>(3,298,841)</b>
Debt Principal	118,074	118,074	121,780	121,780	125,603
Transfers to/from Other Functions	55,278	90,925	110,132	110,132	109,217
Transfers to/from Reserves	0	0	(84,000)	316,000	(100,000)
<b>Tax Support for: Policing Services</b>	<b>(2,664,662)</b>	<b>(2,637,145)</b>	<b>(3,183,977)</b>	<b>(3,068,938)</b>	<b>(3,433,661)</b>
<b>Amortization</b>	<b>258,394</b>	<b>262,807</b>	<b>117,119</b>	<b>117,119</b>	<b>117,119</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
 Budget Centre Highlights

**FIRE and RESCUE SERVICES**

**CORE SERVICES**

- Provide protection to our community by ensuring adequate staff are capable of delivering quality fire suppression, rescue services, basic life support first response capabilities and environmental protection by response to hazardous spills.
- Provide public education by delivering community awareness programs, in-school programs and safety codes inspections to businesses on an annual basis, following our Quality Management Plan (QMP).

**FTEs**

- 2016 includes 18.75 FTE (no change from 2015). Additionally, the budget provides for additional support of 32 Community Firefighters (no change from 2015).

**CHALLENGES**

- The continual growth of our community continues to challenge Okotoks Fire Services to meet the needs in an efficient and effective manner by developing strategies that compliment a composite service.
- Continued commitment to our Community Firefighters through accredited training, recruitment, and retention strategies.
- Increasing number of calls.
- Availability of Community Firefighters has declined in the past number of years for Paid Responses and On Call shifts.

**EFFICIENCIES**

- Introducing new software (Fire Manager) to streamline shift scheduling until implementation of HR Avanti software; allowing web-based accessibility to Community Firefighters.
- Expansion of the FirePro software to provide reporting and invoicing efficiencies, as well as increasing the ease of communication with our mutual aid partners. (\$23.5K)
- Introducing Laserfiche Forms/Workflow for daily/weekly fire truck checks, room bookings from external agencies, and employee requests which will reduce paper waste and improve process efficiencies. Additionally, using Laserfiche for property inspections allows the use of mobile devices which will eliminate paper files and duplicate data entry.
- Education programs providing fire and injury prevention throughout the community.
- Implementation of home inspections for the community as well as increased fire drills and safety talks at senior complexes (Tudor Manor and Heartland).
- Paid Response program with our Community Firefighters.

**MAJOR OPERATING PROJECTS (2016-\$50K; 2015 - \$0)**

Project #	Project Name	Project Cost	Funding Source
23015	Fire Equipment	\$ 50,000	Rescue Reserve

**CAPITAL PROJECTS**

230-079	Extrication Tools	\$180,000	Recap Reserve
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**TRANSFERS TO/FROM RESERVES** - none

**RATES & FEES** – none

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Fire and Rescue Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Licenses,Permits and Fees - R	0	0	0	0	0
Other Revenues - R	0	21,084	0	0	0
Rental Revenue - R	44,600	45,090	44,950	44,950	44,950
Sales and User Charges - R	110,100	192,295	125,100	217,500	160,200
Transfers from Governments and other Organizations - R	483,000	389,819	459,600	459,600	561,700
	<u>637,700</u>	<u>648,288</u>	<u>629,650</u>	<u>722,050</u>	<u>766,850</u>
<b>EXPENDITURES</b>					
Contracted and General Services	210,967	234,444	225,684	220,597	339,657
Long Term Interest	184,797	183,765	152,568	152,568	139,358
Materials, Goods, Supplies	131,050	111,185	141,550	136,343	145,450
Other Expenditures	0	11,500	0	0	0
Purchases from Other Governments	200,288	200,288	208,000	207,981	213,202
Salaries, Wages & Benefits	1,945,716	1,960,841	2,131,591	2,028,850	2,256,095
	<u>2,672,818</u>	<u>2,702,023</u>	<u>2,859,393</u>	<u>2,746,339</u>	<u>3,093,762</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(2,035,118)</b>	<b>(2,053,735)</b>	<b>(2,229,743)</b>	<b>(2,024,289)</b>	<b>(2,326,912)</b>
Debt Prinicipal	351,648	351,646	345,763	345,763	358,974
Transfers to/from Other Functions	181,943	165,985	231,230	231,280	231,363
Transfers to/from Other Funds	(10,000)	0	0	100,000	(50,000)
<b>Tax Support for: Fire Services</b>	<b>(2,558,709)</b>	<b>(2,571,366)</b>	<b>(2,806,736)</b>	<b>(2,701,332)</b>	<b>(2,867,249)</b>
<b>Amortization</b>	<b>215,293</b>	<b>216,079</b>	<b>291,781</b>	<b>291,781</b>	<b>291,781</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**DISASTER SERVICES**

**CORE SERVICES**

- Coordinate planning and provision of Emergency Management in cooperation with all protective and support services, Emergency Management Alberta and mutual aid partners, including corporate business continuation planning.

**FTEs**

- FTEs assigned to this budget centre are allocated from Fire Services.

**CHANGES IN SERVICES**

- Implementation of Everbridge Mass Notification Alert System (July 2015).
- Continued Incident Command System (ICS) model implementation.
- Continued updating of our Municipal Emergency Plan to maintain provincial standards.

**EFFICIENCIES**

- Certified internal trainers will continue to provide training for full implementation of the Incident Command System (ICS) in our Emergency Coordination Centre (ECC), as well as the Emergency Reception Centre and other town areas.
- Continue to improve and enhance communication through social media via Corporate Communications.
- Redesigned Emergency Coordination Centre (ECC) and new Media Centre.

**TRANSFERS TO/FROM RESERVES** - None

**RATES & FEES** - None

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Disaster Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Other Revenues - R	0	125,734	0	0	0
Sales and User Charges - R	0	0	0	0	0
Transfers from Governments and other Organizations - R	6,169,470	3,002,601	0	1,470,000	0
	<u>6,169,470</u>	<u>3,128,335</u>	<u>0</u>	<u>1,470,000</u>	<u>0</u>
<b>EXPENDITURES</b>					
Contracted and General Services	4,811,320	2,507,124	5,650	792,825	850
Materials, Goods, Supplies	1,402,500	544,428	6,700	689,870	11,095
Salaries, Wages & Benefits	13,178	5,911	13,448	12,295	13,853
	<u>6,226,998</u>	<u>3,057,463</u>	<u>25,798</u>	<u>1,494,990</u>	<u>25,798</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(57,528)</b>	<b>70,872</b>	<b>(25,798)</b>	<b>(24,990)</b>	<b>(25,798)</b>
Transfers to/from Other Functions	2,540	2,858	2,048	2,048	2,048
Transfers to/from Other Funds	0	0	0	0	0
<b>Tax Support for: Disaster and Rescue Services</b>	<b>(60,068)</b>	<b>68,014</b>	<b>(27,846)</b>	<b>(27,038)</b>	<b>(27,846)</b>
<b>Amortization</b>	<b>25,000</b>	<b>10,346</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**MUNICIPAL ENFORCEMENT SERVICES**

**CORE SERVICES**

- Enforce the Traffic Safety Act and Regulations, Dangerous Dogs Act, Environmental Protection and Enhancement Act, Gaming and Liquor Act, Inn Keepers Act, Highway Development and Protection Act, Animal Protection Act, Trespass to Premises Act, Petty Trespass Act, Tobacco Reduction Act, Prevention of Youth Tobacco Use Act, Residential Tenancies Act, Provincial Offences Procedure Act, and municipal bylaws.
- Maintain peace and good order within the community, mediate neighbour disputes and encourage reasonable tolerance and respect for one another. Provide school outreach and education through delivery of traffic safety, anti-bullying, internet safety, and dog safety education programs.

**FTEs**

- Includes 9.9 FTE in 2016, an increase of 0.5 FTE from 2015 for additional support staff.

**CHANGES IN SERVICES**

- There will be a reduction (approximately 9 months) in productivity due to intake of three new Peace Officers and time invested by experienced officers to train new staff.

**CHALLENGES**

- Maintaining practicum student levels at historic rates to assist in river valley and park patrols.
- Providing mentoring to new Peace Officers and if position vacancies occur during the year, the resulting loss in productivity and violation ticket income in the face of rising complaint loads.
- Increased demand for proactive programs with static staffing.

**EFFICIENCIES**

- Potential for continuance of the Mount Royal Practicum Program. Student placements assist with 300 service hours per student up to 1500 hours per year.
- Transfer of some bylaw enforcement and program monitoring from the Peace Officers to support staff.
- Commercial vehicle services training for local businesses.
- Utilize CPO2 clerical staff for enforcement of false alarms and past due dog licenses, and monitoring the Urban Hen Pilot Project.

**TRANSFERS TO/FROM RESERVES - None**

**RATES & FEES - None**

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Municipal Enforcement Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Fines - R	370,000	392,772	370,000	380,000	380,000
Licenses,Permits and Fees - R	110,000	115,094	115,000	115,300	115,000
	480,000	507,866	485,000	495,300	495,000
<b>EXPENDITURES</b>					
Contracted and General Services	57,635	56,909	64,385	68,985	69,503
Long Term Interest	22,263	22,241	21,599	20,945	20,913
Materials, Goods, Supplies	69,500	37,504	20,000	32,000	26,900
Purchases from Other Governments	0	274	0	0	0
Salaries, Wages & Benefits	812,188	782,385	899,721	841,788	991,901
Bank Charges and Short Term Interest	500	542	500	900	1,000
	962,086	899,854	1,006,205	964,618	1,110,217
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(482,086)</b>	<b>(391,988)</b>	<b>(521,205)</b>	<b>(469,318)</b>	<b>(615,217)</b>
Debt Prinicpal	21,171	21,171	21,835	21,750	22,521
Transfers to/from Other Functions	98,075	147,707	154,031	154,031	153,866
Transfers to/from Other Funds	(49,500)	1,477	0	0	0
<b>Tax Support for: Municipal Enforcement Services</b>	<b>(551,832)</b>	<b>(562,343)</b>	<b>(697,071)</b>	<b>(645,099)</b>	<b>(791,604)</b>
<b>Amortization</b>	<b>17,504</b>	<b>17,504</b>	<b>38,504</b>	<b>38,504</b>	<b>38,504</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**SAFETY CODE SERVICES**

**CORE SERVICES**

- Coordinate and administer safety codes program for accredited disciplines including permits, inspections and compliance activity to ensure compliance with appropriate codes and statutes and the development and enforcement of safe structures.
- Administer and enforce safety codes regulatory compliance monitoring.

**FTEs**

- 4.15 FTE for 2016, an increase of 0.25 FTE from 2015 as a result of annualization of the Safety Codes Officer position.
- Accredited agency under contract provides inspection support for field monitoring.

**CHANGES IN SERVICES**

- Accredited agency service, Building discipline, will retain the same hourly commitment in 2016. This is to assist the permit workload and the Town's SCO commitment to the operations facility project management responsibility.
- Inspection scheduling and reporting to align with the builders expectations. Resident inquiry for construction status, code information and responding to construction projects for validation of proper permits.
- Submission of web based (Virtual Town Hall) electronic permit applications for residential home builders. Electronic review and approval of permit document. Customers are able to submit electronic permit(s) and associated documents required. Web base inspection software development for field inspectors.

**CHALLENGES**

- 2016 Budget includes a projection of 200 single residential dwellings and non-residential projects totalling \$80 Million in total construction value. Approximately \$60K revenue in 2015 will be deferred to 2016.

**EFFICIENCIES**

- Electronic work flow (Virtual Town Hall & Laserfiche) of permit information to reduce the staff time associated with file management, client inquiries and permit status tracking. Reduction of permit approval time for construction, front counter client support and enhanced communications reporting to the applicant.
- Monitoring inspections for compliance as required by the Quality Management Plan through web based electronic reporting.
- Compliances monitoring of field inspections as municipality adapts to new construction codes. Verification of compliance accepted for deficiencies, field inspection site reviews and safety code changes to current construction practices.

**TRANSFERS TO/FROM RESERVES**

- Organizational Design Review determined Safety Codes permit revenue will not be transferred to Assessment Services.

**RATES & FEES**

- No change from 2015

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Safety Codes Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Licenses,Permits and Fees - R	865,000	997,636	995,000	1,062,529	885,000
Sales and User Charges - R	0	80	0	0	0
	<u>865,000</u>	<u>997,716</u>	<u>995,000</u>	<u>1,062,529</u>	<u>885,000</u>
<b>EXPENDITURES</b>					
Contracted and General Services	261,000	299,904	278,800	304,700	275,800
Materials, Goods, Supplies	4,000	13,427	4,000	9,000	4,000
Purchases from Other Governments	30,000	29,740	35,000	35,000	25,000
Salaries, Wages & Benefits	287,540	318,307	401,267	380,641	426,204
Bank Charges and Short Term Interest	7,000	12,007	8,000	7,000	8,000
	<u>589,540</u>	<u>673,385</u>	<u>727,067</u>	<u>736,341</u>	<u>739,004</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>275,460</b>	<b>324,331</b>	<b>267,933</b>	<b>326,188</b>	<b>145,996</b>
Transfers to/from Other Functions	284,345	282,957	295,714	326,000	11,507
Transfers to/from Reserves	0	0	0	0	0
<b>Tax Support for: Safety Codes Services</b>	<b>(8,885)</b>	<b>41,374</b>	<b>(27,781)</b>	<b>188</b>	<b>134,489</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**FACILITIES MAINTENANCE**

**CORE SERVICES**

- Manage the regular maintenance, repair and upkeep on all Town facilities with the exception of Okotoks Recreation Centre (ORC) and Pason Centennial Arena (PCA).
- Provide asset management and lifecycle maintenance for all facilities.

**FTEs**

- 5.46 FTE in 2016, an increase of 0.58 FTE from 2015 for a reception position when the new Operations Center opens in June 2016, and .13 for additional hours for a custodian in the Southridge Emergency Services building.

**CHANGES IN SERVICES**

- The addition of the new Fleet Storage, Eco Centre and Operations Centre will require additional services and the establishment of maintenances programs for each facility.
- With the 2015 fire and subsequent demolition of the Old Creamery facility, all service requirements have been stopped. A feasibility plan for potential use of the site will be determined in the 2016 period.
- All facility maintenance services have now shifted to the new Eco Centre and the demolition of the old Recycle Centre, Card Board, Glass and Plastics building have equated to approximately comparable size in terms of area (780 sq. meters). The new Eco Centre will be a more efficient design in usable area and building energy consumption.
- All Lease administration of Town properties will also fall under Facilities Management.

**CHALLENGES**

- The addition of new facilities, Fleet Storage and Operations Centre to the portfolio will result in an increase in area by 5,075 sq. meters and will produce a requirement for an increase in services and potentially staff to the facilities (i.e. janitorial, snow clearing, HVAC maintenance etc.). Budget for the new Operations Centre is based on the current Operating Cost of the Municipal Centre which is of comparable size and service requirements.
- Revenues projections are lower for 2016 period because the 2015 fire at the Old Creamery, subsequently our leases with the 3 tenants have been terminated. However negotiations for a settlement for lost revenue are being made with the Town's insurance provider.

**EFFICIENCIES**

- Continue improvements with energy efficiency programs with the purchase of LED lighting and ensuring the solar systems are utilizing full design potential.
- Ensure existing HVAC equipment is operating at it maximum design efficiencies.
- Complete a preliminary study to install Power Factor Correction capacitors on the Towns larger facilities. Power Factor is the measurement of the efficiency of the electrical load being consumed by large electrical equipment. To correct this, capacitors are installed to minimize the waste of the active load thereby increasing the efficiency of the facility or equipment.

