

2017 OPERATING BUDGET (RECOMMENDED)

ISSUE

The proposed 2017 Operating Budget is presented to Council for approval.

REPORT

As projected, the 2016 economic conditions in the Town of Okotoks have realized a modest downswing and reflected across Alberta. Construction starts this year were slower than forecasted. Housing starts were budgeted to be 200 for 2016 and are projected to be 130 at year end. Serviced lot inventory and the market interest for new homes should result in less construction activity for 2017 with 150 housing starts projected.

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. 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 2% in 2017.

In terms of building construction activity, year-end projections for 2016 place the value of construction approaching \$80 million, as compared to \$82 million in 2015. As of September 30, 2016, approximately 60% of the construction activity to date is non-residential, with the remaining 40% being primarily residential; 2015 results indicated 40% non-residential and 60% residential. Okotoks' inventory of serviced residential lots at the end of the third quarter of 2016 is 314 as compared to 336 lots at the same time last year.

Budget 2016 had provision for 50 acres of serviced land coming forth, with actual results being 27 acres, which is well below the previous years but very respectable in these uncertain economic times. Planning Services is projecting approximately 40 acres of new development in 2017, recognizing the limited licensed water supply available for new development in 2017.

While the total taxable assessment base has decreased 1.4% from 2015 to 2016, 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 82% of municipal tax revenue paid by residents and 18% paid by commercial and industrial property owners. Non-residential municipal tax rates are budgeted to remain 38% higher than residential tax rates for 2017.

The Federal Census was conducted in June 2016, with results made available in spring 2017. Based on new utility accounts and population equivalency, a reasonable estimate is that our community is approaching 29,000 residents who will enjoy Okotoks many amenities within a well-planned and safe community.

The 2017 Budget was prepared in accordance with the Town's Fiscal Principles, Practices and Policies approved by Council. Over 2 days in early November, the Strategic Leadership Team presented the proposed budget at public meetings to the Finance and Budget Committee and other interested Members of Council. The Committee appreciated the support and expertise of the three public members of the Finance and Budget Committee as they reviewed the budget and its implications. Numerous meetings with Administration and discussions with Committee Members continued to refine the budget up until December 5, 2016.

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

Highlights of the Operating Budget include the following service enhancements:

- Operation of Champion Park in conjunction with the MD of Foothills;
- Expansion of the Water Spray Park at Wylie Park that will double the number of water features and include public washrooms on-site;
- Preparation for the opening of an expanded Pason Centennial Arena for a public opening in January 2018;
- Clearing of transit stops of snow and ice;
- Year-round road and road right-of-way maintenance in annexed areas.

Attached are the 2017 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 2017 Recommended Operating Budget represents an overall 1.7% increase in the property tax amount for municipal purposes only. The owner of a typical home will pay approximately \$38 more per year (\$3.16 per month) in municipal taxes in 2017.

Revenue

Tax revenue represents only 33% of total revenue required to meet the Town's annual Operating and Capital Budgets. Other sources of revenue include Grants (5%), Sales and User Charges (28%), the Town's Reserves (11%), and Debt (23%). Sales and User Charges include utility charges, licenses and permits, facility rentals and program fees.

Utilities

Water and Sewer rates will increase 4% in 2017, which for the average customer amounts to an increase of \$6.65 per bi-monthly billing period or \$40 per year, or 3.1% annually on utility bills. 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 remain unchanged for 2017.

In keeping with the overall objectives stated in the Town's Waste Management Plan, waste services fees are maintained at 2016 levels for 2017 or \$41.00 per bi-monthly billing period for the Universal Waste Services Program (curbside black, blue and green cart service). A 6-month review of the Universal Waste Program is anticipated in April.

Permits and Licenses

The 2017 Rates, Fees and Charges Bylaw 09-16 is provided within this agenda.

Recreation and Cultural User Fees

A minor increase (average 2%) in rental rates for all recreation and cultural facilities will be realized. There will be no change in drop-in/single admission rates. Rental rates continue to be mid-market in comparison to similar facilities.

In accordance with the Master Shared Services Agreement, 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 2017 contribution for these services is projected to decrease by approximately \$91K, from \$1,743K to \$1,652K.

Expenditures

The Town is challenged with managing increasing costs that result from both growth and inflation. Major increases in operating costs for 2017 attributable to growth include:

- Transportation services in annexed areas and parks maintenance in new areas;
- An increase in the EPCOR Utility Operating Contract;
- Incorporating the impact of carbon tax on operating units;
- Modest increase in staffing to maintain services, including the growing demand in recreation services.

The impact of inflation and contractual obligation for goods and services purchased by the Town to provide municipal services continues for 2017. 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;
- Use of partnerships and part-time personnel;
- Incorporation of a 1% vacancy factor to reflect historic activity;
- 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).

As a result of the use of these strategies, cost savings in the amount of \$330K were achieved in the 2017 Operating Budget. There is no impact to external service levels with these changes.

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. Additional debt is reflected in the 2017 Budget to fund utility assets, although much of this debt will be funded through developer levies on future growth. 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 65% of its self-imposed 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 2017 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 \$5,265K, including:

- General Recapitalization Reserve \$2,620K;
- Recreation Facilities Reserve \$2,095K;
- Cultural Facilities Reserve \$550K.

Major Operating Projects

Major projects included in the 2016 Operating Budget total \$1.6 million. These projects are largely lifecycle maintenance and infrastructure replacements that are funded by Town's reserve funds and grants. A number of projects have not been undertaken in 2017 to reduce the draw on Town reserves. Projects and related funding sources are included on the Highlight Sheets and the 2017 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 1.7% overall from 2016, equal to \$38 annually or \$3.16 per month for a typical dwelling.

Summary

The 2017 Operating Budget is a sound and responsible approach to deliver the services expected by residents. It includes the responsibility to protect infrastructure, maintain a safe community, support those in need when required, and carefully manages the phased in expansion of municipal infrastructure and facilities to meet growing community needs and requirements, while recognizing and accounting for growth levels anticipated in 2017. 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 that the Town has added no tax funding debt to deliver the services and programs desired by the community.

The theme of the budget this year is "Balancing Vision with Economic Reality". Administration has strived to move forward on vision where possible while maintaining service levels and commitments.

At the December 5, 2016 Finance and Budget meeting, the Committee recommended that Council approve the 2017 Operating Budget as presented.

RECOMMENDATIONS

That the 2017 Operating Budget as identified in the 2017 Recommended Operating Budget: Revenues and Expenditures – Summary of All Function Areas, excluding the Corporate Communications Budget program, and excluding the Corporate Advertising Budget be approved; and

That the Recommended 2017 Operating Projects in the amount of \$1,586,500, with funding sources as identified in the 2017 Major Operating Projects Budget Summary be approved; and

That the 2017 Corporate Communications Operating Budget program in the amount of \$674,002 be approved; and

That the 2017 Corporate Advertising Budget in the amount of \$220,225 be approved.

Attachments:

1. 2017 Schedule of Operating Revenues & Expenditures – Budget Summary.
2. 2017 Budget Highlights and Account Summaries
3. 2017 Operating Projects and Project Summary

Prepared by:
Rolland Russell, Finance & Systems Director
Elaine Vincent, Chief Administrative Officer
December 8, 2016

Town of Okotoks

Schedule of Operating Revenues & Expenditures - Budget Summary

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Fines - R	610,000	609,387	620,000	540,000	580,000
Franchise and Concession Contracts - R	1,375,000	1,448,131	1,400,000	1,441,210	1,400,000
Licenses,Permits and Fees - R	1,800,570	1,791,784	1,736,045	1,597,145	1,516,165
Other Revenues - R	582,550	520,872	573,000	438,056	493,800
Penalties and Costs on Taxes - R	513,537	507,547	517,021	456,250	522,097
Rental Revenue - R	1,926,691	2,020,313	1,979,562	1,965,989	2,001,965
Returns on Investment - R	879,616	1,373,636	1,004,500	1,102,725	1,189,500
Sales and User Charges - R	14,097,689	15,138,996	14,839,193	14,322,723	15,592,891
Taxes and Grants in Place - R	25,143,114	24,906,010	26,511,040	26,577,148	27,348,844
Transfers from Governments and other Organizations - R	4,123,119	5,580,882	4,324,078	3,603,350	3,410,735
Total	51,051,886	53,897,559	53,504,439	52,044,596	54,055,997
EXPENDITURES					
Appropriated from Fund	0	0	0	0	0
Contracted and General Services	15,185,644	14,274,355	18,798,846	11,700,376	13,108,962
Long Term Interest	1,083,981	1,076,796	946,702	945,553	807,434
Materials, Goods, Supplies	2,174,577	3,237,883	1,942,823	1,832,729	2,028,162
Other Expenditures	641,500	546,970	261,000	283,000	461,000
Purchases from Other Governments	3,674,300	2,978,798	4,502,002	4,254,502	5,383,202
Salaries, Wages & Benefits	19,675,278	18,125,798	23,003,043	22,519,855	21,841,095
Bank Charges and Short Term Interest	59,650	69,825	61,734	63,450	61,734
Utilities	2,439,635	2,322,479	2,548,021	2,488,698	2,584,286
Total	44,934,565	42,632,902	52,064,171	44,088,162	46,275,875
EXCESS OF REVENUES OVER EXPENDITURES	6,117,321	11,264,657	1,440,268	7,956,434	7,780,122
Debt Prinicipal	2,976,689	2,976,691	3,050,564	3,036,827	3,098,348
Transfers to/from Other Functions	(25,000)	0	0	89,370	0
Transfers to/from Other Funds	2,793,207	5,555,038	3,348,855	5,390,829	5,292,584
Transfers to/from Reserves	406,625	2,883,405	(4,961,600)	(1,422,568)	(610,810)
Tax Support	(34,200)	(150,477)	2,449	861,976	0
Amortization	8,042,912	8,323,285	8,007,766	8,347,293	8,347,293