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
 Budget Centre Highlights

**MAJOR OPERATING PROJECTS** (2016 - \$380K; 2015 - \$250K)

Project #	Project Name	Amount	Funding Source
33034	Building Maintenance Composite	\$140,000	Recap Reserve
33036	Municipal Centre Misc. Upgrades	\$ 90,000	Recap Reserve
33037	Old Creamery Feasibility Study	\$150,000	MSI Op / Insurance

**CAPITAL PROJECTS**

330-252	Seaman's Stadium Video Scoreboard  Replace the video board with a Daktronics video system.	\$300,000	Recap / Donations
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**TRANSFERS TO/FROM RESERVES**

- A contribution to the Foothills Centennial Lifecycle Maintenance is \$65K from the Recap Reserve.

**RATES & FEES** - none

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Facilities Maintenance**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Other Revenues - R	0	0	0	10,000	0
Rental Revenue - R	131,466	149,255	167,780	158,803	91,472
Sales and User Charges - R	45,197	5,219	52,032	31,409	51,083
Transfers from Governments and other Organizations - R	0	0	0	0	0
	176,663	154,475	219,812	200,212	142,555
<b>EXPENDITURES</b>					
Contracted and General Services	635,714	574,665	594,067	680,224	769,629
Long Term Interest	12,716	12,716	7,226	7,929	1,473
Materials, Goods, Supplies	42,800	46,573	43,499	73,727	84,066
Salaries, Wages & Benefits	358,238	348,936	415,538	398,992	464,700
Utilities	887,440	904,163	925,205	913,053	983,149
	1,936,908	1,887,053	1,985,535	2,073,925	2,303,017
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(1,760,245)</b>	<b>(1,732,578)</b>	<b>(1,765,723)</b>	<b>(1,873,713)</b>	<b>(2,160,462)</b>
Debt Principal	114,098	114,098	119,587	118,884	61,934
Transfers to/from Other Functions	(1,452,330)	(1,732,547)	(1,747,010)	(1,747,010)	(1,962,293)
Transfers to/from Other Funds	(375,000)	(205,130)	(234,600)	(234,600)	(325,100)
Transfers to/from Reserves	65,000	65,000	65,000	65,000	65,000
<b>Tax Support for: Facilities Maintenance</b>	<b>(112,013)</b>	<b>26,001</b>	<b>31,300</b>	<b>(75,987)</b>	<b>(3)</b>
<b>Amortization</b>	<b>900</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**TRANSPORTATION AND FLEET SERVICES**

**CORE SERVICES**

- Provide maintenance and repair services to the Town's transportation network including: all streets, lanes and sidewalks, traffic and pedestrian signage, streetlights and traffic control devices. Monitor, repair and maintain the Town's storm water collection and treatment systems, keep streets clean to reduce silt loading in storm water, and support Fire Services with hazardous materials spills, and monitor storm water runoff quality.
- Manage, maintain and repair corporate vehicle fleet, large mechanical equipment and small equipment, including the equipment lifecycle replacement program.

**FTEs**

- 13.62 FTE's in 2016, no change from 2015.

**CHANGES IN SERVICES**

- In accordance with the 2014 Organizational Design Review, Operating costs previously associated with the Common Services business centre have been incorporated within the realigned "Infrastructure & Operations" Business Centers in the 2016 budget cycle.
- Fleet Services and Fleet Administration are now managed within the Transportation business centre.
- Street sweeping activity and notification process – more comprehensive plan proposed for future spring cleaning programs. Street cleaning signage to be updated in 2016 to include day(s) of the week cleaning activities are proposed c/w more involved communication plan. No budget implications anticipated by elevated level of service.
- Pathway maintenance (pathway repairs and crack sealing) have been moved from Parks to Transportation to administer in 2016.
- Minor increase in road network anticipated for 2016 (~3%).
- Addition of Public Works yard cleanup project planned for 2016 – asphalt crushing, sweeper sand removal, misc. concrete stockpile removals, etc.
- Transit pilot project scheduled for fall of 2016.

**CHALLENGES**

- Relocation into new Operations Centre in 2016 – change in day to day operational aspects and development of new work procedures in accordance with new facility layout and design.
- Increased costs reflected for road maintenance materials (line paint, crack filling material etc.) as well as increasing inventories of hazardous sidewalk and curb and gutter requiring replacement.
- Estimate 35 additional street lights for 2016 (2,464 total).
- The price of fuel in 2016 is based on an average cost of \$1.15 per litre which was same price as budgeted for in 2015. The current volatility in the oil industry suggests prices will fluctuate considerably over the next year. Total fuel volumes (~203,000 litres) have been estimated based on a "normal" season and not anticipated to increase significantly due to expansion of the infrastructure being serviced by all public works and Municipal Enforcement sectors.

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
 Budget Centre Highlights

**EFFICIENCIES**

- Continue with ongoing utilization of social media and other communication means in 2016 to inform the public of any planned Transportation activities prior to commencement.
- Launch of new SeeClickFix app will further assist with problem area identification along the Town's road network and will lead to more timely response by Transportation teams.
- Fleet Services has fully integrated electronic payables into the administration processes process which has reduced both staff time and paper.

**TRANSPORTATION MAJOR OPERATING PROJECTS - (2016 – \$540,000; 2015 - \$520,000)**

Project #	Project Name	Amount	Funding Source
32020	Road Surface Improvement Program	\$500,000	Federal Gas Tax Grant
32024	Westmount Pedestrian Crossing Enhancement	\$ 40,000	Recapitalization Reserve

**FLEET MAJOR CAPITAL PROJECTS**  
 (See Capital Projects tab for details)

310-390	HONDA CIVIC HYBRID (Replace unit 247)	30,000
310-390	2 USED 3/4 ton TRUCKS (Replace )	45,000
310-390	LOADER Replacement	250,000
310-390	GARBAGE PACKER (replace unit 179)	250,000
310-390	FORKLIFT (replace unit 286)	65,000
310-390	SERVICE BODY - SHOP TRUCK	20,000
310-390	ME OFF ROAD VEHICLE (Addition)	10,000
310-390	RADAR TRAILER UNIT (Replace unit 244)	30,000
	<b>Total Expenses</b>	<b>\$ 700,000</b>

**TRANSFERS TO/FROM RESERVES**

- The total Fleet Equipment Replacement costs (Capital and Operating) for 2016 are estimated to be \$700K with funding from the Fleet Equipment Replacement Reserve.
- The total 2016 contribution budgeted to the Machinery and Equipment Reserve is ~\$584K compared to \$553K in 2015.
- Eco-Efficiency: 100% of the revenues from sale of Street Light investment are contributed to the Eco-efficiency reserve (~60K).

**RATES & FEES**

- Most rates for equipment are adjusted annually in accordance with the ARHCA (Alberta Road-builders and Heavy Construction Association) manual and reflected in the Rates and Fees bylaw.
- **External** fleet charges and services are in accordance with the Roads and Transportation Association of Canada and are charged for work that may be requested and performed for external clients.
- **Internal** Fleet charges by each unit to the operating departments are based on unit operating costs, replacement costs, and a share of the general fleet costs (i.e. insurance etc.)

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Transportation Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Other Revenues - R	0	495	0	0	0
Sales and User Charges - R	26,445	55,955	64,797	64,797	7,500
Taxes and Grants in Place - R	0	2,748	2,784	2,784	2,784
Transfers from Governments and other Organizations - R	1,541,000	1,721,444	693,500	693,500	500,000
	<u>1,567,445</u>	<u>1,780,642</u>	<u>761,081</u>	<u>761,081</u>	<u>510,284</u>
<b>EXPENDITURES</b>					
Contracted and General Services	2,057,950	2,513,363	1,311,450	1,242,400	1,076,250
Long Term Interest	56,787	55,584	48,509	48,509	39,938
Materials, Goods, Supplies	167,700	66,925	183,200	186,550	183,200
Salaries, Wages & Benefits	683,083	665,136	727,958	706,068	789,278
Utilities	802,189	812,729	814,855	831,431	907,131
	<u>3,767,709</u>	<u>4,113,737</u>	<u>3,085,972</u>	<u>3,014,958</u>	<u>2,995,797</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(2,200,264)</b>	<b>(2,333,096)</b>	<b>(2,324,891)</b>	<b>(2,253,877)</b>	<b>(2,485,513)</b>
Debt Principal	233,510	233,510	241,788	240,735	250,359
Transfers to/from Other Functions	518,637	533,552	586,764	586,764	511,953
Transfers to/from Other Funds	(119,000)	(116,696)	(125,000)	(125,000)	(75,000)
Transfers to/from Reserves	0	0	0	0	0
<b>Tax Support for: Transportation Services</b>	<b>(2,833,411)</b>	<b>(2,983,462)</b>	<b>(3,028,443)</b>	<b>(2,956,376)</b>	<b>(3,172,825)</b>
<b>Amortization</b>	<b>2,879,764</b>	<b>2,996,885</b>	<b>2,879,764</b>	<b>2,879,764</b>	<b>2,879,764</b>

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Fleet General**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Sales and User Charges - R	6,500	1,629	4,000	4,000	4,000
	<u>6,500</u>	<u>1,629</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
<b>EXPENDITURES</b>					
Contracted and General Services	68,632	53,087	91,751	67,873	104,351
Materials, Goods, Supplies	392,248	449,299	474,827	398,525	462,128
Salaries, Wages & Benefits	158,473	168,630	183,540	186,913	214,770
	<u>619,353</u>	<u>671,016</u>	<u>750,118</u>	<u>653,311</u>	<u>781,249</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(612,853)</b>	<b>(669,387)</b>	<b>(746,118)</b>	<b>(649,311)</b>	<b>(777,249)</b>
Transfers to/from Other Functions	(1,063,795)	(1,063,795)	(1,297,060)	(1,297,060)	(1,361,558)
Transfers to/from Other Funds	450,942	394,408	553,642	650,000	584,309
<b>Tax Support for: Fleet General</b>	<b>0</b>	<b>0</b>	<b>(2,700)</b>	<b>(2,251)</b>	<b>0</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**STORM SEWER UTILITY**

**CORE SERVICES**

- Monitor, repair and maintain the Town's storm water collection and treatment systems, keep streets clean to reduce silt loading in storm water, support Fire Services with hazardous materials spills, and monitor storm water runoff quality.

**FTEs**

- FTEs are contained within the Transportation budget.

**CHANGES IN SERVICES**

- New storm water treatment facility (Riparian Storm Water Treatment Facility) at the Operations Centre is being added into the Town's storm water infrastructure inventory.
- Estimate 250 new storm sewer utility accounts for 2016.

**CHALLENGES**

- Continued increase in storm water regulatory requirements over the next few years resulting in stringent monitoring and testing requirements.
- Minor increase in storm sewer infrastructure (sewer mains, catch basins, etc.) anticipated in 2016.

**EFFICIENCIES**

- Enhanced notification process for spring street cleaning services leading to reduced conflicts with vehicles in the way of street cleaning services.
- Continue with year round street sweeping practices (weather permitting) which reduces accumulations of debris entering in the storm sewer systems ultimately resulting in reduced annual maintenance costs that would be required otherwise.
- Continue to work closely with Development Services to ensure new developments which are under construction have their required Erosion and Sediment Control Devices installed to prevent excessive silt and sediment runoff from entering the Town's downstream or offsite storm sewer system.

**TRANSFERS TO/FROM RESERVES**

- Transfer of \$15K to Eco Efficiency Reserve to fund Sustainability programs.

**RATES & FEES**

- Bi-monthly storm sewer rate proposed increase of 2% for 2016 (\$11.55)

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Storm Sewer Utility**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Penalties and Costs on Taxes - R	0	5,264	5,326	4,500	5,324
Sales and User Charges - R	678,566	690,117	716,094	716,094	743,830
Transfers from Governments and other Organizations - R	0	0	0	0	0
	<u>678,566</u>	<u>695,381</u>	<u>721,420</u>	<u>720,594</u>	<u>749,154</u>
<b>EXPENDITURES</b>					
Contracted and General Services	29,000	21,927	151,787	160,787	54,276
Long Term Interest	2,039	2,623	1,413	1,413	735
Materials, Goods, Supplies	9,400	13,507	12,400	15,000	12,400
Salaries, Wages & Benefits	61,421	43,660	81,427	71,577	82,139
Utilities	0	4	0	0	0
	<u>101,860</u>	<u>81,721</u>	<u>247,027</u>	<u>248,777</u>	<u>149,550</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>576,706</b>	<b>613,659</b>	<b>474,393</b>	<b>471,817</b>	<b>599,604</b>
Debt Principal	7,471	7,471	8,096	8,096	8,771
Transfers to/from Other Functions	23,349	23,349	27,430	27,430	26,466
Transfers to/from Other Funds	545,886	545,886	439,867	439,867	564,367
Transfers to/from Reserves	0	0	0	0	0
<b>Tax Support for: Storm Sewer</b>	<b>0</b>	<b>36,954</b>	<b>(1,000)</b>	<b>(3,576)</b>	<b>0</b>
<b>Amortization</b>	<b>549,867</b>	<b>549,867</b>	<b>549,867</b>	<b>549,867</b>	<b>549,867</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

## **WATER AND SANITARY SEWER UTILITY**

### **CORE SERVICES**

- Operations Administration manages the utilities contract with EPCOR Water Services Inc., who is responsible for providing safe, reliable potable water to residents, businesses and institutions, as well as efficient operation of the wastewater collection, treatment and effluent discharge systems. Okotoks continues to own the infrastructure, set annual rates and fees for services and manage all business aspects of utility operations including utility billing, depreciation, life cycle and recapitalization.

### **FTEs**

- 1.0 FTE for the Utilities Clerk as billing is administered by the Town.
- EPCOR contract – Administered through Operations Administration- (Director's Office).

### **CHANGES IN SERVICES**

- Anticipate annualized **250** new accounts from growth anticipated in 2016.
- Provide for contract services for consulting regarding water initiatives and Sheep River water quality testing (\$50K).
- Aside from direct Water & Sewer facility costs, additional support from Water & Sewer -, \$50K to IT Services (GIS & Mapping), \$60K to Parks for landscape inspections, \$136K to Communications, (\$245K) to Engineering / Planning Services is maintained in the 2016 budget to offset additional internal resource costs for Water & Sewer project management, future systems growth modelling / cost analysis, and analysis and planning for the water pipeline from the Calgary and existing systems upgrades to accommodate the additional water supply.

### **CHALLENGES**

- 2016 Contribution to annual Rehab fund budgeted at \$150K - (75K from each utility)
- The review and re-negotiation of the EPCOR Operations and Maintenance contract for the next 5 year term (2015 to 2019) has been completed. The base EPCOR contract costs for 2016 will increase by **\$285K**. (Costs are split 50% between water and sewer utilities), with annual CPI adjustments of approximately 2% also anticipated in accordance with the Operating and maintenance agreement. The EPCOR Operations and Maintenance Agreement expires June 1<sup>st</sup>, 2025. Pricing is established through 2019 with this re-negotiation.
- For **2016**, 50% of the EPCOR Contract is charged to water and 50% to Sewer. Added 2% (**\$66K**) to the total contract to cover the anticipated CPI adjustment to EPCOR contract. (2015 was 1.92% average- (1.99% on goods / services and 1.70% on labour).

### **EFFICIENCIES**

- Elimination of fluoride in 2011 reduced EPCOR contract costs by \$8K – these savings will continue to fund the alternative "**Fluoride Program**" through a transfer in 2016 and beyond.
- Energy efficiencies are being realized through aggressive leak detection and flow monitoring. Annual leakage / losses continue to be maintained less than 5%.
- Power & Gas costs remain stable for W & S facilities for the next 4 years due to acquiring favorable forward energy pricing (Power & Gas) which started in 2014. Secured additional future pricing in 2015 for the Town's energy needs for 2018 and 2019.
- Development of a 20 year operating contract with 5 year review periods has resulted in stable and predictable contract management costs for both the Water and Sewer Utilities.

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
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**MAJOR OPERATING PROJECTS (2016 - \$3,457K; 2015 - \$1,242K)**

ID #	PROJECT DESCRIPTION	COST	FUNDING SOURCE
41008	Water Licenses	\$3,000,000	Water License Acquisition
41021	EPCOR Maintenance Projects - Water	\$ 203,000	410 Water & Sewer Reserve
42025	EPCOR- River Water Quality Study	\$ 65,000	410 Water & Sewer Reserve
42028	EPCOR Maintenance Projects - Sewer	\$ 189,000	410 Water & Sewer Reserve

**MAJOR CAPITAL PROJECTS**

410507	EPCOR Meter Upgrade Phase 2	\$1,250,000	410 Water & Sewer Reserve
410511	EPCOR Vehicle Replacement 2016	\$ 45,000	410 Water & Sewer Reserve

**TRANSFERS TO/FROM RESERVES**

- As per Council's directive, contribution to capital is increased to match 100% amortization costs in both W & S utilities. (Maintains the same contribution as 2015 – \$1.61 Million).

**RATES & FEES**

- Rates remain based upon Council's 80% consumption / 20% fixed costs philosophy and sewer consumption charges are averaged for summer months based upon each client's winter (non - irrigation season) water consumption.
- A **3.3%** increase to both water and sewer rates is proposed for 2016 in order to cover the increase in the EPCOR Operating and Maintenance Contract (3.2%), and to provide the necessary funding for review of the expansion to the Utility Systems and the pipeline proposal from Calgary while maintaining the Contribution to Administrative Overhead at the same level (\$1.6 Million).

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Utility - Water**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Licenses, Permits and Fees - R	0	0	0	0	0
Other Revenues - R	254,460	790,828	425,000	383,243	425,000
Penalties and Costs on Taxes - R	41,191	29,709	40,936	40,936	41,820
Sales and User Charges - R	4,247,318	4,078,013	4,581,225	4,494,307	4,858,101
Transfers from Governments and other Organizations - R	90,000	0	57,000	57,000	0
	<b>4,632,969</b>	<b>4,898,550</b>	<b>5,104,161</b>	<b>4,975,486</b>	<b>5,324,921</b>
<b>EXPENDITURES</b>					
Contracted and General Services	3,064,844	3,284,607	2,291,206	2,292,746	5,107,580
Long Term Interest	104,294	103,938	96,073	96,073	87,480
Materials, Goods, Supplies	135,000	140,051	136,000	134,500	136,000
Salaries, Wages & Benefits	119,693	82,222	121,333	114,934	181,221
Bank Charges and Short Term Interest	0	(2)	0	0	0
Utilities	0	2,758	0	2,771	0
	<b>3,423,831</b>	<b>3,613,573</b>	<b>2,644,612</b>	<b>2,641,024</b>	<b>5,512,281</b>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>1,209,138</b>	<b>1,284,977</b>	<b>2,459,549</b>	<b>2,334,462</b>	<b>(187,360)</b>
Debt Principal	181,422	181,423	189,643	189,643	198,237
Transfers to/from Other Functions	446,761	559,689	675,165	675,165	697,948
Transfers to/from Other Funds	739,031	(739,033)	640,364	635,364	687,364
Transfers to/from Reserves	(835,540)	790,828	100,000	83,243	(2,630,000)
<b>Tax Support for: Utility - Water</b>	<b>677,464</b>	<b>492,070</b>	<b>854,377</b>	<b>751,047</b>	<b>859,091</b>
<b>Amortization</b>	<b>885,364</b>	<b>874,180</b>	<b>885,364</b>	<b>885,364</b>	<b>885,364</b>

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Utility - Sanitary Sewer**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Licenses,Permits and Fees - R	1,550	1,550	1,550	1,550	1,550
Penalties and Costs on Taxes - R	42,691	31,801	42,427	42,427	42,921
Sales and User Charges - R	4,275,361	4,169,190	4,492,762	4,411,630	4,740,424
	<b>4,319,602</b>	<b>4,202,542</b>	<b>4,536,739</b>	<b>4,455,607</b>	<b>4,784,895</b>
<b>EXPENDITURES</b>					
Contracted and General Services	1,969,640	1,497,236	3,060,306	3,029,706	2,242,235
Long Term Interest	97,159	96,227	83,945	83,945	70,101
Materials, Goods, Supplies	8,000	5,489	9,000	1,500	9,000
Salaries, Wages & Benefits	101,930	67,645	104,241	90,724	156,680
Bank Charges and Short Term Interest	0	0	0	0	0
	<b>2,176,729</b>	<b>1,666,596</b>	<b>3,257,492</b>	<b>3,205,875</b>	<b>2,478,016</b>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>2,142,873</b>	<b>2,535,946</b>	<b>1,279,247</b>	<b>1,249,732</b>	<b>2,306,879</b>
Debt Prinicipal	285,366	285,367	298,581	298,581	312,435
Transfers to/from Other Functions	504,476	539,603	715,629	715,629	717,233
Transfers to/from Other Funds	340,372	734,715	(546,080)	(533,580)	467,420
Transfers to/from Reserves	150,000	150,000	75,000	75,000	75,000
<b>Tax Support for: Utility - Sanitary Sewer</b>	<b>862,659</b>	<b>826,261</b>	<b>736,117</b>	<b>694,102</b>	<b>734,791</b>
<b>Amortization</b>	<b>716,420</b>	<b>706,998</b>	<b>716,420</b>	<b>716,420</b>	<b>716,420</b>

<p style="text-align: center;"><b>TOWN OF OKOTOKS</b> <b>2016 OPERATING BUDGET</b> Budget Centre Highlights</p>
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## **WASTE SERVICES**

### **CORE SERVICES**

- Provide weekly residential solid waste pickup and transport to regional landfill. Participate on Foothills Regional Services Commission management team for efficient operation of regional landfill (joint ownership with area municipalities) and the Calgary Regional Waste Management Program.
- Operate a comprehensive recycling program, including the "Eco Centre" (Recycling Centre), processing of two drop off areas (main depot and south side bins), a contracted curb side recyclables pick-up service, the community grass & leaves drop-off area and support regional recycling in cooperation with regional landfill. Recoup maximum return through strategically timed sales of recyclables on world markets.

### **FTEs**

- Includes 12.28 FTEs for 2016, reflecting the addition of a 0.5 FTE from 2015 for cart management position. Staff from other areas are allocated to some Waste Services functions as well (i.e. transportation services for the grass / leaves drop off).

### **CHANGES IN SERVICES**

- Residential Waste tonnage costs to landfill from residential collection is anticipated to increase by approximately 10% (400 tonnes) due to growth and increased options for garbage capacity (180 Liter carts). Over 600 home based business. Currently collect from some downtown businesses.
- Re-brand of the Recycling Centre to an Eco-Centre will continue in 2016 (focus on collection of new items).
- In accordance with the Waste Management Plan, Implement "Universal" organics and recycling in the fall of 2016. (This will require budget adjustment at that time – As Organics will be contracted out, it is intended that rates charged will offset direct costs of providing the service)
- Improve the school education programs (focus on school with the recently purchased landfill model as part of tools).

### **CHALLENGES**

- The expansion of the Operations Centre in 2015 / 2016 has limited the options for increasing recycling services and storage space at this site. This requires product to be moved to markets as soon as possible. Throughout the Operations center construction period (opening June 2016) and with the removal of a processing facility to accommodate construction, it will be necessary to provide for temporary storage facilities and make operational adjustments throughout 2016 in order to maintain current service levels at the Eco Centre.
- Revenues generated from materials processed at the Eco Centre are expected to reduce by about 25% for 2016. This is primarily due to uncertainty in market prices and a further reduction in recyclables processed at the Eco Centre due to the success of the "Curb It" program and the fact materials are processed elsewhere.
- The two balers currently used are old and inefficient.
- Companies that purchase our products (especially cardboard) have indicated that they cannot accept our product if it is wet. They are asking us to store our commodities indoors to ensure no moisture contamination.
- Increased fees at the landfill (\$2.00 per ton).

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
 Budget Centre Highlights

**EFFICIENCIES**

- Working in collaboration with the FRSC and individual municipalities exploring sub regional MRF options.
- Work with FleetMind to ascertain if a garbage rebate program is feasible.
- System & Process review of our collection and marketing of materials collected (eg. Household hazardous collection and HDPE (#2 plastics))

**CAPITAL PROJECTS**

Project #	Project Name	Amount	Funding Source
440-812	Baler Replacement	\$550,000	MSI Capital
440-813	10,000 120 Liter Organics Carts	\$390,000	Federal Gas Tax Grant

**TRANSFERS TO/FROM RESERVES**

- \$ Contribution to Capital Reserves (covers amortization)

**RATES & FEES**

- Proposed monthly fee changes for 2016

	<b>2015</b>	<b>2016</b>
<b>Recycling Curb it Cart</b>	\$ 7.25	\$ 7.25
<b>120L Cart</b>	\$ 9.00	\$10.00
<b>2<sup>nd</sup> 120L Cart</b>	\$10.00	\$12.00
<b>180L Cart</b>	\$15.00	\$16.00
<b>Environmental Fee (replaces Recycling Fee)</b>	\$ 3.25	\$ 3.25

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Waste Services - Refuse**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Penalties and Costs on Taxes - R	9,142	6,583	9,086	8,000	9,354
Sales and User Charges - R	866,464	871,705	895,485	910,328	1,049,587
	875,606	878,288	904,571	918,328	1,058,941
<b>EXPENDITURES</b>					
Contracted and General Services	10,500	7,666	10,500	8,600	12,000
Materials, Goods, Supplies	14,400	39,844	14,400	12,400	14,400
Purchases from Other Governments	210,000	260,107	245,000	253,339	260,000
Salaries, Wages & Benefits	371,224	246,426	325,848	285,747	383,058
	606,124	554,043	595,748	560,086	669,458
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>269,482</b>	<b>324,245</b>	<b>308,823</b>	<b>358,242</b>	<b>389,483</b>
Transfers to/from Other Functions	188,124	186,649	210,711	210,711	235,632
Transfers to/from Other Funds	11,806	11,806	11,806	11,806	11,806
Transfers to/from Reserves	0	0	0	0	0
<b>Tax Support for: Waste Services - Refuse</b>	<b>69,552</b>	<b>125,790</b>	<b>86,306</b>	<b>135,725</b>	<b>142,045</b>
<b>Amortization</b>	<b>95,085</b>	<b>95,268</b>	<b>95,085</b>	<b>95,085</b>	<b>95,085</b>

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Waste Services - Recycling**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Penalties and Costs on Taxes - R	4,188	6,084	4,162	4,162	4,402
Sales and User Charges - R	992,080	878,012	956,965	888,097	949,135
Transfers from Governments and other Organizations - R	121,420	132,189	120,600	120,600	132,300
	1,117,688	1,016,285	1,081,727	1,012,859	1,085,837
<b>EXPENDITURES</b>					
Contracted and General Services	472,128	409,877	441,045	448,140	482,475
Materials, Goods, Supplies	40,300	37,431	40,300	38,725	30,300
Salaries, Wages & Benefits	518,701	564,196	538,832	554,403	568,332
	1,031,129	1,011,503	1,020,177	1,041,268	1,081,107
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>86,559</b>	<b>4,781</b>	<b>61,550</b>	<b>(28,409)</b>	<b>4,730</b>
Transfers to/from Other Functions	102,211	88,956	95,745	95,745	90,866
Transfers to/from Other Funds	30,523	30,523	30,523	30,523	30,523
<b>Tax Support for: Waste Services - Recycling</b>	<b>(46,175)</b>	<b>(114,698)</b>	<b>(64,718)</b>	<b>(154,677)</b>	<b>(116,659)</b>
<b>Amortization</b>	<b>30,523</b>	<b>30,523</b>	<b>30,523</b>	<b>30,523</b>	<b>30,523</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
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**PLANNING SERVICES**

**CORE SERVICES**

- Ensure responsible community development is consistent with Council policy direction and Legacy Plan (Municipal Development Plan).
- Administer and provide assistance on planning and development related applications including Subdivision Plans, development permits and certificates of compliance.
- Develop and administer servicing and construction/development agreements.
- Promote community involvement through open houses, public participation and stakeholder workshops and manage and support development of community planning projects.
- Manage and facilitate the land use planning process through support and advice to the Municipal Planning Commission, Subdivision and Development Appeal Board, residents, stakeholders and Town approving authorities.

**FTEs**

- Includes 8.0 FTE in 2016, no net change from 2015.

**CHANGES IN SERVICES**

- Planning has experience a significant increase in long range planning workload due to annexation and regional growth pressure that necessitate expediting planning for proposed annexation lands (e.g. schools, recreational facilities).

**CHALLENGES**

- In the event a water solution is not secured in the very short term, there is uncertainty around subdivision activity and associated revenue in 2016.
- Planning Services continues to experience increases in legal fees associated with Development Appeals and other legal matters.
- Elimination of the term Assistant Development Officer position will increase workload for other development team members particularly as enforcement matters emerge. Capacity to facilitate development completion certificates will also be affected.

**EFFICIENCIES**

- Sharing support staff with Engineering.
- Work associated with annexation, a new Municipal Development Plan and Land Use Bylaw update will in part be managed through retaining consulting services.

**TRANSFERS TO/FROM RESERVES – none**

**RATES & FEES**

- Fee increases for Statutory Plan and Land Use Bylaw amendments and non-residential encroachment agreement applications are proposed.

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Planning Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Licenses,Permits and Fees - R	100,000	142,856	180,000	198,000	215,000
Sales and User Charges - R	80,500	124,443	115,500	132,696	125,500
Transfers from Governments and other Organizations - R	84,000	0	0	9,361	0
	<u>264,500</u>	<u>267,299</u>	<u>295,500</u>	<u>340,057</u>	<u>340,500</u>
<b>EXPENDITURES</b>					
Contracted and General Services	210,360	98,639	386,810	221,289	85,010
Materials, Goods, Supplies	3,500	5,613	3,500	8,674	3,500
Purchases from Other Governments	1,500	3,653	1,500	2,253	1,500
Salaries, Wages & Benefits	691,217	683,954	927,883	919,048	913,003
Bank Charges and Short Term Interest	500	2,256	500	1,334	500
	<u>907,077</u>	<u>794,115</u>	<u>1,320,193</u>	<u>1,152,598</u>	<u>1,003,513</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(642,577)</b>	<b>(526,816)</b>	<b>(1,024,693)</b>	<b>(812,541)</b>	<b>(663,013)</b>
Transfers to/from Other Functions	24,447	30,644	25,910	25,910	22,181
Transfers to/from Other Funds	0	0	0	0	0
Transfers to/from Reserves	0	0	(300,000)	57,535	0
<b>Tax Support for: Planning Services</b>	<b>(667,024)</b>	<b>(557,460)</b>	<b>(750,603)</b>	<b>(895,986)</b>	<b>(685,194)</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
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**ECONOMIC DEVELOPMENT**

**CORE SERVICES**

- Support and facilitate desired commercial and light industrial development consistent with Council policy direction while implementing economic development projects and strategies.
- Identify, encourage and deliver in partnership with local businesses targeted business promotion, investment attraction and business retention and expansion initiatives.
- Administer business licensing and promote tourism opportunities.
- Facilitate effective communications and working protocols among key economic development stakeholders and agencies.

**FTEs**

- Includes 3.44 FTEs in 2016, (no net change from 2015).