Town of Okotoks
Schedule of Operating Revenues & Expenditures - Budget
Corporate & Strategic Services

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Sales and User Charges - R	84,297	22,723	82,700	73,700	89,112
Taxes and Grants in Place - R	6,000	0	0	0	0
Transfers from Governments and other Organizations - R	200,000	136,930	153,200	90,000	50,000
Total	290,297	159,653	235,900	163,700	139,112
EXPENDITURES					
Contracted and General Services	1,386,537	1,109,520	1,315,584	1,072,231	1,077,672
Long Term Interest	37,166	36,807	35,740	35,740	34,257
Materials, Goods, Supplies	78,900	68,482	76,200	58,900	78,500
Other Expenditures	12,000	2,150	12,000	2,000	12,000
Purchases from Other Governments	0	0	0	0	0
Salaries, Wages & Benefits	3,124,178	2,377,252	3,146,916	2,936,743	3,122,959
Bank Charges and Short Term Interest	1,250	1,349	1,250	1,250	1,250
Total	4,640,031	3,595,560	4,587,690	4,106,864	4,326,638
EXCESS OF REVENUES OVER EXPENDITURES	(4,349,734)	(3,435,907)	(4,351,790)	(3,943,164)	(4,187,526)
Debt Principal	40,158	40,157	41,577	41,577	39,379
Transfers to/from Other Functions	98,627	156,455	39,126	40,348	(24,041)
Transfers to/from Other Funds	(194,148)	(124,912)	(103,400)	(77,300)	(28,888)
Transfers to/from Reserves	(17,800)	0	2,200	2,200	(264,000)
Tax Support for: Corporate & Strategic Services	(4,276,571)	(3,507,607)	(4,331,293)	(3,949,989)	(3,909,976)
Amortization	261,649	267,494	261,649	283,866	283,866



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

CAO Office (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.

FTE's

- Includes 2.0 FTE's for 2017 - no change.

CHANGES IN SERVICES

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

CHALLENGES

- The pace of change, preparing for newly annexed lands, regional issues regarding growth and services, changing focus and priorities of Provincial Government, implementation of changes to Municipal Government Act, review of governance models to support the needs of a municipality of 30,000+ people, a newly elected Council in fall 2017; while maintaining a challenging and dynamic environment for achieving Council's goals and priorities.

EFFICIENCIES

- Continued emphasis on increased technology to create efficiencies and enhance productivity.
- Reduction in legal and contract services budgets due to completion of annexation process.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

N/A

Town of Okotoks
Schedule of Operating Revenues & Expenditures - Budget
CAO Office (Corporate Support)

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Sales and User Charges - R	0	382	0	0	0
Transfers from Governments and other Organizations - R	150,000	103,930	0	0	0
Total	150,000	104,312	0	0	0
EXPENDITURES					
Contracted and General Services	753,240	500,980	474,900	349,344	344,080
Long Term Interest	37,166	36,807	35,740	35,740	34,257
Materials, Goods, Supplies	27,800	32,292	25,000	24,600	25,000
Other Expenditures	0	1	0	0	0
Purchases from Other Governments	0	0	0	0	0
Salaries, Wages & Benefits	527,196	447,428	335,465	353,714	345,695
Bank Charges and Short Term Interest	0	244	0	0	0
Total	1,345,402	1,017,752	871,105	763,398	749,032
EXCESS OF REVENUES OVER EXPENDITURES	(1,195,402)	(913,440)	(871,105)	(763,398)	(749,032)
Debt Principal	40,158	40,157	41,577	41,577	39,379
Transfers to/from Other Functions	209,627	267,428	150,126	150,348	121,959
Transfers to/from Other Funds	(150,000)	(49,912)	0	0	0
Transfers to/from Reserves	0	0	0	0	0
Tax Support for: CAO Office (Corporate Support)	(1,295,187)	(1,171,113)	(1,062,808)	(955,323)	(910,370)
Amortization	261,649	267,494	261,649	283,866	283,866



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

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.
- Promote the Town and its services through various marketing initiatives, good public relations activities and coordinate public engagement activities for all business centres

FTE's

- 4.3 FTE for 2017, no change.

CHANGES IN SERVICES

- The wide variety public communication preferences create challenges with communicating in such a wide variety of platforms, and increases costs (e.g. print, online, direct mail, signs, in-person, etc.)
- 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.

CHALLENGES

- The Community Household Survey has been delayed to 2018 due to lack of funding.
- Branding design and style guidelines will be delayed to 2018 due to lack of funding.
- Continually increased demand for Communication services from all business centres to support and promote their public services and provide information continues.

EFFICIENCIES

- Increased in-house design services, photography and videography for publications, posters, brochures, advertising, website, etc. is utilized frequently to decrease costs, improve turnaround time and increase customer satisfaction.
- 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), online communication, surveys and the LED signs at Southridge Emergency Services and new Operations Centre. Promotion of our website 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.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

N/A

Town of Okotoks

Schedule of Operating Revenues & Expenditures - Budget

Communications

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Sales and User Charges - R	13,000	12,778	13,000	12,000	13,000
Taxes and Grants in Place - R	6,000	0	0	0	0
Transfers from Governments and other Organizations - R	0	0	0	0	0
Total	19,000	12,778	13,000	12,000	13,000
EXPENDITURES					
Contracted and General Services	257,626	295,162	215,210	197,073	199,232
Materials, Goods, Supplies	2,700	2,438	3,200	2,600	3,200
Salaries, Wages & Benefits	450,483	406,778	458,210	447,485	484,570
Total	710,809	704,377	676,620	647,158	687,002
EXCESS OF REVENUES OVER EXPENDITURES	(691,809)	(691,600)	(663,620)	(635,158)	(674,002)
Transfers to/from Other Functions	(161,000)	(160,973)	(161,000)	(160,000)	(156,000)
Transfers to/from Other Funds	(75,000)	(75,000)	0	0	0
Tax Support for: Communications	(455,809)	(455,627)	(502,620)	(475,158)	(518,002)



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Environment & Sustainability

CORE SERVICES

- Provide leadership and oversight in both 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 that promote and adhere to best practices for environmental stewardship for both the community and the Corporation.
- Provide a conservation educator program to assist residents, businesses and institutions to adopt behaviours that contribute to a reduced environmental footprint for the benefit of current and future generations.

FTE's

- Includes 2.24 FTE for 2017, a 0.5 FTE increase from 2016 to provide a two month overlap for backlog due to a leave of absence, to assist Waste Services with the opt-out provision and completion of the Environmental Education/Interpretive Centre project.

CHANGES IN SERVICES

- A total of \$50K is planned for rebate programs (\$40K for water conservation, \$10K for energy reduction).
- Continued support of \$20K for the MyHeat residential energy reduction software.
- The Conservation Educator program for 2017 is evolving from a summer program to a year round program with additional hours in winter to assist with Environmental Education Centre programming. The Educators will continue to place a higher focus on waste management as multi-family universal rollout is to occur by July, along with further education required for organics and recycling.
- Funds are required to complete the Environmental Education Centre as the facility has been built, but requires interpretive signs, displays and classroom furniture. Funds will only be used if donations/funding partners do not cover the costs for this Centre to be fully functional.
- Work continues with the University of Calgary, the Bow River Basin Council and other stakeholders and partners to create the Living Soil Filtration Research Project which will also provide public education with interpretive signs along the pathway.

CHALLENGES

- Completion of Environmental Education Centre and working with the many partners on the Living Soil Filtration Research Project will be challenging in itself, along with continued assistance with implementation of the Waste Services Plan and the 2016-2019 Community Sustainability Plan. The Independent Transit Study and Green House Gas (GHG) Reduction Plan approved for 2017 in the Community Sustainability Plan has been delayed to 2018.
- Keeping abreast of the ever changing environmental best practices for both the community and Corporation and related issues that impact local government (e.g. regional transit, regional waste management, regional growth management boards, etc.) is ongoing.