**CHANGES IN SERVICES**

- No major changes to standard economic development services.

**CHALLENGES**

- Lower projected home starts will result in less site license revenues.
- No new incremental projects are planned due to funding.
- Execution of new downtown branding will rely on existing operating funds to support implementation.
- Economic Development could utilize additional funding in the future for investment attraction marketing & advertising as well as special projects.
- Okotoks Pro Rodeo, Show & Shine and Highland Games sponsorships equal \$9,750 in total. \$8,000 to Rodeo, \$750 to Show & Shine, \$1,000 to Highland Games.
- Olde Towne Okotoks joint marketing funding remains at \$8,000 for the year.

**EFFICIENCIES**

- Maintaining a summer student to assist with work volumes, research and other projects.
- More revenues expected for Tourism LOGO Sign and Advertising Bench Programs.
- Advertising credit of \$10,000 from Pattison Outdoor Advertising for marketing.
- Increased staffing has resulted in new grants for regional tourism and more business interactions.

**TRANSFERS TO/FROM RESERVES** – none

**RATES & FEES**

- Business License fees are remaining the same. Two additional fees related to the Tourism LOGO Sign Program have been added. These fees are for sign relocations and changing artwork and have been the practice over the past year but were missed in the rates and fees bylaw. These fees are based on what the Province charges plus a small administrative fee back to the Town.

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Economic Development**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Licenses,Permits and Fees - R	413,580	433,749	451,700	437,584	460,304
Other Revenues - R	23,000	21,360	10,000	12,100	10,000
Rental Revenue - R	85,152	108,103	101,652	90,627	86,720
Sales and User Charges - R	26,000	2,698	27,150	11,350	26,600
Transfers from Governments and other Organizations - R	0	5,100	55,000	55,463	0
	547,732	571,010	645,502	607,124	583,624
<b>EXPENDITURES</b>					
Contracted and General Services	265,110	262,412	364,400	247,869	266,550
Materials, Goods, Supplies	7,600	8,942	10,500	10,500	10,500
Other Expenditures	8,000	8,000	8,000	8,000	0
Salaries, Wages & Benefits	302,004	315,340	344,979	341,784	359,091
Bank Charges and Short Term Interest	3,550	5,212	4,500	5,227	4,480
	586,264	599,906	732,379	613,380	640,621
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(38,532)</b>	<b>(28,896)</b>	<b>(86,877)</b>	<b>(6,256)</b>	<b>(56,997)</b>
Transfers to/from Other Functions	11,637	15,573	45,341	45,341	9,538
Transfers to/from Reserves	0	0	(70,000)	0	0
<b>Tax Support for: Economic Development</b>	<b>(50,169)</b>	<b>(44,469)</b>	<b>(62,218)</b>	<b>(51,597)</b>	<b>(66,535)</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
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**ENGINEERING SERVICES**

**CORE SERVICES**

- Provide leadership and direction in the planning, design, construction and rehabilitation of the Town's transportation and utility infrastructure to ensure these systems are safe, efficient, cost effective, customer oriented, and constructed in accordance with contemporary engineering standards and practices.
- Review and approve engineering submissions related to new development and subdivision applications.
- Assess and prioritize infrastructure needs and recommend infrastructure projects for annual and long term capital project program.
- Administer the means to fund utility and transportation system growth through offsite levies and acreage assessments in support of new development.
- Administer infrastructure studies and reports as required to inform long term growth plans.

**FTEs**

- Includes 5.75 FTE in 2016, an increase of .45 FTE from 2015 due to annualization of the Project Engineer position.

**CHALLENGES**

- Projected revenues from new subdivision activity are limited by water supply. Sufficient water licenses are available to address all residential lands by active developers. New subdivision of industrial lands or new residential areas may be limited due to insufficient water licenses.

**EFFICIENCIES**

- Engineering Services employs tendering strategies to help ensure competitive pricing, including providing flexible schedules and including contract provisions to extend the scope of work using secured unit pricing. This strategy has been effective in securing a good number of quality bids and thus good competitive pricing.
- The engineering team will take on project management and detailed engineering when appropriate and when manpower allows. The budget reflects a contribution from Capital when in-house engineering services are provided in lieu of external consulting services.

**TRANSFERS TO/FROM RESERVES**

- The 2016 budget reflects an estimated 50 acres of new subdivision development which will generate \$96.8K in engineering inspection revenue plus \$20K survey and mapping revenue which is transferred to reserves. The budgeted draw from these reserves is \$100K for 2016.

**RATES AND FEES**

- Charges for Engineering Review and Inspection, Survey Control, Water Acquisition, Water Usage, and Public Facilities Fee are incorporated into the Okotoks Rates and Fees Bylaw.
- A review of the water acquisition fee is required to ensure sufficient licensing is in place to supply higher densities of development which are contemplated to align with Calgary Regional Partnership recommended densities.

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
 Budget Centre Highlights

**OPERATING PROJECTS (Managed on behalf of other Business Centres)**

32020	Road Surface Improvements	\$ 500,000	Federal Gas Tax
32024	Pedestrian Crossing Enhancement	\$ 40,000	Recap Reserve
41008	Water Licenses	\$3,000,000	Water license acquisition
63001	Transportation Master Plan Update	\$ 120,000	Transportation Reserve
63002	Cimarron Traffic Calming Study	\$ 100,000	Transportation Reserve
63003	Offsite Levy Update	\$ 100,000	Offsite Levy Update Reserve

**CAPITAL PROJECTS**

Project #	Project Name	Amount	Funding Source
320-809	Veterans Way Pedestrian Corridor-Phase 1	\$1,450,000	Recap/Transportation Reserves
320-810	WERCC- Servicing	\$4,840,000	MSI Capital/Utility Reserves
410-512	Raw Water Capacity Analysis	\$ 150,000	Water/Sewer Off-Site Levy
410-513	WTP Process Losses Recovery	\$1,700,000	Water/Sewer Off-Site Levy
420-552	420 North Railway Sanitary Capacity Expansion	\$1,000,000	Water/Sewer Off-Site
750-725	Laurie Boyd Pedestrian Bridge Design	\$ 200,000	Recreation Reserve
750-726	West Ball Field Bridge	\$ 180,000	Recreation Reserve

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Engineering Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Sales and User Charges - R	95,000	243,025	160,800	121,200	146,800
	95,000	243,025	160,800	121,200	146,800
<b>EXPENDITURES</b>					
Contracted and General Services	47,100	32,975	52,150	38,362	378,600
Materials, Goods, Supplies	4,000	1,639	4,000	3,612	4,700
Purchases from Other Governments	0	90	0	0	0
Salaries, Wages & Benefits	421,417	383,270	687,246	605,252	684,582
	472,517	417,974	743,396	647,226	1,067,882
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(377,517)</b>	<b>(174,950)</b>	<b>(582,596)</b>	<b>(526,026)</b>	<b>(921,082)</b>
Transfers to/from Other Functions	12,223	16,607	(232,045)	(232,045)	(229,057)
Transfers to/from Other Funds	0	0	0	0	(320,000)
Transfers to/from Reserves	(50,000)	217,575	(3,200)	84,860	(3,200)
<b>Tax Support for: Engineering Services</b>	<b>(339,740)</b>	<b>(409,131)</b>	<b>(347,351)</b>	<b>(378,841)</b>	<b>(368,825)</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**LAND DEVELOPMENT**

**CORE SERVICES**

- This budget centre is used for land acquisition and disposition matters.
- Land issues are dealt with on a case-by-case basis.

**FTEs**

- No FTEs assigned to this budget centre

**CHANGES IN SERVICES**

- 2016 expenses include environmental testing and monitoring for Southridge Emergency Services Building

**CHALLENGES – N/A**

**EFFICIENCIES – N/A**

**MAJOR OPERATING PROJECTS – (2016- \$80K; 2015 - \$60K)**

Project #	Project Name	Amount	Funding Source
66004	Environmental Monitoring –□	\$80,000	Recap Reserve

**TRANSFERS TO/FROM RESERVES**

- Proceeds from sale of lots in the 32 Street Business Park will be recognized in this business centre and net gain on sales transferred to the Land Reserve.
- Transfer of \$80K from recap reserve to support environmental monitoring.

**RATE & FEES – None**

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Land Development**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Sales and User Charges - R	0	1,501,958	0	1,650,000	0
	0	1,501,958	0	1,650,000	0
<b>EXPENDITURES</b>					
Contracted and General Services	57,000	18,602	72,000	75,000	80,000
Materials, Goods, Supplies	0	496,531	0	450,000	0
Other Expenditures	0	1,750	0	0	0
	57,000	516,883	72,000	525,000	80,000
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(57,000)</b>	<b>985,075</b>	<b>(72,000)</b>	<b>1,125,000</b>	<b>(80,000)</b>
Transfers to/from Other Funds	(45,000)	1,099,974	(60,000)	1,315,000	(80,000)
<b>Tax Support for: Land Development</b>	<b>(12,000)</b>	<b>(114,899)</b>	<b>(12,000)</b>	<b>(190,000)</b>	<b>0</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**CLIENT SERVICES**

**CORE SERVICES**

- Manage and operate a Recreation Customer Services & Information Centre providing common booking, registration, and admissions services for indoor and outdoor recreation, community programs, and school facility recreation programs.
- Provide comprehensive recreation services information and town/community information to clients and liaison between public and various Business Centres.
- Provide administration support services to all Community Services Business Centres.

**FTEs**

- Includes 7.62 FTE (no change)

**CHANGES IN SERVICE**

- Expenses associated with the Indoor & Outdoor Master Plan updates, and community consultation for recreation facility capacities and needs.
- Additional hours absorbed in budget for central booking agency services to include the gymnasium and other facilities at the Foothills Composite High School for community use; as per the joint use agreement.
- Liaison with Grand Slam of Curling committee.
- Implementation and promotion of Healthy Eating in Recreation Centres grant.

**CHALLENGES**

- The search for a Class software replacement due to the announcement that the product support will end December 2017.
- Effective event planning and scheduling at Pason Centennial Arena during expansion.
- Maintaining a high level of service to accommodate increased special event and facility requests with the continued growth of user groups, competitive levels and new activities without increased administrative time.
- Expense associated with contributions to MD of Foothills for Scott Seaman's arena and Crescent Point Field House included in budget. (\$450K)

**EFFICIENCIES**

- Bookings for year round ice at Pason Centennial Arena.
- Maximizing gymnasium usage by offering increased rental options.
- Regional representative on ESS South Central region steering committee for disaster response.
- Improved facility schedule digital display reducing data entry time.

**TRANSFERS TO/FROM RESERVES – none**

**RATES & FEES**

- The Recreation Centre Facility Pass rates remain unchanged to stay competitive as per market comparison. 5% proposed increase to gymnasium rental rates as per agreement and alignment with school divisions. Gymnasium rate review shows Okotoks is below mid-market.

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**ACTIVITY GROWTH**

	<b>2013</b>	<b>2014</b>	<b>2015 (Projected)</b>
Payments processed	\$ 3,096,687	\$ 3,003,678	\$ 3,078,106
Front Desk transactions (POS, Reg, M'ships, Pass Scans, & Ph calls)	176,497	177,040	174,449
Online Registration (fall)	38.7 %	40.9%	47.3%

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Client Services**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Sales and User Charges - R	66,000	59,662	67,000	55,850	62,600
Transfers from Governments and other Organizations - R	73,800	75,077	204,900	102,950	127,600
	<u>139,800</u>	<u>134,739</u>	<u>271,900</u>	<u>158,800</u>	<u>190,200</u>
<b>EXPENDITURES</b>					
Contracted and General Services	39,650	34,284	142,820	36,760	45,220
Materials, Goods, Supplies	29,526	23,403	30,526	26,300	30,500
Other Expenditures	6,000	6,139	6,000	6,000	6,000
Purchases from Other Governments	0	0	0	396,913	448,000
Salaries, Wages & Benefits	483,810	489,243	526,267	514,613	546,101
Bank Charges and Short Term Interest	30,000	34,246	33,000	33,000	33,000
	<u>588,986</u>	<u>587,315</u>	<u>738,613</u>	<u>1,013,586</u>	<u>1,108,821</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(449,186)</b>	<b>(452,576)</b>	<b>(466,713)</b>	<b>(854,786)</b>	<b>(918,621)</b>
Transfers to/from Other Functions	0	714	0	0	0
Transfers to/from Other Funds	640	0	640	0	0
<b>Tax Support for: Client Services</b>	<b>(449,826)</b>	<b>(453,290)</b>	<b>(467,353)</b>	<b>(854,786)</b>	<b>(918,621)</b>
<b>Amortization</b>	<b>4,504</b>	<b>4,504</b>	<b>4,504</b>	<b>104,504</b>	<b>104,504</b>

**TOWN OF OKOTOKS**  
**2016**  
**OPERATING BUDGET**  
 Budget Centre Highlights

**AQUATICS SERVICES**

**CORE SERVICES**

- Manage, operate and maintain aquatic centre and water spray park providing public swim opportunities, aquatic skill development and health and lifestyle programs
- Promote and provide pool facility for use by swim clubs, schools, private rentals and aquatic competitions

**FTEs**

- Includes 17.33 FTE in 2016, an increase of 2.13 from 2015 for a new Aquatic Programmer position in March adding .83 FTE; 1.3 FTE increase in non-permanent staff representing the average number of hours used in the last 2 years.

**CHANGES IN SERVICES**

- Sunday morning opening has been moved 2 hrs earlier to allow time for the Foothills Stingrays and the Okotoks Masters SC to come in earlier. This has been offset by closing 1.5 hrs earlier on Sundays.
- Saturday Morning opening has been moved 30 minutes earlier to accommodate adult lesson growth.

**CHALLENGES**

- Programs are expected show only moderate growth as there is very limited opportunity to expand programs.
- Increase building maintenance and maintenance supply costs reflect the aging infrastructure and increased use of the facility.

**EFFICIENCIES**

- Aquatic Staff have worked to maximize opportunities for the community during the peak periods and are working to increase weekend usage.
- Morning extensions on Sunday and Sunday will not require an increase to staff hours.

**MAJOR OPERATING PROJECTS (2016 - \$90K; 2015 – \$0)**

Project	Project Name	Amount	Funding Source
71008	ORC - Maintenance - Pool	\$45,000	Recap Reserve
71008	Recreation Equipment (Pool)	\$45,000	Recreation Reserve

This project includes repairing a number of mechanical problems and purchasing some additional feature that will increase the appeal of the facility, specifically for teens.

**CAPITAL PROJECT**

Project #	Project Name	Amount	Funding Source
710-100	Water Spray Park Phase 2	\$860,000	Recreation Facility Reserve

**TRANSFERS TO/FROM RESERVES**

- \$9,497 from Community Programs reflects their continued use of the facility.

**TOWN OF OKOTOKS**  
**2016**  
**OPERATING BUDGET**  
Budget Centre Highlights

**RATES & FEES**

- Annual Rate Comparison showed that Okotoks was at market for all rates, therefore no rate change is recommended for 2016.

**GROWTH RATES AND UTILIZATION**

	2013	2014	2015
Prime Time	91.7 %	92.7 %	91.4%
Non-Prime	74.1 %	74.9 %	75.5%
Weekend	70.2 %	65.4 %	81.9%

\*100 % usage is based on using every lane and part of the tot pool, in 15 minute increments.

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Aquatics**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Rental Revenue - R	175,600	224,641	218,450	228,400	227,150
Sales and User Charges - R	588,550	557,298	558,100	597,000	590,100
Transfers from Governments and other Organizations - R	103,000	98,501	130,489	159,759	149,989
	867,150	880,440	907,039	985,159	967,239
<b>EXPENDITURES</b>					
Contracted and General Services	104,090	103,903	103,158	65,708	230,090
Long Term Interest	0	0	0	0	0
Materials, Goods, Supplies	101,600	128,091	99,300	117,890	109,810
Salaries, Wages & Benefits	838,874	857,139	867,049	842,263	1,097,664
Utilities	222,886	224,575	218,300	231,010	220,100
	1,267,450	1,313,708	1,287,807	1,256,871	1,657,664
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(400,300)</b>	<b>(433,268)</b>	<b>(380,768)</b>	<b>(271,712)</b>	<b>(690,425)</b>
Debt Principal	0	0	0	0	0
Transfers to/from Other Functions	(9,267)	(9,267)	(9,497)	(9,497)	(10,284)
Transfers to/from Other Funds	23,346	0	0	0	(89,800)
<b>Tax Support for: Aquatics</b>	<b>(414,379)</b>	<b>(424,001)</b>	<b>(371,271)</b>	<b>(262,215)</b>	<b>(590,341)</b>
<b>Amortization</b>	<b>248,276</b>	<b>248,276</b>	<b>248,276</b>	<b>248,276</b>	<b>248,276</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
 Budget Centre Highlights

**INDOOR RECREATION FACILITIES**

**CORE SERVICES**

- Manage, operate and maintain public arenas, gymnasiums, meeting rooms, offices and common areas at the Okotoks Recreation Center (ORC) and Pason Centennial Arena
- Provide public and private ice and dry pad recreation opportunities for a broad array of user groups, balancing needs, demands and accessibility in alignment with service delivery objectives and priorities.

**FTEs**

- 20.89 FTE in 2016, an increase of .66 FTE in 2015 reflecting the annualization of the maintenance and supervisor positions.

**CHANGES IN SERVICES**

- The addition of an ice deck system at Pason Centennial arena has enabled the ice rink to be temporarily converted to a dry floor space for large events.

**CHALLENGES**

- Annual repairs and maintenance of ORC and PCA are at a point in their lifecycle where increased preventative maintenance is required.
- All prime time ice hours are fully booked during the winter season.
- Renegotiate the lease agreements with the Okotoks Curling Club, Summit Physio, and Natural High Fitness as well as gymnasium sponsorship agreement with Shane Homes.
- Effective event planning and scheduling at Pason Centennial Arena during expansion.

**EFFICIENCIES**

- Implementation of energy efficiency projects in 2015 will create efficiencies for 2016.
- Changes in the lighting system at ORC in 2016 will increase efficiencies, decrease overall operating and maintenance costs.

**MAJOR OPERATING PROJECTS (2016 - \$531,000; 2015 - \$976,000)**

Project #	Project Name	Amount	Funding Source
72021	ORC- Maintenance- Sport Flooring Ph 3	\$ 41,000	Recap reserve
72037	ORC Lighting	\$175,000	Recap reserve/Grant
72038	Maintenance - PCA Glass Equip	\$ 55,000	Recreation reserve
72039	OHS Equipment	\$ 95,000	Recap reserve
72040	Life Cycle Items	\$165,000	Recap reserve

**TRANSFERS TO/FROM RESERVES - None**

**RATES AND FEES**

- Rate increases of 3% in 2016 across the board, with the exception of Local Adult rates which would increase by 1%. This is based on a market survey and analysis.

**GROWTH AND USAGE**

	2013	2014	2015 / Present
Dry Pad Hours	2,237	2,156	1,836
Ice Hours	7,346	7,163	7,405(Est)

- Note : dry pad hours were reduced at PCA as a result of year round ice

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Indoor Recreation Facilities**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Other Revenues - R	11,375	11,375	13,000	13,000	13,000
Rental Revenue - R	1,240,584	1,245,341	1,276,779	1,306,735	1,281,140
Sales and User Charges - R	130,530	127,346	134,446	126,394	143,987
Taxes and Grants in Place - R	0	0	0	0	0
Transfers from Governments and other Organizations - R	502,300	494,073	741,500	780,840	542,800
	<b>1,884,789</b>	<b>1,878,136</b>	<b>2,165,725</b>	<b>2,226,969</b>	<b>1,980,927</b>
<b>EXPENDITURES</b>					
Contracted and General Services	897,515	946,167	1,580,327	1,135,610	833,508
Long Term Interest	548,403	545,372	478,375	478,375	404,747
Materials, Goods, Supplies	149,773	179,409	196,597	181,377	253,658
Other Expenditures	426,000	287,370	384,500	0	0
Salaries, Wages & Benefits	1,287,160	1,338,057	1,391,032	1,339,714	1,537,775
Utilities	489,026	349,747	449,317	449,087	402,617
	<b>3,797,877</b>	<b>3,646,123</b>	<b>4,480,148</b>	<b>3,584,163</b>	<b>3,432,305</b>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(1,913,088)</b>	<b>(1,767,988)</b>	<b>(2,314,423)</b>	<b>(1,357,194)</b>	<b>(1,451,378)</b>
Debt Principal	1,369,347	1,369,347	1,439,374	1,439,374	1,513,003
Transfers to/from Other Functions	(875)	(4,325)	23,963	23,963	23,664
Transfers to/from Other Funds	(1,862,627)	(1,594,830)	(2,289,959)	(1,850,984)	(1,538,034)
Transfers to/from Reserves	0	0	(28,375)	0	0
<b>Tax Support for: Indoor Recreation Facilities</b>	<b>(1,418,933)</b>	<b>(1,538,179)</b>	<b>(1,459,426)</b>	<b>(969,547)</b>	<b>(1,450,011)</b>
<b>Amortization</b>	<b>916,494</b>	<b>855,819</b>	<b>916,494</b>	<b>816,494</b>	<b>816,494</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**COMMUNITY PROGRAMS AND EVENTS**

**CORE SERVICES**

- Provide and/or facilitate delivery of life-long learning and skill development opportunities for children, youth, adults and seniors, encouraging a healthy lifestyle and active mind.
- Manage the Youth Centre, KinderCare and Southside Community Programs centre facilities and deliver youth-oriented programming, including day camp and other programs to meet community needs.
- Assist community groups in the delivery of life-long learning and skill development opportunities.
- Participate in relevant community program delivery organizations, including the Foothills Continuing Education Council.
- Provide community special event management and liaison services supporting a wide range of corporate initiatives.

**FTEs**

- 2016 includes 15.84 FTEs, an increase of 1 FTE from 2015 for the Youth Social Development specialist which is a term position funded by FCSS.

**CHANGES IN SERVICES**

- Additional FCSS funding (\$75K) supports a 10 month term position for a Youth Social Development Specialist and to support the continuation of the Neighbourhood Connector program.
- Increased nature play/outside activities including piloting a Summer Park and Play, offset by FCSS funding and a cost recovery Act Outdoors daycamp at the amphitheatre.

**CHALLENGES**

- Maintaining services levels with limited access program space during prime time
- Achieving a balance between competitive sports and access to non-competitive, recreational and active play based activities, particularly as it relates to facility space allocation.
- Economic conditions could negatively affect registrations in fee paying programs and increase participation in community programs and events offered at no charge

**EFFICIENCIES**

- Some program initiatives will be offset by utilizing non-permanent program leaders
- Town owned facilities are used to host programs whenever possible.
- A reduction in the rental rate for facility use at the Legacy Field House was approved for a period of a year while building clients in programs offered at this facility.

**TRANSFERS TO/FROM RESERVES – none**

**RATES & FEES**

- Program fees are based on cost recovery or are revenue generating. Fees include costs associated with internal transfers as payment for facility use and are adjusted as required. Rental fees for the youth centre, Southside community programs centre, KinderCare are increased by 3%

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Community Programs**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Other Revenues - R	0	2,900	13,750	13,750	13,750
Rental Revenue - R	500	3,223	1,500	723	1,750
Sales and User Charges - R	828,700	740,112	845,918	762,029	845,000
Transfers from Governments and other Organizations - R	35,239	62,207	73,950	98,767	85,300
	864,439	808,442	935,118	875,269	945,800
<b>EXPENDITURES</b>					
Contracted and General Services	285,575	225,992	323,840	295,006	384,190
Materials, Goods, Supplies	23,700	25,335	44,325	44,862	59,865
Salaries, Wages & Benefits	716,648	764,423	887,171	857,983	977,960
	1,025,923	1,015,749	1,255,336	1,197,851	1,422,015
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(161,484)</b>	<b>(207,307)</b>	<b>(320,218)</b>	<b>(322,582)</b>	<b>(476,215)</b>
Transfers to/from Other Functions	6,610	2,703	(28,760)	(40,912)	(68,335)
<b>Tax Support for: Community Programs</b>	<b>(168,094)</b>	<b>(210,011)</b>	<b>(291,458)</b>	<b>(281,670)</b>	<b>(407,880)</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
 Budget Centre Highlights

**CULTURE AND HERITAGE**

**CORE SERVICES**

- Culture and Heritage strives to engage, enrich, inspire, and inform through public art, visitor services, special events, educational and entertainment experiences at its pillars: the Okotoks Art Gallery (OAG), Okotoks Museum and Archive (OMA), the Rotary Performing Arts Centre (RPAC).

**FTEs**

- 5.74 FTE in 2016 (no change from 2015).

**CHANGES IN SERVICES**

- Four new summer, noon-hour, mid-week Picnic at the Piano events will occur in the Okotoks Plaza.
- One new free community concert to take place in Cimarron Park in August of 2016.
- Increase budget expenditures and revenues in order to program a concert series in RPAC. (\$12K in ticket sales offset by \$12K in performance costs)
- Increase cost of supplies for Children's Festival.

**CHALLENGES**

- Due to the current economic conditions outside funding sources are becoming increasingly uncertain. For example, First Calgary Financial has informed Culture and Heritage that the \$5K program accessibility subsidy is unlikely in 2016; this subsidy allows schools to access education programs by providing funding for bussing or attendance fees.

**EFFICIENCIES**

- Staggering shifts has allowed extended hours (until 8 pm) on Thursday nights during Art on the Lawn events in July and August, producing a 70% increase in OAG sales on those Thursday nights as compared to average sales on the same nights for the previous 4 years.

**MAJOR OPERATING PROJECTS (2016 - \$60,500; 2015 - \$0)**

Project #	Project Name	Amount	Funding Source
74013	Culture & Heritage Master Plan	\$60,500	MSI Operating Grant

**CAPITAL PROJECTS**

740-066	RPAC Porch	\$90,000	Cultural Facilities Reserve
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**TRANSFERS TO/FROM RESERVES - None**

**RATES & FEES**

- Rates, fees and charges increased by 3% for the business centre with the exception of sound tech fees which increased from \$31.62 to \$35.00 to reflect actual costs charged by contract technicians.

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Cultural & Heritage**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Other Revenues - R	2,600	6,362	2,800	2,400	2,250
Rental Revenue - R	35,750	48,961	41,500	43,400	45,600
Sales and User Charges - R	47,250	49,745	49,000	54,660	63,900
Transfers from Governments and other Organizations - R	28,950	20,416	26,000	30,120	74,500
	114,550	125,485	119,300	130,580	186,250
<b>EXPENDITURES</b>					
Contracted and General Services	68,165	86,046	84,845	82,639	160,145
Materials, Goods, Supplies	47,200	54,115	26,350	30,750	29,325
Other Expenditures	0	0	0	0	0
Salaries, Wages & Benefits	439,296	448,838	468,588	466,000	464,847
Bank Charges and Short Term Interest	900	880	900	1,040	900
	555,561	589,880	580,683	580,429	655,217
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(441,011)</b>	<b>(464,395)</b>	<b>(461,383)</b>	<b>(449,849)</b>	<b>(468,967)</b>
Transfers to/from Other Functions	71,950	95,320	79,259	79,259	74,518
Transfers to/from Other Funds	(18,000)	(16,791)	0	0	0
<b>Tax Support for: Cultural &amp; Heritage</b>	<b>(494,961)</b>	<b>(542,924)</b>	<b>(540,642)</b>	<b>(529,108)</b>	<b>(543,485)</b>
<b>Amortization</b>	<b>123,412</b>	<b>123,412</b>	<b>123,412</b>	<b>123,412</b>	<b>123,412</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
 Budget Centre Highlights

**PARKS & CEMETERY**

**CORE SERVICES**

- Provide, manage and maintain public parks and open spaces, including sports fields, passive parks, playgrounds, regional and local public pathways, outdoor rinks and natural areas. Manage and maintain local urban forest. Provide horticultural information services focusing of disease control, weed control, wise water use and integrated pest management. Manage and maintain public cemetery providing a broad range of interment options.

**FTEs** - 17.10 FTEs for 2016, no change from 2015.

**CHANGES IN SERVICES**

- The overall budget encompasses minimal growth in manicured areas and trees
- An additional \$62.5K in contracted services for pruning of fire blight affected trees
- Small projects incorporated into operating budget include (approximately \$40K):
  - Roofs on ball diamond dugouts at Diamond 7 & JP11
  - Purchase & install additional pathway counters and data reporting
  - Invasive species control; goldfish in storm ponds
  - Purchase of moveable tables/chairs at Olde Towne Plaza

**CHALLENGES**

- Additional 143 trees and 2 hectares manicured lands from new development
- Cemetery sales difficult to forecast (calculated as 5 year rolling average)
- Operations Center construction (yard disruption and logistical challenges)
- Unforeseen natural events (drought, storms, snow, flooding) add strain to resources
- Increased demand of upgrades/improvements to outdoor sports facilities

**EFFICIENCIES**

- Entering into year two of three of major parks maintenance contracts
- Snow clearing of pathways/sidewalks with in-house resources
- Cemetery maintained with in-house resources
- Outdoor rinks maintained with in-house resources
- Pathway repairs moved to Transportation (\$40K)

**MAJOR OPERATING PROJECTS (2016 - \$0; 2015 - \$107K)**

**CAPITAL PROJECTS**

Project #	Project Name	Amount	Funding Source
560-009	Cemetery Cremation Garden Development	\$255,000	Federal Gas Tax Grant

**TRANSFERS TO/FROM RESERVES** - None

**RATES & FEES**

- New rate for seizure and impoundment for signs placed on public lands
- Increase of 3% on outdoor sports field bookings and new rate for scoreboard rental
- Good Shepherd Sports Field reclassified as a standard quality field

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**

**Parks**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Licenses,Permits and Fees - R	1,000	1,065	1,020	1,573	2,700
Other Revenues - R	73,100	34,164	73,500	73,527	76,500
Rental Revenue - R	66,577	66,835	81,080	85,335	87,780
Sales and User Charges - R	10,000	16,201	10,000	10,680	10,000
	150,677	118,265	165,600	171,115	176,980
<b>EXPENDITURES</b>					
Contracted and General Services	976,056	880,061	1,049,470	1,050,925	999,082
Materials, Goods, Supplies	231,231	213,838	254,681	247,647	170,157
Other Expenditures	0	0	15,000	15,000	0
Salaries, Wages & Benefits	1,000,249	955,842	1,043,785	852,036	1,082,448
Bank Charges and Short Term Interest	0	(1,302)	0	0	0
Utilities	33,352	35,349	31,958	36,438	35,024
	2,240,888	2,083,788	2,394,894	2,202,046	2,286,711
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(2,090,211)</b>	<b>(1,965,524)</b>	<b>(2,229,294)</b>	<b>(2,030,931)</b>	<b>(2,109,731)</b>
Transfers to/from Other Functions	421,589	440,952	431,803	431,803	478,812
Transfers to/from Other Funds	(251,000)	(149,088)	(192,000)	(192,000)	0
<b>Tax Support for: Parks</b>	<b>(2,260,800)</b>	<b>(2,257,387)</b>	<b>(2,469,097)</b>	<b>(2,270,734)</b>	<b>(2,588,543)</b>
<b>Amortization</b>	<b>679,886</b>	<b>637,856</b>	<b>679,886</b>	<b>679,886</b>	<b>679,886</b>

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Cemetery**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Licenses,Permits and Fees - R	1,200	1,764	1,200	1,230	1,691
Other Revenues - R	0	100	0	0	0
Returns on Investment - R	4,500	3,643	4,500	4,500	4,500
Sales and User Charges - R	60,118	57,550	60,368	120,920	74,746
Transfers from Governments and other Organizations - R	18,250	15,594	28,700	28,700	19,300
	84,068	78,651	94,768	155,350	100,237
<b>EXPENDITURES</b>					
Contracted and General Services	24,878	21,070	23,378	23,378	23,378
Materials, Goods, Supplies	8,458	5,648	7,285	5,837	8,968
Other Expenditures	20,000	19,216	20,000	20,000	20,000
Salaries, Wages & Benefits	61,322	73,899	91,097	62,391	70,113
	114,658	119,832	141,760	111,606	122,459
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(30,590)</b>	<b>(41,181)</b>	<b>(46,992)</b>	<b>43,744</b>	<b>(22,222)</b>
Transfers to/from Other Functions	18,287	18,287	26,213	26,213	30,407
Transfers to/from Other Funds	4,152	0	4,152	4,152	0
<b>Tax Support for: Cemetery</b>	<b>(53,029)</b>	<b>(59,468)</b>	<b>(77,357)</b>	<b>13,379</b>	<b>(52,629)</b>
<b>Amortization</b>	<b>19,772</b>	<b>20,326</b>	<b>19,772</b>	<b>19,772</b>	<b>19,772</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**COMMUNITY WELLNESS**

**CORE SERVICES**

- Assess social needs in the community and support preventative programs that enhance social well-being as required by the Family and Community Support Services (FCSS) funding agreement and legislation. The agreement stipulates that the Province provides 80% of funding for the FCSS Program with the municipality providing the remaining 20%.
- Ensure sustainability of the Okotoks Family Resource Centre (OFRC), a unique community based service providing information, referral and support services.
- Facilitate community involvement and resident engagement through volunteerism.