EFFICIENCIES

- Working with all business centres to implement our Corporate Environmental Stewardship Plan to decrease our corporate environmental footprint with water, waste and energy reduction initiatives, which most translate into reduce operating costs.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

N/A

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Sales and User Charges - R	57,297	0	61,700	61,700	66,112
Total	57,297	0	61,700	61,700	66,112
EXPENDITURES					
Contracted and General Services	26,741	0	168,881	165,950	106,590
Materials, Goods, Supplies	7,000	0	7,000	5,100	7,000
Salaries, Wages & Benefits	192,268	0	189,989	192,268	214,323
Total	226,009	0	365,870	363,318	327,913
EXCESS OF REVENUES OVER EXPENDITURES	(168,712)	0	(304,170)	(301,618)	(261,801)
Transfers to/from Other Functions	0	0	0	0	(40,000)
Transfers to/from Other Funds	30,852	0	(103,400)	(77,300)	(28,888)
Transfers to/from Reserves	(20,000)	0	0	0	0
Tax Support for: Environment & Sustainability	(179,564)	0	(200,770)	(224,318)	(192,913)



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

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.

FTE's

- Includes 7.6 FTEs in 2017 – no change

CHANGES IN SERVICES

N/A

CHALLENGES

- As there are 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 critical positions. HR will be partnering with the Managers/Directors to develop detailed cross training plans that will assist with succession planning.
- Identifying, developing and sustaining organizational capabilities continues to be a focus for the Town and are critical to execution of the business plan. HR will assist in fostering a culture of employee ownership to enhance these capabilities to deliver short and long term objectives.

EFFICIENCIES

- HR will continue to implement a web self-service platform for payroll which will reduce the requirement for submitting and approving manual timesheets in addition to working with business centres. HR will continue to implement the shift scheduling platform that integrates into payroll. This system will automate and optimize how we schedule shifts for our employees in the applicable business centres.
- HR will develop progressive personnel policies that will be a key component to enhance the methods of the HR service delivery model.
- Develop and implement organizational effectiveness strategies that will utilize our unique culture, foster innovation and maximize productivity.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

- \$212K from Benefit Contingency to reflect Corporate wide anticipated vacancy slippage.

RATES AND FEES

N/A

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Sales and User Charges - R	14,000	9,413	8,000	0	10,000
Transfers from Governments and other Organizations - R	50,000	33,000	17,000	0	0
Total	64,000	42,413	25,000	0	10,000
EXPENDITURES					
Contracted and General Services	170,950	143,486	122,253	104,838	95,183
Materials, Goods, Supplies	11,200	14,035	11,200	9,200	11,200
Salaries, Wages & Benefits	1,260,607	866,855	1,265,409	1,142,630	1,177,836
Bank Charges and Short Term Interest	1,250	1,104	1,250	1,250	1,250
Total	1,444,007	1,025,480	1,400,112	1,257,918	1,285,469
EXCESS OF REVENUES OVER EXPENDITURES	(1,380,007)	(983,067)	(1,375,112)	(1,257,918)	(1,275,469)
Transfers to/from Other Functions	0	0	0	0	0
Transfers to/from Reserves	2,200	0	2,200	2,200	(209,800)
Tax Support for: Human Resources	(1,382,207)	(983,067)	(1,377,312)	(1,260,118)	(1,065,669)



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Legislative & Policy Services

CORE SERVICES

- Provide legislative and support services to Council and the Corporation. Provide and maintain corporate records management system, administer the FOIP Act and conduct the civic census and municipal elections.
- Provide advice, research and support to the Corporation in the development of corporate bylaws, policies and administrative guidelines

FTE's

- Includes the salaries and expenses for 7 members of Council- no change
- Includes 5.9 FTEs for 2017 – no change.

CHANGES IN SERVICES

- This is a general municipal election year, therefore an election will be conducted in October 2017 for a new Council. \$50K
- The second phase of the Property File Digitization is planned for 2017 which will include the annexation, commercial, industrial and multi-unit residential property files. Vital permanent records are the collections being prioritized.
- An electronic work flow Agenda Package with the opportunity for streaming of Council meetings will be implemented. Implementation may need to be done in a two phase approach with the full electronic generation, approval and tracking of Agenda Packages in 2017. \$45K
- As a Federal Census was conducted in 2016, with results to be released in February 2017 and anticipated minimal population growth in 2017, no census is proposed.

CHALLENGES

- Implementation of a coordinated corporate electronic document management system using current staffing levels with a backlog in paper file management in a decentralized setting is a multi-year initiative and is ongoing.
- 2017 will require staff to conduct an election and implement a new Agenda Management software system and process with existing staff in addition to maintaining legislative support with changing legislative requirements.

EFFICIENCIES

- Increased use of online information, communications and approvals is reducing the costs of paper and will decrease response times for customer requests.
- Increased ability to electronically file and locate documents needed for employees to work efficiently, save on archive physical space to store information and time to retrieve information.
- With the implementation of an electronic Agenda package process the writing, review and approval of Council Agenda items will be streamlined and easier to approve, track and retrieve.

MAJOR OPERATING PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	Expense	Funding
			2017	2017
110-10	110 - Property File Digitization	CONTRACTS-OTHER	50,000	
		GRANTS-PROVINCIAL MSI		50,000
	Total		50,000	50,000

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

N/A

Town of Okotoks
Schedule of Operating Revenues & Expenditures - Budget
Legislative & Policy Services

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Sales and User Charges - R	0	150	0	0	0
Transfers from Governments and other Organizations - R	0	0	136,200	90,000	50,000
Total	0	150	136,200	90,000	50,000
EXPENDITURES					
Contracted and General Services	177,980	169,892	334,340	255,026	332,587
Materials, Goods, Supplies	30,200	19,718	29,800	17,400	32,100
Other Expenditures	12,000	2,149	12,000	2,000	12,000
Salaries, Wages & Benefits	693,624	656,191	897,843	800,646	900,535
Total	913,804	847,950	1,273,983	1,075,072	1,277,222
EXCESS OF REVENUES OVER EXPENDITURES	(913,804)	(847,800)	(1,137,783)	(985,072)	(1,227,222)
Transfers to/from Other Functions	50,000	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	(54,200)
Tax Support for: Legislative & Policy Services	(963,804)	(897,800)	(1,187,783)	(1,035,072)	(1,223,022)



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	110 - Property File Digitization	
Project Code:	110-10	
Total Project Costs		<u>\$50,000</u>
Funding Sources - Operating		
Grants	MSI Operating Grant	\$50,000
Total		<u>\$50,000</u>

Council Strategic Direction:

MAINTAIN ORGANIZATIONAL EXCELLENCE - The Town of Okotoks will be a recognized as leaders in public service.

Project Description:

Over 3,000 multi-unit and non-residential property files exist at the Stockton Block that require scanning to provide quick and convenient access for staff (largely development services division). Annexation property files received in January 2017 would also be included.

Scope of work:

Scanning of all of these types of property files at Stockton Block which includes purging. The movement of these permanent files to an offsite location will free up the basement of the building for ongoing storage needs.

Project Benefits:

Applying new technology to property files would allow internal users facilitated viewing access as opposed to having to obtain and use 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

Schedule of Operating Revenues & Expenditures - Budget

Finance & Systems

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Franchise and Concession Contracts - R	1,375,000	1,448,131	1,400,000	1,441,210	1,400,000
Licenses, Permits and Fees - R	4,800	3,944	4,800	5,620	4,800
Penalties and Costs on Taxes - R	411,600	405,383	413,200	414,250	418,200
Rental Revenue - R	56,000	54,790	56,000	59,750	58,500
Returns on Investment - R	875,116	1,369,667	1,000,000	1,100,000	1,185,000
Sales and User Charges - R	56,400	1,731,070	63,400	81,180	63,400
Taxes and Grants in Place - R	25,134,330	24,903,262	26,508,256	26,577,148	27,346,060
Transfers from Governments and other Organizations - R	294,900	178,866	258,900	178,900	141,500
Total	28,208,146	30,095,114	29,704,556	29,858,058	30,617,460
EXPENDITURES					
Appropriated from Fund	0	0	0	0	0
Contracted and General Services	857,270	746,899	828,800	677,050	869,752
Long Term Interest	36,646	36,339	29,579	29,580	22,180
Materials, Goods, Supplies	275,700	587,560	28,350	30,000	28,350
Other Expenditures	0	930	0	0	0
Purchases from Other Governments	1,800	940	1,800	198,300	401,800
Salaries, Wages & Benefits	1,712,623	1,620,912	1,900,475	1,838,166	2,024,913
Bank Charges and Short Term Interest	11,000	12,991	12,604	12,600	12,604
Total	2,895,039	3,006,571	2,801,608	2,785,696	3,359,599
EXCESS OF REVENUES OVER EXPENDITURES	25,313,107	27,088,543	26,902,948	27,072,362	27,257,861
Debt Principal	150,084	150,084	157,150	157,150	164,549
Transfers to/from Other Functions	(33,046)	4,683	5,629	5,607	8,366
Transfers to/from Other Funds	4,694,000	6,583,837	5,270,000	5,367,000	5,060,000
Transfers to/from Reserves	820,000	2,426,000	(30,000)	(30,000)	(430,000)
Tax Support for: Finance & Systems	19,682,069	17,923,939	21,500,169	21,572,605	22,454,946
Amortization	124,346	153,880	124,346	143,243	143,243



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Development Services (Land)

CORE SERVICES

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

FTE's

- No FTEs assigned to this budget centre

CHANGES IN SERVICES

- 2017 expenses include added environmental testing and monitoring for Pason Centennial Arena and Foothills Centennial Centre in areas adjacent to a previously decommissioned landfill.

CHALLENGES

Slowing economy may reduce land sales in the 32 Street Business Park which would impact the sustainability of the land reserve. The Land reserve is currently underfunded as recent land acquisitions in support of the Okotoks community campus requires added funding from land sales to balance.

EFFICIENCIES

N/A

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

Proceeds from sale of lots in the 32 Street Business Park will be recognized in this budget centre and net gain on sales transferred to the Land Reserve.

Transfer of \$80K from recapitalization reserve to support environmental monitoring.

RATES AND FEES

N/A

Town of Okotoks
Schedule of Operating Revenues & Expenditures - Budget
Development Services (Land)

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Sales and User Charges - R	0	1,654,000	0	0	0
Total	0	1,654,000	0	0	0
EXPENDITURES					
Contracted and General Services	72,000	74,652	80,000	25,000	80,000
Materials, Goods, Supplies	0	484,313	0	0	0
Total	72,000	558,965	80,000	25,000	80,000
EXCESS OF REVENUES OVER EXPENDITURES	(72,000)	1,095,035	(80,000)	(25,000)	(80,000)
Transfers to/from Other Funds	(60,000)	1,307,530	(80,000)	0	(80,000)
Tax Support for: Development Services (Land)	(12,000)	(212,494)	0	(25,000)	0



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Financial Services

CORE SERVICES

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

FTE's

- 9.35 FTEs for 2017, a decrease of 0.21 FTE from 2016 due to the removal of casual hours, previously used for flexibility.

CHANGES IN SERVICES

- No changes in service are planned for 2017.

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.
- Financial Services resources will be dedicated to supporting the following systems enhancements for 2017: CLASS systems replacement and Financial Systems enhancements (Dynamics); Qwestica budgeting system Capital enhancements.

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)
- Continued implementation of Qwestica Capital budgeting systems.

MAJOR OPERATING PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	Expense	Funding Source
			2017	2017
130-02	130 FS Upgrade	PROFESSIONAL FEES - OTHER	125,000	
		CONTRIB FROM CAPITAL RESERVE		125,000
	Total		125,000	125,000

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

- No Changes Proposed

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Licenses,Permits and Fees - R	4,800	3,944	4,800	5,620	4,800
Penalties and Costs on Taxes - R	11,600	12,782	13,200	14,250	18,200
Sales and User Charges - R	56,000	64,575	63,000	81,030	63,000
Transfers from Governments and other Organizations - R	90,000	36,006	34,000	34,000	0
Total	162,400	117,307	115,000	134,900	86,000
EXPENDITURES					
Contracted and General Services	197,550	118,971	137,000	127,800	225,844
Materials, Goods, Supplies	10,500	11,556	13,150	16,000	13,150
Other Expenditures	0	930	0	0	0
Purchases from Other Governments	1,800	940	1,800	1,200	1,800
Salaries, Wages & Benefits	824,575	726,235	895,475	870,458	900,828
Bank Charges and Short Term Interest	11,000	12,991	12,604	12,600	12,604
Total	1,045,425	871,622	1,060,029	1,028,058	1,154,226
EXCESS OF REVENUES OVER EXPENDITURES	(883,025)	(754,315)	(945,029)	(893,158)	(1,068,226)
Transfers to/from Other Funds	0	0	0	0	(125,000)
Tax Support for: Financial Services	(883,025)	(754,315)	(945,029)	(893,158)	(943,226)



Town of Okotoks Major Project Budget Project Detail

2017

OPERATING PROJECT

2017

Project Name: 130 FS Upgrade
Project Code: 130-02

Total Project Costs

\$125,000

Funding Sources - Operating

Reserves (120 BC) General Recap Reserve

\$125,000

Total

\$125,000

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:

Financial Systems Upgrade involves the review and upgrading of the various components that make up the financial software suite.

Scope of work:

Financial Systems Upgrade involves the review and upgrading of the various components that make up the financial software suite including taxes; utilities; accounts payable and receivable. Review will also include subsystems such as dog licensing, business licensing, banking and the many interfaces between Diamond/Dynamics and our many other systems.

Financial Systems review including data purging, table review, monthly close, additional training, interface review; review/restructure of Chart of Accounts.

Project Benefits:

Benefits of system review include enhanced system performance; improved processes and training.



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

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.

FTE's

N/A

CHANGES IN SERVICES

- Municipal tax revenue is estimated to be \$400K higher than the 2016 budget due to annexed areas.
- Municipal property tax rate differential – non-residential municipal tax rate for 2016 was 38% higher than residential municipal tax rates. Administration, in accordance with the 2017 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 1.7 % over the 2016 property tax, in accordance with the 2017 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 \$185K higher than budgeted in 2016 based on projected cash flows and changes in investments due to capital spending.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

- Transfer to General Recapitalization Reserve of \$2,620K.
- Transfer to Recreation Facilities Reserve of \$2,095K.
- Transfer to Cultural Facilities Reserve of \$550K.

RATES AND FEES

- Franchise Fees charged to Electrical providers remain at 10.0%.
- Franchise Fees charged to Natural Gas providers remain at 5.25%.

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Franchise and Concession Contracts - R	1,375,000	1,448,131	1,400,000	1,441,210	1,400,000
Penalties and Costs on Taxes - R	400,000	392,601	400,000	400,000	400,000
Rental Revenue - R	0	10	0	0	0
Returns on Investment - R	875,116	1,369,667	1,000,000	1,100,000	1,185,000
Sales and User Charges - R	0	10,120	0	0	0
Taxes and Grants in Place - R	25,134,330	24,903,262	26,508,256	26,577,148	27,346,060
Transfers from Governments and other Organizations - R	144,900	142,860	144,900	144,900	141,500
Total	27,929,346	28,266,651	29,453,156	29,663,258	30,472,560
EXPENDITURES					
Appropriated from Fund	0	0	0	0	0
Contracted and General Services	0	0	0	0	0
Long Term Interest	36,646	36,339	29,579	29,580	22,180
Purchases from Other Governments	0	0	0	197,100	400,000
Total	36,646	36,339	29,579	226,680	422,180
EXCESS OF REVENUES OVER EXPENDITURES	27,892,700	28,230,312	29,423,577	29,436,578	30,050,380
Debt Principal	150,084	150,084	157,150	157,150	164,549
Transfers to/from Other Functions	31,180	49,356	45,022	45,000	44,157
Transfers to/from Other Funds	5,000,000	5,369,849	5,350,000	5,367,000	5,265,000
Transfers to/from Reserves	850,000	2,456,000	0	0	(400,000)
Tax Support for: General Municipal Services	21,861,436	20,205,023	23,871,405	23,867,428	24,976,674



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

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

FTE's

- Includes 10.05 FTEs for 2017, an increase of 0.8 FTE from 2016 for a Database Administrator position.