**FTEs**

- Includes 5.43 FTE's, an increase of 0.2 FTE from 2015 for additional support staff

**CHANGES IN SERVICES**

- A significant increase, 34%, from the Province arrived in the last quarter of 2015. Most of the additional 2015 funds will be carried into 2016 (as permitted by the Province exclusively for the additional funds provided by the funding increase). Pilot projects will be developed with the 2015 carryover.
  - The municipal portion of the 2015 increase was waived for the 2015 year; however, the 20% municipal contribution of \$138,059, an increase of \$35,171 from 2015, will be required from 2016 onward.
- Dollars for external FCSS grants to community non-profit agencies were increased (by \$43K or 31%).
- Increased internal transfers to Community Programs and Events for youth and community development projects.
- An increase to the Okotoks Family Resource Centre (OFRC) for Fee Assistance and volunteer recognition.
- OFRC consulted with providers of Christmas support programs and received full support to discontinue the Holiday Helpers program in 2016. Both donations and expenses are reduced as a result.

**CHALLENGES**

- Population growth and the economic slowdown may create more demand for social programs, more need for services, and increased numbers of clients in crisis and higher complexity of needs.

**EFFICIENCIES**

- A new database for the volunteer program will provide increased efficiency in tracking, communication with volunteers, and reporting.
- Increased use of the Town's website by Voluntary agencies and volunteers allows for more efficient use of staff time.
- Development of a volunteer newsletter will provide monthly updates to all residents and existing volunteers about volunteering and available opportunities.

**TRANSFERS TO/FROM RESERVES-** None

**RATES & FEES –** N/A

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Community Wellness**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Other Revenues - R	38,500	43,213	44,500	62,000	32,500
Transfers from Governments and other Organizations - R	506,168	506,647	554,380	664,747	801,989
	544,668	549,860	598,880	726,747	834,489
<b>EXPENDITURES</b>					
Contracted and General Services	50,055	41,162	51,895	49,194	125,720
Materials, Goods, Supplies	11,930	11,634	15,750	20,800	26,750
Other Expenditures	183,500	192,638	196,000	180,000	223,000
Salaries, Wages & Benefits	381,075	374,892	456,862	393,360	477,081
	626,560	620,326	720,507	643,354	852,551
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(81,892)</b>	<b>(70,466)</b>	<b>(121,627)</b>	<b>83,393</b>	<b>(18,062)</b>
Transfers to/from Other Functions	84,450	84,639	84,450	186,450	159,553
Transfers to/from Reserves	0	0	0	0	0
<b>Tax Support for: Family &amp; Community Support Services</b>	<b>(166,342)</b>	<b>(155,105)</b>	<b>(206,077)</b>	<b>(103,057)</b>	<b>(177,615)</b>

**TOWN OF OKOTOKS**  
**2016 OPERATING BUDGET**  
Budget Centre Highlights

**COMMUNITY ACCESS PROGRAM**

**CORE SERVICES**

- Family and Community Support Services, FCSS, administers the Community Access Program. This is a contracted, subsidized taxi service to assist seniors (60 and older) and persons with disabilities to be engaged as active participants in the community.

**FTEs**

- FTE to administer this program is contained in the Community Wellness budget

**CHANGES IN SERVICES**

- Rates are fixed for 2016 based on a two year contract.
- An RFP will be advertised in early September of 2016 for the 2017/2018 contract.
- 97% of trips continue to be local (within Okotoks). The Town pays 45% - 50% of the fare rate for residents.

**CHALLENGES**

- It has been difficult to predict the number of users and trips for this program.

**EFFICIENCIES**

- Billing and reporting processes were streamlined significantly in 2015 due to a new database. Reports and data entry will take less time in 2016.
- Cross training of staff and consistent data entry will ensure information can be easily entered into a spreadsheet for calculation and comparison in 2016.

**TRANSFERS TO/FROM RESERVES** - None

**RATES & FEES:** None

**Town of Okotoks**  
**Schedule of Operating Revenues & Expenditures - Budget**  
**Community Access Program**

	2014 Budget	2014 Actual	2015 Budget	2015 Projection	2016 Budget
<b>REVENUES</b>					
Transfers from Governments and other Organizations - R	0	0	0	0	0
	0	0	0	0	0
<b>EXPENDITURES</b>					
Contracted and General Services	38,513	52,563	75,813	59,520	75,813
Materials, Goods, Supplies	800	525	400	150	600
Salaries, Wages & Benefits	4,762	7,613	8,519	9,200	9,960
	44,075	60,702	84,732	68,870	86,373
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>(44,075)</b>	<b>(60,702)</b>	<b>(84,732)</b>	<b>(68,870)</b>	<b>(86,373)</b>
Transfers to/from Other Funds	0	0	0	0	0
Transfers to/from Reserves	0	0	0	0	0
<b>Tax Support for: Public Transportation and CAP</b>	<b>(44,075)</b>	<b>(60,702)</b>	<b>(84,732)</b>	<b>(68,870)</b>	<b>(86,373)</b>

**TOWN OF OKOTOKS**  
**2016 MAJOR OPERATING PROJECTS BUDGET SUMMARY**

Project No.	Description	Cost	Funding Source	Amount
<b>PROJECTS - OPERATING</b>				
110	10 Property File Digitization	\$ 100,000	MSI Opr Grant	\$ 100,000
190	01 Recreation Centre Solar PV Feasibility Analysis	\$ 50,000	314 Eco Efficiency Reserve	\$ 25,000
			Other- FCM Green Municipal Fund	\$ 25,000
190	10 Okotoks Interpretative Centre	\$ 120,000	314 Eco Efficiency Reserve	\$ 75,000
			Other- Donations	\$ 45,000
230	15 Fire Equipment	\$ 50,000	230 Rescue Recap Reserve	\$ 50,000
320	20 Road Surface Improvement Program	\$ 500,000	Federal Gas Tax Fund	\$ 500,000
320	24 Pedestrian Crossing Enhancement	\$ 40,000	120 General Recap Reserve	\$ 40,000
330	34 2016 Building Maintenance Composite	\$ 140,000	120 General Recap Reserve	\$ 140,000
330	36 MuniCentre - Exterior & Foyer Flooring	\$ 90,000	120 General Recap Reserve	\$ 90,000
330	37 Old Creamery Feasibility Study	\$ 150,000	MSI Opr Grant	\$ 50,000
			Other- insurance	\$ 100,000
410	08 Water Licenses	\$ 3,000,000	410 Water Lic. Acquisition Reserve	\$ 3,000,000
410	21 EPCOR Maintenance Projects - WATER	\$ 203,000	410 Water & Sewer Reserve	\$ 203,000
420	25 EPCOR- River Water Quality Study	\$ 65,000	410 Water & Sewer Reserve	\$ 65,000
420	28 EPCOR Maintenance Projects - SEWER	\$ 189,000	410 Water & Sewer Reserve	\$ 189,000
630	01 Transportation Master Plan Update	\$ 120,000	320 Transportation Reserve	\$ 120,000
630	02 Cimarron Traffic Calming Study	\$ 100,000	320 Transportation Reserve	\$ 100,000
630	03 Off-Site Levy Review	\$ 100,000	610 Offsite Levy Review	\$ 100,000
660	04 Environmental Monitoring - Various Sites	\$ 80,000	120 General Recap Reserve	\$ 80,000
710	08 ORC - Maintenance - Pool	\$ 45,000	120 General Recap Reserve	\$ 45,000
710	08 Recreation Equipment (Pool)	\$ 45,000	720 Recreation Facilities Reserve	\$ 45,000
720	40 Rec Facilites - major operating lifecycle projects 2016	\$ 165,000	120 General Recap Reserve	\$ 165,000
720	37 ORC - LED Lighting	\$ 175,000	120 General Recap Reserve	\$ 87,500
			Other-TAME Grant	\$ 87,500
720	21 Maintenance- ORC- Sport Flooring	\$ 41,000	120 General Recap Reserve	\$ 41,000
720	38 Maintenance- PCA Glass Equipment	\$ 55,000	720 Recreation Facilities Reserve	\$ 55,000
720	39 OHS Equipment / Upgrades	\$ 95,000	120 General Recap Reserve	\$ 95,000
740	13 Culture _ Heritage Master Plan	\$ 60,500	MSI Opr Grant	\$ 60,500
	<b>TOTAL PROJECTS</b>	<b>\$ 5,778,500</b>	<b>FUNDED</b>	<b>\$ 5,778,500</b>

<b>OPERATING PROJECTS</b>		<b>2016 Funding Summary</b>	
		410 Water Lic. Acquisition Reserve	\$ 3,000,000
		120 General Recap Reserve	\$ 783,500
		410 Water & Sewer Reserve	\$ 457,000
		Sub-Total Other Reserves	\$ 570,000
		Total Other	\$ 257,500
		MSI Opr Grant	\$ 210,500
		Federal Gas Tax Fund	\$ 500,000
		<b>TOTAL FUNDING</b>	<b>\$ 5,778,500</b>

**Town Of Okotoks  
2016 Operating Reserves**

<b>Operating Reserves:</b>		<b>2015 Year End Balance (Projected)</b>	<b>2016 Planned Draws on Reserves</b>	<b>2016 Planned Contributions to Reseves</b>	<b>2016 Year End Balance</b>
4-710-110-030	OPERATING RESERVE FUTURE DEVELOPMENT	31,365			31,365
4-710-110-040	OPERATING RESERVE TAX STABILIZATION	3,000,000			3,000,000
4-710-120-100	OPERATING RESERVE GENRL CONT PROJECT	40,000			40,000
4-710-170-010	OPERATING RESERVE HEALTH SPENDING ACCT	152,545			152,545
4-710-170-020	OPERATING RESERVE BENEFIT PROGRAM CONTINGENCY	74,285			74,285
4-710-210-020	OPERATING RESERVE POLICING	300,000			300,000
4-710-270-010	OPERATING RESERVE SAFETY CODES	59,685			59,685
4-710-320-010	OPERATING RESERVE PUBLIC TRANSPORTATION	29,110			29,110
4-710-320-030	OPERATING RESERVE EMERGENCY SNOW REMOVAL	200,380			200,380
4-710-330-020	OPERATING RESERVE FOOTHILLS CENTENNIAL CENTRE	375,000		65,000	440,000
4-710-410-010	OPERATING RESERVEWATER LICENSE ACQUISITION	(814,000)	(3,000,000)	425,000	(3,389,000)
4-710-410-020	OPERATING RESERVE UTILITY STABILIZATION	144,265			144,265
4-710-410-030	OPERATING RESERVE EPCOR CONTRACT	150,000			150,000
4-710-440-010	OPERATING RESERVE RECYCLING	30,500			30,500
4-710-510-010	OPERATING RESERVE FCSS	6,550			6,550
4-710-610-010	OPERATING RESERVE ACREAGE SURVEY MAPPING	170,300	(30,000)		140,300
4-710-610-020	OPERATING RESERVE LAND USE PLANNING	0			0
4-710-610-030	OPERATING RESERVE OFFSITE LEVIES UPDATE	100,000	(100,000)		0
4-710-610-060	OPERATING RESERVE LONG RANGE PLANNING	0			0
4-710-630-010	OPERATING RESERVE ACREAGE ENG INSPECT	224,500			224,500
4-710-750-010	OPERATING RESERVE PARKS CONT PROJECTS	50,000			50,000
		<b>4,324,485</b>	<b>\$ (3,130,000)</b>	<b>\$ 490,000</b>	<b>\$ 1,684,485</b>

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** Property File Digitization

**Project Code:** 11010

**Project Costs:** \$100,000

**Funding Sources:**

**Reserves**

**Grants** MSI Operating \$100,000

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Maintain Organizational Excellence - The Town of Okotoks will be recognized as leaders in public service.

**Project Description:**

Over 9,000 property files exist at the Stockton Block that require scanning to provide quick and convenient access for staff (largely development services division)

**Scope of work:**

Scanning of all property files at Stockton Block which includes purging. Move of files to an offsite location will free up the basement of the building for new storage needs.

**Project Benefits:**

Applying new technology to 9,000 property files which would allow internal users facilitated viewing access as opposed to hard copies which are kept in another building. Digitizing the vital records will also protect the files from potential future disasters and increase the Town's ability to continue business as usual should disaster strike.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** Okotoks Environmental Education / Interpretative Centre

**Project Code:** 19010

**Project Costs:** \$120,000

**Funding Sources:**

**Reserves**      **Eco-Efficiency**      **\$ 75,000**

**Grants**

**Offsite Levies**

**Partners**

Administration will be seeking grant and corporate Sponsorship funding to either enhance the scope of the project and/or to offset capital costs.

**Other**      **Donations from Project**      **\$ 45,000**

**Council Strategic Direction:**

Promote Environmental Stewardship - The Town of Okotoks will be a leader in environmental protection and preservation.

**Project Description:**

An Environmental Education / Interpretative Space has been designed into the new Operations Centre Administrative Building. The building's project architects, NORR Architects, have designed the shell of the space however the exhibit space and displays require design and fabrication by a museum/interpretative consultant. This consultant is to be sub-contracted through NORR to ensure collaboration between building design, mechanical systems and the exhibit displays.

**Scope of work:**

This project is to include the consultant fees for the internal layout of the exhibit space and the design and fabrication of the indoor and outdoor information displays. The content of the exhibit space is to be a mix of permanent displays about the site's riparian bioretention project, stormwater and the wastewater treatment plant and revolving general environmental exhibits and environmentally related art displays.

**Project Benefits:**

The facility is to be an educational centre of regional import, as the riparian bioretention site will focus on graduate and doctoral stormwater research of national significance. Administration is proposing two levels of educational experience, University of Calgary hosted research tours and classroom sessions and layman/elementary level educational displays for the general public and school based tours and classroom sessions. The facility will demonstrate the Town's leadership in environmental stewardship and will once again bring publicity to the Town as a sustainable community.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** Recreation Centre Solar PV Feasibility Analysis

**Project Code:** 19001

**Project Costs:** \$50,000

**Funding Sources:**

**Reserves** Eco-Efficiency \$25,000

**Grants**

**Offsite Levies**

**Partners**

**Other** FCM Green Municipal Fund \$25,000

FCM Green Municipal Funding is based on a successful application.

**Council Strategic Direction:**

Promote Environmental Stewardship - The Town of Okotoks will be a leader in environmental protection and preservation

**Project Description:**

Through a consultant conducted feasibility analysis, this project will research the financial and structural feasibility of a large scale (0.5 MW) solar photovoltaic (PV) project on the roof of the Okotoks Recreation Centre A solar PV system at this facility could produce energy to the grid in addition to shaving off peak demand loads, potentially lowering the Town's electricity delivery rates and off-setting the procurement of Renewable Energy Credits (RECs) for the energy consumed at this facility.

**Scope of work:**

The project consultant is provide the following:

- a structural overview of the potential of the Recreation Centre's roof in relation to a loading analysis of the proposed solar system (this will also determine the potential size of the solar system based on the roof's structure)
- cost estimate for any required and/or viable structural improvements
- cost estimate of the proposed solar PV system (maximum potential size based on engineering analysis)
- analysis of the energy demand for the facility and a management plan of the peak electricity loads in relation to the operation of the solar PV system
- various financing alternatives and funding options

**Project Benefits:**

The feasibility analysis will determine the financial and structural viability of a large scale solar PV system at this facility. It will determine if there is a viable Business Case for the implementation of this large scale project.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** 2016 Fire Composite

**Project Code:** 23015

**Project Costs:** \$ 50,000

**Funding Sources:**

**Reserves** Fire Equipment \$ 50,000

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Facilitate a Healthy and Safe Community- The Town of Okotoks will strengthen our social fabric and enhance the safety of our residents

**Project Description:**

Fire Composite for Operating projects of a similar nature:

1. Purchase radio headsets for primary responding apparatus **\$30K**
2. Purchase of 2 thermal imaging cameras, which will provide a camera on remaining responding apparatus. **\$20K**

**Scope of work:**

1. The purchase and installation of radio headsets in units 1003, 1004, 1010, 1011, 1012, 1013, 1014, 1015, 1016.
2. The purchase of 2 thermal imaging cameras, charging stations and extra batteries. Fire Services will coordinate tendering and purchases as required.

**Project Benefits:**

1. Enhance communications while responding to and operating at emergency scenes. Reduce exposure to noise levels. Enhance situational awareness at fires and emergency scenes.
2. Locate fire areas and victims faster, improved incident mitigation. Dedicated thermal imaging cameras for rapid intervention (firefighter rescue) crews.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** Road Surface Improvement Program

**Project Code:** 32020

**Project Costs:** \$500,000

**Funding Sources:**

**Reserves**

**Grants** Federal Gas Tax \$500,000

**Offsite Levies**

**Partners**

**Other**

Yearly Budget price

**Council Strategic Direction:**

Provide Quality Community Infrastructure - The Town of Okotoks will strategically manage, invest and plan for the municipal infrastructure to meet the community's current and future needs.

**Project Description:**

Transportation identified a number of rear lanes in 2014 that needed work because they were at the end of their life cycle. Approximately half of the lanes were rebuilt in 2015, and the balance are scheduled to be done as part of this project in 2016. In addition, a Pavement Data Collection/Pavement Management Program will be completed by the end of 2015 by MPE Siemens Engineering. This will provide detailed information of the current condition of all roads and what type of maintenance/costs will be required in the next 10 years to maintain the riding surface. Some sections of roads identified by the Pavement Management Program as being higher priority will become part of this project.

**Scope of work:**

The sections of rear lanes that have already been identified as needing resurfacing are located mostly in the downtown area (north of McRae Street, between Centre Av and Alberta Av), with one smaller section in the Lock Crescent area. In addition, the higher priority candidate roads coming from the Pavement Management Program will be added to this project as budget permits.

**Project Benefits:**

By rebuilding the portions of lane that are at or nearing the end of their lives, citizen satisfaction is increased by renewing the asset. In addition, we are also able to restart the clock on the asset, which results in less maintenance costs for the asset on an annual basis.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name: Westmount Pedestrian Crossing Enhancement**

**Project Code: 32024**

**Project Costs: \$ 40,000**

**Funding Sources:**

**Reserves Recap \$ 40,000**

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Healthy and Safe Community - The Town of Okotoks will strengthen our social fabric and enhance the safety of our residents

**Project Description:**

Crosswalk on Westland Street at the intersection with the east leg of Westmount Road. There have been improvements made with technology surrounding crosswalks to improve conspicuity. Signs installed with pedestrian actuated beacons are one of those technologies.

**Scope of work:**

The project will include the purchase and installation of pedestrian actuated, solar powered beacons to be located at an existing crosswalk that been identified as needing enhancements but is not warranted for an overhead special crosswalk.

**Project Benefits:**

By installing the beacons at the crosswalk identified, a driver's attention will be drawn to pedestrians who activate the systems when using the crossing. This will result in a safer crossing environment.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name: Building Maintenance Composite**

**Project Code: 33034**

**Project Costs: \$140,000**

**Funding Sources:**

**Reserves Recap \$140,000**

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Provide Quality Community Infrastructure - The Town of Okotoks will strategically manage, invest and plan for municipal infrastructure to meet the community's current and future needs

**Project Description:**

Composite Business case for all building maintenance projects under \$50K

1. Southridge Emergency Service Building - Exercise Room A/C Unit **\$6.5K**
2. Foothills Community Center - Upgrade lighting to new energy efficient LED lighting **\$24K**
3. Okotoks Camp Ground Repairs
  - Replace shingles on camp office **\$4K**
  - Replace shingles on the shower building **\$2.5K**
  - Window replacements (3) **\$1.5K**
4. Art Gallery
  - resurface the asphalt parking lot **\$30K**
  - Under stair storage **\$15K**
5. Library LED Parking Lot Upgrades (4) - **\$7.2K**
6. Hazardous Assessment of the Town Facilities for Asbestos Containing Material (ACM)- **\$14.4K**
7. Fire Station #1 & #2
  - Upgrades Supply and Install additional Nedermant System in truck bays (#1) **\$10K**
  - Supply and install drop down electrical plus in truck locations (#1) **\$5K**
  - Supply and install emergency speaker system (#2) **\$5K**
8. Seaman Stadium
  - Bull Pen Cement foundation; replacing wooding ties with concrete wall **\$3K**
  - Additional SE Berm netting **\$3.5K**
  - Patch and paint walls in fieldhouse **\$3.3K**
  - Replace broken mirror in weight room **\$1K**
9. Contingency **\$4.1K**

**Scope of work:**

1. Southridge Emergency Services Building - The supply and install a small Mitsubishi Electric Mr. Slim A/C unit in the exercise room.
2. Foothills Community Centre- Supply and install 9 Parking lot lights, 12 wall mounted, and 4 canopy lights

## **Town of Okotoks 2016 Major Project Budget Project Detail**

3. Okotoks Camp Ground Repairs - lifecycle maintenance on the roof of the office and shower building, and replacement of windows that no longer open in the office building
4. Art Gallery- Create a medium sized storage area by closing in the staircase; Art Gallery - Supply and install parking lot surface, including drainage. Includes 18 new parking blocks and line painting
5. Library LED parking Lot Upgrades- Supply and Install 4 parking lot lights with LED
6. Hazardous Assessment - Random sampling (dry wall, floor tiles, ceiling tiles, etc) and lab testing for materials potentially containing Asbestos
7. Fire Station - Supply and install additional Nordermand system in truck bays & electrical drop down plugs for all trucks at Fire Station #1, supply and install emergency speaker system at Fire Station #2
8. Seaman Stadium - Supply and install 40ft X 3ft cement retaining wall; Paint and patch fieldhouse walls with 1 coat of color matching paint; Supply and replace weight room mirror.

### **Project Benefits:**

1. This unit will provide the extra cooling load to make it so staff can use the equipment.
2. Reduce energy consumption by 50% with a payback period of under 2 years
3. Lifecycle maintenance
4. Provide additional storage space;
5. New parking surface including proper drainage
6. Reduce electrical consumption by 50% with a payback period of under 2 years.
7. Increased knowledge leading to provision of safe working conditions for Town employees  
Improve safe operating conditions at the Town's Fire Stations
8. Retain value of an asset and provide quality community infrastructure

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** Municipal Centre - Misc. Upgrades

**Project Code:** 33036

**Project Costs:** \$90,000

**Funding Sources:**

**Reserves Recap \$90,000**

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Provide Quality Community Infrastructure - The Town of Okotoks will strategically manage, invest and plan for the municipal infrastructure to meet the community's current and future needs.

**Project Description:**

Municipal Centre Renovations:

1. Meeting room renovations **\$48K**
2. Architectural feasibility study to construct new offices above the Council Chambers **\$10K**
3. Parking Study for Municipal Centre Staff requirements **\$10K**
4. Building Automation Systems upgrade **\$14K**
5. Open area sound masking **\$8K**

**Scope of work:**

1. Meeting Room renos - Installation of sound proofing materials for meeting room on the second floor and extra modifications to the work stations.
2. Architectural feasibility study to add additional office space above the Council Chambers.
3. Parking Requirements Study- to reveal parking requirements for the additional floor space and staff.
4. Software upgrades to the BAS system and to take control of the air handling unit control system. Includes 32 VAV box sensors, Metasys software upgrade and take control of the Lennox Roof Top Unit.
5. Add sound masking to the open space areas to reduce excessive noise.

**Project Benefits:**

1. Meeting room renos will provide additional meeting space with improved soundproofing and privacy
2. The Architectural study will help address the issue of maxed out space and help plan the space development above the Council chambers to provide additional office space. The study will provide an estimate of construction cost and an office space layout.
3. Parking requirements study will assess the Town's future needs for staff parking.
4. Software upgrades will improve the HVAC operation and enhance comfort for staff.
5. Sound masking will greatly reduce the issue of unwanted noise in the open area design

**Town of Okotoks  
2016 Major Project Budget  
Project Detail**

**Project Name:** Old Creamery Feasibility Study

**Project Code:** 33037

**Project Costs:** \$150,000

**Funding Sources:**

**Reserves**

**Grants** MSI Operating \$50,000

**Offsite Levies**

**Partners**

**Other** Insurance Proceeds \$100,000

**Council Strategic Direction:**

Provide Quality Community Infrastructure - The Town of Okotoks will strategically manage, invest and plan for the municipal infrastructure to meet the community's current and future needs.

**Project Description:**

Project to provide a feasibility study regarding the needs and options for the Town in relation to the Old Creamery site. The project will include public consultation on the proposed options for the location.

**Scope of work:**

Scope for this project includes hiring a consultant to provide an in-depth report specifying the direction and long term vision for the Old Creamery site. Project will include visual display options and public consultation review.

**Project Benefits:**

Determine the best course of action for the Town to take with regards to the future direction of the Creamery Site.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** Water License Acquisition

**Project Code:** 41008

**Project Costs:** \$3,000,000

**Funding Sources:**

<b>Reserves</b>	<b>Water License Acquisition</b>	<b>\$3,000,000</b>
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**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

MANAGE COMMUNITY GROWTH: The Town of Okotoks will build a complete community that provides economic, social, and environmental sustainability for people to live, work, and play.

**Project Description:**

The Town must acquire the right to withdraw additional water from the Sheep River to support new development. A water license transfer is the Province's current mechanism for acquiring additional water for municipalities.

**Scope of work:**

A consultant is hired to explore water license transfer opportunities, and as opportunities arise, application is made to Alberta Environment for a license transfer.

**Project Benefits:**

Additional water licensing will be acquired which will allow development to proceed. This will allow the Town to grow out to the current Town boundary.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** EPCOR Maintenance Projects - WATER

**Project Code:** 41021

**Project Costs:** \$203,000

**Funding Sources:**

**Reserves** Water & Sewer Depreciation \$203,000

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Provide Quality Community Infrastructure - The Town of Okotoks will strategically manage, invest and plan for the municipal infrastructure to meet the community's current and future needs.

**Project Description:**

This project provides funding to replace or upgrade aging equipment to improve the reliability of existing assets.

**Scope of work:**

1. Curb stop replacement program (\$100,000)  
Replacement of the existing non-functioning curb stops with new curb stops in Woodhaven area.
2. Zone 3 flow meter replacement (\$20,000)  
Making good or replace the insertion type flow meter at Zone 3
3. Radio communication upgrade (\$60,000)  
Improvement to the radio network at the west well field
4. Spare ballast for UV system (\$8,000)  
Provide shelf spare ballast for the WTP UV system
5. WTP power vulnerability assessment (\$15,000)  
To engage a consultant to complete power vulnerability assessment at WTP

**Project Benefits:**

The expected result is to improve the reliability of the water treatment and water distribution facilities.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** EPCOR- River Water Quality Study

**Project Code:** 42025

**Project Costs:** \$ 65,000

**Funding Sources:**

**Reserves** Water & Sewer Depreciation \$ 65,000

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Provide Quality Community Infrastructure - The Town of Okotoks will strategically manage, invest and plan for the municipal infrastructure to meet the community's current and future needs.

**Project Description:**

This project provides funding to a river water quality study for 2015, as proposed in the Okotoks WWTP Sheep River Quality Monitoring Plan (2014 – 2017).

**Scope of work:**

The scope of this project will include the water sampling and analysis as proposed in the Okotoks WWTP Sheep River Quality Monitoring Plan – Section 3 – Proposed Monitoring Plan.

**Project Benefits:**

The key objectives on this river water quality sampling are to obtain analysis data for the proposed monitoring plan to: Determine the current effect of WWTP effluent on water quality. Determine the effect of storm water discharges on water quality in the Sheep River. Determine the effect of WWTP effluent, storm water and general Town of Okotoks footprint on aquatic ecosystem health in the Sheep River. Determine effects of future WWTP through consistent monitoring (measuring) and modelling (predictive)

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** EPCOR Maintenance Projects - SEWER

**Project Code:** 42028

**Project Costs:** \$189,000

**Funding Sources:**

**Reserves** Water & Sewer Depreciation \$189,000

**Grants**

**Offsite Levies**

**Partners**

**Council Strategic Direction:**

Provide Quality Community Infrastructure - The Town of Okotoks will strategically manage, invest and plan for the municipal infrastructure to meet the community's current and future needs.

**Project Description:**

This project provides funding to replace or upgrade aging equipment to improve the reliability of existing assets.