CHANGES IN SERVICES

- 0.8 FTE for the addition of a Database Administrator position that was identified in IT Strategic plan for 2016 and funded from the current contract Database Administrator dollars.
- A 14% increase in number of devices supported in 2017.
- Significant increase in software licensing in 2016 impacting maintenance costs in 2017 \$55K
- Transfer of Website and App costs from Communication approximately \$30K
- Meeting room telephone & computer costs went from 4 rooms to 13 rooms these additional rooms will impact our licensing costs. \$12K

CHALLENGES

- Dynamics GP reboot and the Class software replacement will require additional support.
- Continuing need for security and monitoring tools
- Continued demand 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

- Laserfiche workflows, and forms with data feeds from other systems are the single biggest contributor to efficiencies & customer service improvements. This reduces rekeying of information and improves accuracy, we continue to work on knowledge transfer to the individual business centres to help them gain the benefits of this technology quicker. Unfortunately the demand from other areas currently exceeds our resources
- Continued use of technology to improve efficiencies in our own department, ie: Raspberry pi, in-house built dashboards, software to help manage IOT and mobile device costs. moving from PRI to SIP trunking for telephones. analyzing land

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	EXPENSE	FUNDING
			2017	2017
140-120	140-IT Infrastructure Upgrades	Capital Expense	60,000	
		CONTRIB FROM CAPITAL RESERVE		60,000
	Total		60,000	60,000

N/A

TRANSFERS TO/FROM RESERVES

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

RATES AND FEES

N/A

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Rental Revenue - R	56,000	54,780	56,000	59,750	58,500
Sales and User Charges - R	400	2,375	400	150	400
Transfers from Governments and other Organizations - R	60,000	0	80,000	0	0
Total	116,400	57,155	136,400	59,900	58,900
EXPENDITURES					
Contracted and General Services	587,720	553,276	611,800	524,250	563,908
Materials, Goods, Supplies	265,200	91,692	15,200	14,000	15,200
Salaries, Wages & Benefits	888,048	894,677	1,005,000	967,708	1,124,085
Total	1,740,968	1,539,645	1,632,000	1,505,958	1,703,193
EXCESS OF REVENUES OVER EXPENDITURES	(1,624,568)	(1,482,490)	(1,495,600)	(1,446,058)	(1,644,293)
Transfers to/from Other Functions	(64,226)	(44,673)	(39,393)	(39,393)	(38,439)
Transfers to/from Other Funds	(246,000)	(93,542)	0	0	0
Transfers to/from Reserves	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Tax Support for: Information/Business Solutions	(1,284,342)	(1,314,275)	(1,426,207)	(1,376,665)	(1,575,854)
Amortization	54,603	84,037	54,603	73,500	73,500



Town of Okotoks Major Project Budget Project Detail

2017

CAPITAL PROJECT

2017

Project Name:	140-IT Infrastructure Upgrades	
Project Code:	140-120	
Project Costs:		<u>60,000</u>
Funding Sources - Capital		
Reserves	(120 BC) General Recap Reserve	60,000
Total of Sources		<u>60,000</u>

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:

Replacement of Information & Business Solutions equipment that has reached the end of it's useful life.
Enhancements to existing systems
Additional licensing to accommodate growth
Security audit and intrusion detection software

Scope of work:

Replacement of Information Technology Equipment that has reached the end of it's useful life.
Equipment to be replaced in 2017 includes:

Software - Capital
Additional Licensing & addons = \$40,000
Intrusion Detection = \$20,000

Services - Operating
Security Audit = \$25,000

Replacement Hardware - Operating
3 Physical Server @ \$6,000 each = \$18,000
4 shoregear switches = \$6,000
Back Tape Drive = \$11,000

Project Benefits:

With the replacement of older equipment, we can maintain performance standards as well as providing ongoing reliability of our systems.

The enhancements to existing systems and additional licensing will assist in providing improved services to the customers, reduction in paper usage and improved accuracy.

Security audit and improved intrusion detection software will assist us in securing the network and corporate data.

Town of Okotoks
Schedule of Operating Revenues & Expenditures - Budget
Protective Services

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Fines - R	610,000	609,387	620,000	540,000	580,000
Licenses, Permits and Fees - R	115,000	104,805	115,000	110,188	115,000
Rental Revenue - R	101,950	101,668	101,950	101,950	101,950
Sales and User Charges - R	165,100	322,982	200,200	213,150	200,200
Transfers from Governments and other Organizations - R	942,200	2,732,338	1,153,700	1,244,230	1,172,900
Total	1,934,250	3,871,179	2,190,850	2,209,518	2,170,050
EXPENDITURES					
Contracted and General Services	311,319	1,337,832	423,160	369,367	395,060
Long Term Interest	294,628	293,311	276,909	276,909	258,506
Materials, Goods, Supplies	168,250	880,122	188,445	182,350	169,245
Purchases from Other Governments	3,386,000	2,685,516	3,760,702	3,313,202	4,143,902
Salaries, Wages & Benefits	3,586,364	3,289,010	6,148,152	6,446,330	4,498,997
Bank Charges and Short Term Interest	500	968	1,000	1,000	1,000
Total	7,747,061	8,486,760	10,798,368	10,589,158	9,466,710
EXCESS OF REVENUES OVER EXPENDITURES	(5,812,811)	(4,615,580)	(8,607,518)	(8,379,640)	(7,296,660)
Debt Principal	489,378	489,378	507,098	507,098	525,500
Transfers to/from Other Functions	497,441	454,208	496,494	494,446	478,342
Transfers to/from Other Funds	0	0	(50,000)	0	(30,000)
Transfers to/from Reserves	(84,000)	216,000	(2,073,200)	(1,940,000)	(160,000)
Tax Support for: Protective Services	(6,715,630)	(5,775,166)	(7,487,910)	(7,441,184)	(8,110,502)
Amortization	472,404	487,111	472,404	481,957	481,957



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Disaster Services

CORE SERVICES

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

FTE's

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

CHANGES IN SERVICES

- Expansion of the implementation of the Incident Command System (ICS)
- Joint special event planning with all business centres and the use of our Command Trailer.
- Continued updating of our Municipal Emergency Plan to maintain provincial standards.

CHALLENGES

N/A

EFFICIENCIES

- Certified internal trainers will continue to provide training for expanded 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.

MAJOR OPERATING PROJECTS

OPERATING PROJECTS - REMARKS

MAJOR CAPITAL PROJECTS

CAPITAL PROJECTS - REMARKS

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

N/A

Disaster Services

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Sales and User Charges - R	0	0	0	0	0
Transfers from Governments and other Organizations - R	0	1,687,094	0	0	0
Total	0	1,687,094	0	0	0
EXPENDITURES					
Contracted and General Services	5,650	1,019,742	850	850	6,483
Materials, Goods, Supplies	6,700	712,091	11,095	620	4,795
Salaries, Wages & Benefits	13,448	8,745	13,853	13,024	0
Total	25,798	1,740,578	25,798	14,494	11,278
EXCESS OF REVENUES OVER EXPENDITURES	(25,798)	(53,484)	(25,798)	(14,494)	(11,278)
Transfers to/from Other Functions	2,048	2,291	2,048	0	0
Transfers to/from Other Funds	0	0	0	0	0
Tax Support for: Disaster Services	(27,846)	(55,775)	(27,846)	(14,494)	(11,278)
Amortization	25,000	15,520	25,000	24,286	24,286



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Fire 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 prevention and 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.

FTE's

- 2017 includes 18.75 FTE – no change in FTE, although additional funds have been requested for increased firefighter requirements.
- Overtime cost has been increased to align with the Collective Agreement requirements.

CHANGES IN SERVICES

No Changes

CHALLENGES

- Community growth and increased transient population.
- Continued commitment to recruit, train and retain our Community Firefighters.
- Community Firefighter response to calls and shift requests continues to be in decline.

EFFICIENCIES

- Computer hardware and software improvements have streamlined shift scheduling for community firefighters; reporting and invoicing; equipment inspections; room bookings; commercial business premises inspections.
- Education programs providing fire and injury prevention throughout the community.
- Continuation of home inspections for the community as well as fire drills and safety talks at senior complexes (Tudor Manor and Heartland).

MAJOR OPERATING PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	Expense		Funding Source	
			2017	2018	2017	2018
230-16	230 - Headsets (#2)	CONTRACTS-OTHER	30,000	0		
		CONTRIB FROM CAPITAL RESERVE			30,000	0
	Total		30,000	0	30,000	0

MAJOR CAPITAL PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	EXPENSE		FUNDING SOURCE	
			2017	2018	2017	2018
230-081	230 - AFFRCS (#4)	Capital Expense	150,000	150,000		
		CONTRIB FROM CAPITAL RESERVE			150,000	150,000
230-080	230 - Utility Truck (#1)	Capital Expense	65,000	0		
		CONTRIB FROM CAPITAL RESERVE			65,000	0
	Total		215,000	150,000	215,000	150,000

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

- Increased rate for motor vehicle collisions in Town to align with Alberta Transportation rates. These rates have not been increased since 2006.
- Incident Command Trailer rental fee has been established for outside user groups.
- Re-inspection costs have increased for 2nd, 3rd and subsequent inspections with deficiencies.

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Licenses,Permits and Fees - R	0	0	0	0	0
Rental Revenue - R	44,950	44,596	44,950	44,950	44,950
Sales and User Charges - R	125,100	269,382	160,200	145,150	150,200
Transfers from Governments and other Organizations - R	459,600	462,610	561,700	652,230	554,300
Total	629,650	776,588	766,850	842,330	749,450
EXPENDITURES					
Contracted and General Services	225,684	237,913	337,207	290,189	304,745
Long Term Interest	152,568	151,492	139,358	139,358	125,605
Materials, Goods, Supplies	141,550	125,826	145,450	146,530	135,550
Purchases from Other Governments	208,000	207,981	213,202	213,202	213,202
Salaries, Wages & Benefits	2,131,591	2,044,342	4,526,095	4,857,217	2,870,869
Total	2,859,393	2,767,554	5,361,312	5,646,496	3,649,971
EXCESS OF REVENUES OVER EXPENDITURES	(2,229,743)	(1,990,966)	(4,594,462)	(4,804,166)	(2,900,521)
Debt Prinicipal	345,763	345,762	358,974	358,974	372,726
Transfers to/from Other Functions	231,230	219,680	231,363	231,363	239,603
Transfers to/from Other Funds	0	0	(50,000)	0	(30,000)
Transfers to/from Reserves	0	0	(1,900,000)	(1,840,000)	0
Tax Support for: Fire Services	(2,806,736)	(2,556,408)	(3,234,799)	(3,554,503)	(3,482,850)
Amortization	291,781	214,502	291,781	293,450	293,450



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

2017

OPERATING PROJECT

2017

Project Name: 230 - Headsets (#2)
Project Code: 230-16

Total Project Costs **\$30,000**

Funding Sources - Operating

Reserves (230 BC) Protective Services - Capital \$30,000

Total **\$30,000**

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:

Additional headsets for remaining Fire Apparatus Fleet. (\$30,000)

Scope of work:

To have every seat in ALL Fire vehicles provided with a headset for full hearing protection/communications.

Project Benefits:

Sirens are a safety tool used responding to emergency incidents. Communications with dispatch and with other members in the same apparatus is enhanced via radio headsets which also function in an intercom fashion. The department has reduced noise levels in modern apparatus by engineering sirens into the front of vehicles rather than roofs, however the interior of responding vehicles using sirens has decibel levels verging on what OH&S considers dangerous. Emergency scenes are inherently busy and noisy places. Incident commanders, pump operators and officers assigned to apparatus increase situational awareness, minimize distractions and enhance safety using dedicated headsets.

The department has installed radio headsets on the rescue boat and the results are very positive in terms of enhanced communications.

Radio headsets reduce noise levels an average of 24 decibels.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>CAPITAL PROJECT</u>	<u>2017</u>	<u>2018</u>
Project Name:	230 - AFFRCS (#4)	
Project Code:	230-081	
Project Costs:	<u>150,000</u>	<u>150,000</u>
Funding Sources - Capital		
	0	0
Capital Funding Sources (230 BC) Protective Services -	150,000	150,000
Total of Sources	<u>150,000</u>	<u>150,000</u>

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:

AFFRCS Radio's - for all Fire Fighters, vehicles and both Fire Stations. Multi year (2 years) commencing in 2017 and ending in 2018

Scope of work:

Align with the NEW Provincial Radio System, with additional radio towers in our region.

Project Benefits:

The provincial AFRRCS system provides a communications platform with integrated technology that allows secure, enhanced communication within the department and with partner agencies including but not limited to: Police, Municipal Enforcement, Provincial Agencies, Mutual Aid Fire Departments, Alberta Emergency Management, Alberta Health Services.

AFRRCS is a new two-way radio network for first responders in municipal, provincial and First Nations agencies across the province. The Alberta government is funding the network's construction, operation and maintenance.

For first responder agencies using AFRRCS there is an opportunity to:

- * fully coordinate joint responses to emergency scenes
- * greatly improve and integrate radio communication among first responders from different agencies
- * reduce the cost of radio system infrastructure
- * use robust, resilient radio technology in day-to-day operations



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

2017

CAPITAL PROJECT

2017

Project Name:	230 - Utility Truck (#1)	
Project Code:	230-080	
Project Costs:		<u>65,000</u>
Funding Sources - Capital		
Capital Funding Sources	(230 BC) Protective Services -	65,000
Total of Sources		<u>65,000</u>

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:

Utility Truck (1 Ton) 4X4 - New addition to Fire Fleet.
Price includes base vehicle, decals and lighting.

Scope of work:

Ability to tow the command trailer, boat trailers, water rescue trailer and have off road capability.
Carry additional equipment to and from scenes and events.
Transport additional manpower.

Project Benefits:

Benefit to free up other emergency and Town Fleet vehicles, from towing command trailer.
Reduce wear and tear other emergency vehicles.
Can be used for other activities such as Fire Inspections, Prevention and wildland fire fighting.



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

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.

FTE's

- Includes 9.9 FTE in 2017, no increase.

CHANGES IN SERVICES

- To maintain services at current levels with no additional staff.

CHALLENGES

- Maintaining practicum student levels at historic rates to assist in river valley and park patrols.
- Maintaining service levels with additional service demands.
- 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 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.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

N/A

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Fines - R	370,000	410,422	380,000	390,000	380,000
Licenses,Permits and Fees - R	115,000	104,805	115,000	110,188	115,000
Total	485,000	515,227	495,000	500,188	495,000
EXPENDITURES					
Contracted and General Services	64,385	66,913	69,503	63,153	68,232
Long Term Interest	21,599	21,576	20,913	20,913	20,206
Materials, Goods, Supplies	20,000	42,206	26,900	30,500	26,400
Salaries, Wages & Benefits	899,721	821,493	991,901	976,462	1,009,668
Bank Charges and Short Term Interest	500	968	1,000	1,000	1,000
Total	1,006,205	953,154	1,110,217	1,092,028	1,125,506
EXCESS OF REVENUES OVER EXPENDITURES	(521,205)	(437,927)	(615,217)	(591,840)	(630,506)
Debt Prinicipal	21,835	21,835	22,521	22,521	23,228
Transfers to/from Other Functions	154,031	149,184	153,866	153,866	138,032
Transfers to/from Other Funds	0	0	0	0	0
Tax Support for: Municipal Enforcement Services	(697,071)	(608,946)	(791,604)	(768,227)	(791,766)
Amortization	38,504	17,849	38,504	42,208	42,208



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

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.

FTE's

- Includes 8.1 Municipal FTEs for 2017 and 25 RCMP members, no change.

CHANGES IN SERVICES

- 2017 budget represents 25 RCMP officers. As of September, 2016, the Municipal RCMP staffing compliment reached 22 members. It is hoped that RCMP Staffing Services will provide the 3 members approved in the 2016 budget in late 2016 or in early 2017.

CHALLENGES

- RCMP Staffing Services has been unable year over year to meet authorized strength leading to difficulties in budgeting (forecasting and continued surplus) and delivery of service objectives in the community.
- Effective evaluation of service delivery without authorized strength being reached.
- Effective Community Policing delivery as fewer than authorized members are required to dedicate increased time for investigation reporting, case preparation and processing due to changes in procedure and legislation. The addition of 3 members will assist in relieving this.
- 2016 staffing approval and annualization of salaries has resulted in an additional requirement of 400K to service the RCMP contract.
- Addition by RCMP for cost of AFRRCS radios in 2016 thru 2019

EFFICIENCIES

- The addition of municipal watch clerks has lessened some administrative burden on members. Municipal Support staff assist with walk in collision and minor crime reporting lessening the 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.
- Volunteers requiring criminal record checks may get up to 3 for the singular fee.

MAJOR OPERATING PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	Expense		Funding Source	
			2017	2018	2017	2018
210-01	210 - AFRRCS Police	PURCHASES - OTHER GOVERNMENTS	60,000	60,000		
		CONTRIB FROM OPERATG RESERVE			60,000	60,000
	Total		60,000	60,000	60,000	60,000

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

- Transfer of 100K from the policing reserve to offset contract costs.

RATES AND FEES

- Changes made in 2016 will remain the same.