**Scope of work:**

1. Primary clarifier pump room rehab **\$15K**  
To paint floor, walls, pipes and replace heater
2. Stockton Lift Station furnace and wet well ventilation unit replacement **\$20K**  
Replacement of furnace and ventilation unit
3. Replace blower #1 VFD **\$25K**  
Replacement of VFD equipment
4. WWTP HVAC upgrades
  - a) To improve the MCC room cooling system **\$25K**
  - b) Relocation of the existing EngA MUA to the high roof to provide heated air and room pressurization to the core of the building **\$14K**
  - c) Remove MUA unit in WWTP storage room (old solids room) and install unit heater **\$10K**
5. Secondary clarifier scum box heating system **\$5K**  
To install a scum box heating system
6. WWTP laboratory dishwasher **\$10K**  
Replacement of dishwasher
7. Lion's campground sanitary-dump/lift station pump upgrade **\$10K**  
To improve the campground sewage collection system
8. Shelf spare mixer for TWAS tank **\$15K**  
To purchase a spare mixer for TWAS Tank
9. WWTP Power vulnerability assessment **\$15K**  
To engage a Consultant to complete power vulnerability assessment at WWTP
10. Miscellaneous building maintenance items **\$25K**

**Project Benefits:**

The expected result is to improve the reliability of the wastewater treatment and collection facilities.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** Transportation Master Plan Update

**Project Code:** 63001

**Project Costs:** \$120,000

**Funding Sources:**

Reserves

Grants

Offsite Levies

Partners

**Other**                      **Transportation Reserve**                      **\$120,000**

**Council Strategic Direction:**

**Manage Community Growth** The Town of Okotoks will build a complete community that provides economic, social, and environmental sustainability for people to live, work, and play.

**Project Description:**

This project provides an update to the Transportation Master Plan (TMP), which was last updated in 2008.

**Scope of work:**

The Master Plan Update will include existing lands within Okotoks' corporate limits as well as new lands which are currently in the proposed annexation area. Consideration will be given to active modes of transportation, transit, etc. to generate a comprehensive plan. The existing network will be examined (traffic volumes, road capacities, etc.) and any 'hot-spots' identified. The TMP will also make recommendations for network improvements and predict approximate implementation timelines.

**Project Benefits:**

The TMP will provide strategic direction and guide the design principles and construction of the transportation network. It will provide approximate timelines for improvements, which will help with capital planning.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** Cimarron Traffic Calming Study

**Project Code:** 63002

**Project Costs:** \$100,000

**Funding Sources:**

**Reserves**      **Transportation Reserve**      **\$100,000**

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Healthy and Safe Community - The Town of Okotoks will strengthen our social fabric and enhance the safety of our residents

**Project Description:**

An In-Service Road Safety Audit for Cimarron Boulevard was presented to Council in September 2015 and there were some suggested improvements for consideration. The items to be considered include: signage and road marking improvements; installation of rectangular rapid flash beacons at identified crosswalk locations; undertaking a traffic calming study for the Cimarron area. This project will take a closer look at a traffic calming study..

**Scope of work:**

The project will include retaining a consultant, by way of RFP, to complete a traffic calming study for Cimarron. The study is expected to determine mitigating measures to maintain or possibly reduce traffic volumes along Cimarron Boulevard, as well as enhance pedestrian safety and calm traffic throughout the Cimarron area. The traffic calming study is expected to involve extensive public and private consultation to achieve a plan that has the buy-in of affected stakeholders. The area anticipated to be involved in the study is between Cimarron Drive / Estates Drive and Highway 7, and between Southridge Drive and 32<sup>nd</sup> Street.

**Project Benefits:**

The traffic calming study is expected to yield a high-level traffic calming plan for the area. This plan will be used to determine a budget and build a new business case to complete a detailed design and implement/construct the improvements identified.

**Town of Okotoks  
2016 Major Project Budget  
Project Detail**

**Project Name: Offsite Levies - Consulting Services**

**Project Code: 63003**

**Project Costs: \$100,000**

**Funding Sources:**

**Reserves**

**Grants**

**Offsite Levies      Offsite Levies Update      \$100,000**

**Partners**

**Other**

**Council Strategic Direction:**

Provide Strong Governance - The Town of Okotoks will provide strong governance including fiscal responsibility, open communication and strong inter-governmental relationships.

**Project Description:**

A Consulting firm will be engaged to undertake review and analysis of current offsite levy bylaw and provide recommendations for updating format, review future infrastructure needs for greenfield lands and annexation areas, develop strategy for timing of levies, and update offsite levy report in preparation of bylaw adoption.

**Scope of work:**

The project will include consultation with the Town as well as developers.

**Project Benefits:**

The project will result in a new format for offsite levies that anticipates infrastructure needs and costs to accommodate new greenfield lands as well as proposed annexation lands.

**Town of Okotoks  
2016 Major Project Budget  
Project Detail**

**Project Name: Environmental Monitoring**

**Project Code: 66004**

**Project Costs: \$80,000**

**Funding Sources:**

**Reserves Recap \$80,000**

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

**PROVIDE QUALITY COMMUNITY INFRASTRUCTURE:** The Town of Okotoks will strategically manage, invest, and plan for municipal infrastructure to meet the community's current and future needs.

**Project Description:**

Environmental Monitoring at various Sites in Okotoks.

**Scope of work:**

Environmental Monitoring of Southridge Emergency Services (SRESB), Pason Arena, Foothills Community Center, Nexen Lands, CPR lands.

**Project Benefits:**

Ensure that the building site is safe for occupancy.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name: 2016 Pool Composite**

**Project Code: 71008**

**Project Costs: \$45,000**

**Funding Sources:**

**Reserves Recap \$45,000**

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Provide Quality Community Infrastructure - The Town of Okotoks will strategically manage, invest and plan for the municipal infrastructure to meet the community's current and future needs.

**Project Description:**

Composite Business Case for all Pool projects under \$50K

1. Valve Replacement The valves controlling the flow of the pool water through the filters, chemical feed systems, disinfections systems and heating systems in the pool are showing unexpected but significant signs of wear, well before their 30 year lifecycle. The wear on the valves makes the day to day operations and maintenance items difficult. Some repairs have to be done with water leaking from pipes. **\$35K**

2. Pool Door Opener replacement replacing the handicap door openers and buttons, leading to the change rooms **\$10K**

**Scope of work:**

1. Replacement of valves controlling the flow of water through Riley Minue, Swindells Pools and the Hot Tub.
2. Replacing the door openers and wireless buttons on the men's and women's change room, doors from the lobby to the change rooms, and doors to the family change room. Replacing wireless buttons with hard wired units to increase dependability and improve ease of use for people with physical challenges.

**Project Benefits:**

1. Valve replacement allows isolation of certain system parts to allow for repairs without having to shut down the pools. Also allows for more efficient backwashes (cleaning the filters by running water backwards through the system and forcing contaminants into the drain).
2. Reduced service calls; provides a better seal between doors; new buttons will provide easier operation for those with some physical challenges

**Town of Okotoks  
2016 Major Project Budget  
Project Detail**

**Project Name:** Pool Program Enhancements

**Project Code:** 71008

**Project Costs:** \$45,000

**Funding Sources:**

**Reserves** Recreation Facilities \$45,000

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Healthy and Safe Community- The Town of Okotoks will strengthen our social fabric and enhance the safety of our residents

**Project Description:**

This project involves the purchase of a number of items that will enhance the Recreation Centre's appeal to local teens. Specifically, it will allow the purchase of additional feature items such as inflatable toys, a projector, various toys, possibly a climbing wall. These items allow additional special events to be programmed in the Aquatic Centre and Youth Centre.

**Scope of work:**

Project will include the purchase of additional WIBIT features and/or a climbing wall, aquatic water polo nets or a aquatic volleyball net, a projector, sound system and screen for teen movie nights. These feature could be used for other events including outdoor movies nights, family events and Canada Day celebrations.

**Project Benefits:**

Increase special events held in the building which will target teens on the teen night and families for special event days.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** Maintenance-ORC- Sport Flooring-2016

**Project Code:** 72021

**Project Costs:** \$41,000

**Funding Sources:**

**Reserves Recap \$41,000**

**Grants**

**Offsite Levies**

**Partners**

**Other**

This is phase three of a three year capital project

**Council Strategic Direction:**

Provide Quality Community Infrastructure - The Town of Okotoks will strategically manage, invest, and plan for the municipal infrastructure to meet the community's current and future needs.

**Project Description:**

Sport flooring replacement in areas where the existing flooring is lifting / worn at the Okotoks Recreation Centre. This is the final phase of a three year project

**Scope of work:**

Sport flooring replacement in areas where flooring is lifting / worn at the Okotoks Recreation Centre. Project includes the purchase of materials (including adhesive) and installation by contractors. Specific repair areas include the following:

- main lobby hallway between Piper dressing rooms and Murray Arena Pad/walkway
- area behind Murray boards and wall from the ice surface entrance to the loading/emergency door access
- transition area between the original flooring and the building expansion (i.e. between Piper and Murray where the flooring changes from vinyl tile to polished concrete)
- Bisons dressing room

**Project Benefits:**

Aesthetically pleasing

Less hazardous with reduced tripping hazards and non-slip flooring

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** ORC - LED Lighting - Swindles Pool, Curling Rink and Shane Homes Gymnasium

**Project Code:** 72037

**Project Costs:** \$175,000

**Funding Sources:**

**Reserves**      **Recap**                      **\$ 87,500**

**Grants**        **TAME**                              **\$ 87,500**

**Offsite Levies**

**Partners**

**Other**

\*Possible TAME (Taking Action to Manage Energy) funding for up to 50%

**Council Strategic Direction:**

Promote Environmental Stewardship - The Town of Okotoks will be a leader in environmental protection and preservation

**Project Description:**

Replacement of existing pool lighting; existing lighting is high maintenance, inefficient metal halide which will be replaced with high efficiency LED lights.

**Scope of work:**

This project includes the purchase and installation of new LED lighting, as well as the removal and disposal of existing lighting. Metal Halide lights will be replaced at Swindell's Pool, in the Shane Homes Gym, and at the Curling Rink.

**Project Benefits:**

The implementation of the LED lights will result in lower energy consumption, reduced energy costs, and reduced maintenance requirements. New LED technology has a superior micro-lens optical system, where light is directed precisely where it is needed to provide safe, comfortable illumination with minimal energy consumed. Reduce energy consumption and reduced ongoing operational costs associated with increased lifespan of light and decreased maintenance requirements. In comparison to existing lighting inventory, the LED lights will consume 3 times less energy and have 5 times longer lamp life. The payback is estimated at 3.8 years with a 18% Return On Investment (ROI).

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** Pason Centennial Arena - Equipment for Facilitation of Major Events

**Project Code:** 72038

**Project Costs:** \$55,000

**Funding Sources:**

**Reserves** Recreation Facilities \$55,000

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Provide Quality Community Infrastructure- The Town of Okotoks will strategically manage, invest and plan for the municipal infrastructure to meet the community's current and future needs.

**Project Description:**

The acquisition of equipment and materials that would enable the rink board glass to be removed and stored during specific special events hosted as Pason Centennial Arena. It would also include materials to construct a temporary safety barrier for spectator safety between the seating area and the drop to the concrete pad.

**Scope of work:**

The acquisition of equipment and materials that would enable the rink board glass to be removed and stored during specific special events hosted as Pason Centennial Arena including:

- Glass racks
- Replacement sheets of glass
- Power suction cups
- Fork lift
- Materials to construct a temporary barrier
- Hardwire internet and band width services

**Project Benefits:**

Being able to remove the glass will make Pason Centennial Arena a more attractive venue for major special events that do not require a safety barrier between participating and spectators.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** ORC and PCA Occupational Health and Safety Upgrades

**Project Code:** 72039

**Project Costs:** \$95,000

**Funding Sources:**

**Reserves**      **Recap**      **\$95,000**

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Healthy and Safe Community - The Town of Okotoks will strengthen our social fabric and enhance the safety of our residents

**Project Description:**

Structural upgrades to better meet Provincial Occupational Health and Safety Standards

**Scope of work:**

In discussion with Occupation Health and Safety the following structural upgrades are required to meet current OH&S standards including:

- Design, supply, engineering & installation of an access ladder & walkways to air conditioner
- Design, supply, engineering & installation of D-Rings
- Elevated walkway over sump pits
- Additional guard rails/lifelines
- Updated gas detection and related Personal Protective Equipment (PPE) requirements
- Air exchange unit for the filter room at the Aquatic Centre

**Project Benefits:**

Installation of structural upgrades to better meet Provincial Occupational Health and Safety Standards (OHS)

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name:** Indoor Recreation Facilities - Major Operating Lifecycle Projects 2016

**Project Code:** 72040

**Project Costs:** \$165,000

**Funding Sources:**

**Reserves**      **Recap**      \$165,000

**Grants**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Provide Quality Community Infrastructure - The Town of Okotoks will strategically manage, invest and plan for the municipal infrastructure to meet the community's current and future needs.

**Project Description:**

Major replacement and lifecycle maintenance for structural and mechanical equipment at the Okotoks Recreation Centre and Pason Centennial Arena

**Scope of work:**

Lifecycle maintenance at the Okotoks Recreation Centre and Pason Centennial Arena including:

1. Replacement/upgrade for exterior building signage (directional addresses) **\$3K**
2. Replacement of FFE in Shane Homes (examples include: basketball nets, hoops, safety padding, sports nets etc...) **\$5K**
3. Painting in high traffic areas **\$5K**
4. Replacement of wooden benches in Murray change rooms with composite wood **\$2K**
5. Access ramps for handicap access to dry pads **\$15K**
6. Pump repair and replacement for (sump pits and water spray park) **\$35K**
7. Piper Arena sound system replacement (radio receiver; CD/Media player/Volume control/Amplifier control) **\$8K**
8. Installation of venue vision and related equipment/software at PCA **\$6K**
9. Installation of Ceiling fans above Murray Arena **\$10K**
10. Installation of remaining building controls (phase 2) of the 2015 project **\$60K**
11. Contingency **\$16K**

**Project Benefits:**

The Okotoks Recreation Centre was built in two component areas. The original building was constructed in 1981 and the expansion was completed in 2006. This means that some components of the facility, such as the Murray, Piper, Swindells and the curling Rink, are nearing 35 years old. Many items are nearing the end of their lifespan and need to be replaced or have major lifecycle maintenance in order to ensure safe, efficient and ongoing operation of the building and related mechanical systems. Items listed above are beginning to cost more to repair, than it is to replace and customers are frustrated when items are temporarily unavailable due to repairs.

# Town of Okotoks 2016 Major Project Budget Project Detail

**Project Name: Culture & Heritage Master Plan**

**Project Code: 74013**

**Project Costs: \$60,500**

**Funding Sources:**

**Reserves**

**Grants MSI Operating \$60,500**

**Offsite Levies**

**Partners**

**Other**

**Council Strategic Direction:**

Manage Community Growth - The Town of Okotoks will build a complete community that provides economic, social, and environmental sustainability for people to live, work, and play.

**Project Description:**

Update the existing Culture & Heritage Master Plan which was developed in 2009

**Scope of work:**

Updating of Culture, Heritage, & Arts Masterplan to current standards. Updated Cultural Master Planning will embrace a broad definition of cultural resources that includes creative cultural industries, cultural spaces and facilities, natural and cultural heritage, festivals and events, and community cultural organizations.

The plan should be limited to a 20 Year period and include:

- Cultural Mapping - a systematic approach to identifying and recording a community's tangible and intangible cultural resources using Geographic Information Systems;
- Adopting a 'Cultural Lens' - establishing processes to integrate culture as a consideration across all facets of municipal planning and decision-making;
- Preserving Heritage - Okotoks must adopt Standards and Guidelines for preserving History, which provides results-oriented guidance for sound decision-making when planning for, intervening on and using historic places.
- Cross-Sector Strategies - planning requires new partnerships or shared governance mechanisms to support ongoing collaboration between the municipality and its community and business partners;
- Networks and Engagement - strengthening networks across the cultural sector with comprehensive and ongoing strategies to support community engagement
- Outreach - be representative of the community; and as such, this plan must engage citizens beyond the cultural community.

**Project Benefits:**

Building off of the existing Culture, Historical Arts Master Plan, Social Wellness Framework, the Visioning study will provide a plan for Culture and Heritage growth for the next 20 years.