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Fines - R	240,000	198,965	240,000	150,000	200,000
Rental Revenue - R	57,000	57,072	57,000	57,000	57,000
Sales and User Charges - R	40,000	53,599	40,000	68,000	50,000
Transfers from Governments and other Organizations - R	482,600	582,634	592,000	592,000	618,600
Total	819,600	892,270	929,000	867,000	925,600
EXPENDITURES					
Contracted and General Services	15,600	13,264	15,600	15,175	15,600
Long Term Interest	120,461	120,244	116,638	116,638	112,695
Materials, Goods, Supplies	0	0	5,000	4,700	2,500
Purchases from Other Governments	3,178,000	2,477,535	3,547,500	3,100,000	3,930,700
Salaries, Wages & Benefits	541,604	414,430	616,303	599,627	618,460
Total	3,855,665	3,025,473	4,301,041	3,836,140	4,679,955
EXCESS OF REVENUES OVER EXPENDITURES	(3,036,065)	(2,133,203)	(3,372,041)	(2,969,140)	(3,754,355)
Debt Principal	121,780	121,780	125,603	125,603	129,546
Transfers to/from Other Functions	110,132	83,053	109,217	109,217	100,707
Transfers to/from Other Funds	0	0	0	0	0
Transfers to/from Reserves	(84,000)	216,000	(173,200)	(100,000)	(160,000)
Tax Support for: Policing Services	(3,183,977)	(2,554,037)	(3,433,661)	(3,103,960)	(3,824,608)
Amortization	117,119	239,241	117,119	122,013	122,013

Town of Okotoks

Schedule of Operating Revenues & Expenditures - Budget

Operations & Infrastructure

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Licenses,Permits and Fees - R	2,520	4,005	4,391	3,387	4,511
Other Revenues - R	73,500	97,664	76,500	71,725	76,500
Rental Revenue - R	128,860	227,663	179,252	186,472	187,067
Returns on Investment - R	4,500	3,969	4,500	2,725	4,500
Sales and User Charges - R	191,447	213,459	147,329	186,423	237,779
Taxes and Grants in Place - R	2,784	2,748	2,784	0	2,784
Transfers from Governments and other Organizations - R	722,200	126,654	743,800	29,300	10,200
Total	1,125,811	676,162	1,158,556	480,032	523,341
EXPENDITURES					
Contracted and General Services	3,037,916	2,773,072	3,472,990	2,033,537	2,355,547
Long Term Interest	55,735	55,363	41,411	41,411	31,064
Materials, Goods, Supplies	998,379	762,727	908,520	870,491	904,792
Other Expenditures	35,000	49,123	20,000	22,000	20,000
Purchases from Other Governments	0	0	0	0	75,000
Salaries, Wages & Benefits	2,693,869	2,697,244	2,621,309	2,632,666	2,740,490
Utilities	1,772,018	1,746,693	1,925,304	1,867,327	1,922,537
Total	8,592,917	8,084,222	8,989,534	7,467,432	8,049,430
EXCESS OF REVENUES OVER EXPENDITURES	(7,467,106)	(7,408,060)	(7,830,978)	(6,987,400)	(7,526,089)
Debt Prinicipal	361,375	361,375	312,293	312,293	259,234
Transfers to/from Other Functions	(2,314,278)	(2,288,622)	(2,302,679)	(2,212,443)	(2,347,769)
Transfers to/from Other Funds	6,194	(186,911)	(91,591)	529,309	323,686
Transfers to/from Reserves	65,000	65,000	65,000	65,000	65,000
Tax Support for: Operations & Infrastructure	(5,585,397)	(5,358,902)	(5,814,001)	(5,681,559)	(5,826,240)
Amortization	3,614,568	3,697,841	3,579,422	3,768,497	3,768,497



TOWN OF OKOTOKS BUDGET HIGHLIGHTS 2017

BUSINESS CENTRE:

Cemetery

CORE SERVICES

- Manage and maintain public cemetery providing a broad range of interment options.

FTE's

- Staff support provided by Parks and Transportation.

CHANGES IN SERVICES

The changes reflected include:

- Sales revenues for new services offered (scattering garden, 2x2 cremation plots, family vessels, memorialization without interment)
- Educational campaign to disseminate new and current cemetery services
- Acquisition of cemetery software to simplify cemetery records management \$25K

CHALLENGES

- Complete the cremation garden expansion project
- Creation of public educational materials

EFFICIENCIES

- Reviewing cemetery management software and working towards more online information and services.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	EXPENSE	FUNDING
			2017	2017
560-010	560-Cemetery Lands acquisition	Capital Expense	450,000	
		Grant - Federal NDCC		450,000
	Total		450,000	450,000

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

- Increased rates and fees to align with recommendations from the 2016 Cemetery Land Needs Assessment (based on an inter-municipal cemetery rate review)
- Redefinition of "Resident" as anyone who lives within the MD Foothills for a minimum of 5 years
- Simplification of the 3-tier rate system to a 2-tier system: resident and non-resident

Town of Okotoks

Schedule of Operating Revenues & Expenditures - Budget

Cemetery

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Licenses,Permits and Fees - R	1,200	2,085	1,691	2,187	1,691
Other Revenues - R	0	0	0	0	0
Returns on Investment - R	4,500	3,969	4,500	2,725	4,500
Sales and User Charges - R	60,368	141,821	74,746	109,267	98,782
Transfers from Governments and other Organizations - R	28,700	32,750	19,300	19,300	10,200
Total	94,768	180,624	100,237	133,479	115,173
EXPENDITURES					
Contracted and General Services	23,378	21,458	23,378	19,795	48,378
Materials, Goods, Supplies	7,285	13,756	8,968	13,166	8,968
Other Expenditures	20,000	34,123	20,000	22,000	20,000
Salaries, Wages & Benefits	91,097	66,626	70,113	113,389	93,780
Total	141,760	135,963	122,459	168,350	171,126
EXCESS OF REVENUES OVER EXPENDITURES	(46,992)	44,662	(22,222)	(34,871)	(55,953)
Transfers to/from Other Functions	26,213	26,213	30,407	30,407	29,649
Transfers to/from Other Funds	4,152	0	0	0	0
Tax Support for: Cemetery	(77,357)	18,449	(52,629)	(65,278)	(85,602)
Amortization	19,772	26,416	19,772	26,416	26,416



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

2017

CAPITAL PROJECT

2017

Project Name:	560-Cemetery Lands acquisition	
Project Code:	560-010	
Project Costs:		<u>450,000</u>
Funding Sources - Capital		
Operating Funding Sources	Federal Gas Tax	450,000
Total of Sources		<u>450,000</u>

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:

Acquire additional lands for cemetery need.

Scope of work:

Acquisition of approximately 4 acres of land.

Project Benefits:

To accommodate growth in cemetery need for the next 60 years.



TOWN OF OKOTOKS BUDGET HIGHLIGHTS 2017

BUSINESS CENTRE:

Facilities Maintenance

CORE SERVICES

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

FTE's

- 6.23 FTEs in 2017, an increase of 0.77 FTE budget due to annualization.

CHANGES IN SERVICES

- The addition of the new Operations Centre, Fleet Storage and ECO Centre will increase the portfolio area by 5075 sq. meters, this area will require additional services and establishment of maintenance programs for each facility.
- The Town's representative for Drake Landing Company has been reassigned to this portfolio for the management of the Drake Landing Solar Community.

CHALLENGES

- Increase in natural gas cost associated with the Carbon Tax increase imposed by the Provincial Government has increased our costs for facilities by about \$30K. The cost of electricity is also increasing by approximately 3%.
- Extra cleaning services have been added due to operational model changes and use requirement by RPAC, Eco Centre and the new Operations Centre.

EFFICIENCIES

- Continued energy efficiency improvements with the purchase of LED lighting and ensuring the solar systems are utilizing full design potential.
- Ensure existing HVAC equipment is operating at its maximum design efficiencies.

MAJOR OPERATING PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	Expense	Funding Source
			2017	2017
330-40	Composite Facilities Maintenance	CONTRACTS-BLDG MAINTENANCE	87,000	
		CONTRIB FROM CAPITAL RESERVE		87,000
330-39	330 - Projects for Seamen Stadium	CONTRACTS-BLDG MAINTENANCE	75,000	
		CONTRIB FROM CAPITAL RESERVE		75,000
Total			162,000	162,000

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

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

RATES AND FEES

N/A

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Other Revenues - R	0	50,000	0	0	0
Rental Revenue - R	47,780	145,363	91,472	91,472	91,472
Sales and User Charges - R	52,032	13,038	51,083	54,656	51,385
Total	99,812	208,402	142,555	146,128	142,857
EXPENDITURES					
Contracted and General Services	510,067	778,976	806,629	578,182	701,956
Long Term Interest	7,226	7,226	1,473	1,473	0
Materials, Goods, Supplies	43,499	71,454	84,066	89,422	73,123
Salaries, Wages & Benefits	415,538	404,985	464,700	545,448	514,619
Utilities	925,205	863,681	983,149	927,551	1,061,682
Total	1,901,535	2,126,322	2,340,017	2,142,076	2,351,380
EXCESS OF REVENUES OVER EXPENDITURES	(1,801,723)	(1,917,921)	(2,197,462)	(1,995,948)	(2,208,523)
Debt Principal	119,587	119,587	61,934	61,934	0
Transfers to/from Other Functions	(1,747,010)	(1,738,818)	(1,962,293)	(1,896,740)	(2,046,523)
Transfers to/from Other Funds	(234,600)	(365,780)	(362,100)	(65,000)	(227,000)
Transfers to/from Reserves	65,000	65,000	65,000	65,000	65,000
Tax Support for: Facilities Maintenance	(4,700)	2,090	(3)	(161,142)	0
Amortization	0	1,364	0	0	0



Town of Okotoks Major Project Budget Project Detail

2017

OPERATING PROJECT

2017

Project Name: 330 - Projects for Seamen Stadium
Project Code: 330-39

Total Project Costs

\$75,000

Funding Sources - Operating

Reserves (120 BC) General Recap Reserve

\$75,000

Total

\$75,000

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:

Infrastructure Repairs and Maintenance of Seamen Stadium and Dunernay Field-house. \$75,000. per year for 5 years.

Scope of work:

Visitor Club House Upgrade \$65,000
Field and equipment maintenance \$10,000
- Top Dressing of Field
- Mounds / home plate
- Field Turf
- Fencing Repairs

Project Benefits:

The facility currently does not have a visitor dressing rooms (they are currently in a trailer). The upgrade will be built into the side of the SE berm. Dawgs will share in this cost.

Field maintenance listed above will improve the field conditions for the team.



Town of Okotoks Major Project Budget Project Detail

2017

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	Composite Facilities Maintenance	
Project Code:	330-40	
Total Project Costs		<u>\$87,000</u>
Funding Sources - Operating		
Reserves	(120 BC) General Recap Reserve	\$87,000
Total		<u>\$87,000</u>

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:

South Program Air Conditioning \$9,000
SRES Building Slab Heating Upgrade \$3,500
Fleet Storage , Operations Shop and ECO Center, ride- on sweeper \$20,000
RPAC, Patch and paint walls and ceiling \$5,000
Municipal Center Solar Panel repairs- \$8000
Municipal Center Life Safety System Upgrades - \$7,000
Municipal Center re-keying to a higher level of security (Medco System)- \$4000.
Integrate the HVAC system to the Building Automation System (BAS) to control Boilers and RTU's. \$14,000
Upgrade the Security Card access system to the Axiom System. \$16,000

Scope of work:

Provide A/C to South Program Center
SRES Building Slab Heating Upgrade to be installed on the Building Automation System for better comfort and control.
Procurement of a ride-on sweeper for the Operations area. (one that can clean up to 50,00 sq ft of area per hour).
RPAC, patch and paint walls and ceiling.
Repairs to the Domestic Water solar system in order to make the system active again.
Install Emergency Power to run the emergency lighting and T stat transformers in-order to provide emergency power in case of a winter loss of power. (we currently would have no heat to the building).
Re-keying the building to a higher keying standard (Medco).
Integrate the HVAC system to the current BAS so we can control the Roof top units and Boilers from the base station.
Upgrade the Security card access system to bring it on the the Axiom System. The Axiom System is currently the Town card access system standard.

Project Benefits:

On-going lifecycle maintenance of the Town's buildings reduces future expenses and extend the life of the asset



TOWN OF OKOTOKS BUDGET HIGHLIGHTS 2017

BUSINESS CENTRE:

Fleet General

CORE SERVICES

- Manage, maintain and repair corporate vehicle fleet, large mechanical equipment and small equipment, including the equipment lifecycle replacement program.

FTE's

- FTE component for Fleet Services captured within Transportation Services group.

CHANGES IN SERVICES

- New Operations Centre and fleet storage facilities.

CHALLENGES

- Growing and diverse fleet is resulting in increasing demands for fleet repairs.
- Re-organization of existing public works yard along with development of new procedures and work activities (i.e. shipping and receiving practices).
- Fuel price for 2017 is based on an average cost of \$1.15 per litre including carbon tax (same as 2016).
- Total fuel volumes (~211,000 litres) have been estimated based on a "normal" season.

EFFICIENCIES

- The completion of the new Operations Centre and fleet storage facilities have freed up desperately needed space within the shop which will lead to more timely repairs.
- Continued integration of electronic payables reduces staff time and paper.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	EXPENSE	FUNDING
			2017	2017
310-391	312 Fleet REplacement	Capital Expense	728,000	
		CONTRIB FROM CAPITAL RESERVE		728,000
	Total		728,000	728,000

CAPITAL PROJECTS - REMARKS

Fleet Replacements

TRANSFERS TO/FROM RESERVES

- The total Fleet Equipment Replacement costs (Capital and Operating) for 2017 are estimated to be \$728K with funding from the Fleet Equipment Replacement Reserve.
- The total 2017 contribution budgeted to the Equipment Replacement Reserve is ~\$598K compared to \$584K in 2016.

RATES AND FEES

- External fleet charges and services are in accordance with the Roads & Transportation Association of Canada for work that may be performed for external clients.
- Internal Fleet charges by each unit 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
Fleet General

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Sales and User Charges - R	4,000	10,332	4,000	6,500	4,000
Total	4,000	10,332	4,000	6,500	4,000
EXPENDITURES					
Contracted and General Services	91,751	53,045	104,351	92,350	114,256
Materials, Goods, Supplies	474,827	416,291	462,129	431,989	479,344
Salaries, Wages & Benefits	183,540	194,072	214,770	206,596	189,714
Total	750,118	663,409	781,250	730,935	783,314
EXCESS OF REVENUES OVER EXPENDITURES	(746,118)	(653,077)	(777,250)	(724,435)	(779,314)
Transfers to/from Other Functions	(1,297,060)	(1,297,060)	(1,361,558)	(1,361,557)	(1,330,000)
Transfers to/from Other Funds	553,642	643,983	584,309	634,309	550,686
Tax Support for: Fleet General	(2,700)	0	(1)	2,813	0



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>CAPITAL PROJECT</u>		<u>2017</u>
Project Name:	312 Fleet Replacement	
Project Code:	312-391	
Project Costs:		<u>728,000</u>
Funding Sources - Capital		
Reserves	(310 BC) Machinery & Equipment Reserve	728,000
Total of Sources		<u>728,000</u>

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:

2017 Fleet Replacement Program

Scope of work:

Addition MINI TRACK EXCAVATOR C/W TRAILER 100,000
Replace 1 USED 3/4 TON TRUCK (REP UNIT 195) 30,000
Replace 1 USED 3/4 TON TRUCK (REP UNIT 219) 30,000
Addition 1 USED 1/2 TON TRUCK 25,000
Replace 1 USED 1/2 TON TRUCK 25,000
Addition 1 USED BUCKET TRUCK 50,000
Replace 1 MOWER DECK 10,000
Replace 1 RIDE MOWER 5,000
Replace 1 SKID STEER 60,000
Addition 1 LINE PAINTING MACHINE 8,000
Addition 1 RIDE MOWER 25,000
Replace 1 GARBAGE TRUCK 300,000
Addition 1 BYLAW VEHICLE 60,000

Project Benefits:

Improve efficiency and reliability of critical services and prevent future repairs due to equipment failure



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Parks

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.

FTE's

• 17.10 FTEs for 2017, no change.

CHANGES IN SERVICES

• The overall budget encompasses average 3% growth from new development, including two new sports fields being added to inventory (Air Ranch soccer and the ball diamond at Laudan Park)
 • Vegetation control is planned for 30 acres of the Okotoks community campus lands

CHALLENGES

• From new development, an additional 584 trees, 5.2 ha manicured lands, 2.0 ha natural lands, 2 sports fields, and 1.1km in pathways/sidewalks for snow clearing
 • Unforeseen natural events (drought, storms, snow, flooding) add strain to resources
 • Skid steers at maximum capacity for snow clearing.

EFFICIENCIES

• Entering into year three of three of major parks maintenance contracts
 • Snow clearing of pathways/sidewalks with in-house resources on normal business days
 • Cemetery maintained with in-house resources
 • Outdoor rinks maintained with in-house resources

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	EXPENSE	FUNDING
			2017	2017
750-727	750 Inclusive Playground upgrade	Capital Expense	365,000	
		GRANTS - PROVINCIAL		115,000
		CONTRIB FROM CAPITAL RESERVE		250,000
	Total		365,000	365,000

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

• Increase of 2% on outdoor sports field bookings

Town of Okotoks

Schedule of Operating Revenues & Expenditures - Budget

Parks

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Licenses,Permits and Fees - R	1,020	1,320	2,700	1,200	2,820
Other Revenues - R	73,500	47,664	76,500	71,725	76,500
Rental Revenue - R	81,080	82,300	87,780	95,000	95,595
Sales and User Charges - R	10,000	10,510	10,000	10,000	10,000
Transfers from Governments and other Organizations - R	0	0	0	10,000	0
Total	165,600	141,794	176,980	187,925	184,915
EXPENDITURES					
Contracted and General Services	1,049,470	991,384	1,039,082	913,460	1,041,682
Materials, Goods, Supplies	254,681	157,759	170,157	150,664	160,157
Other Expenditures	15,000	15,000	0	0	0
Salaries, Wages & Benefits	1,043,785	943,894	1,082,448	1,033,016	1,045,029
Utilities	31,958	28,355	35,024	30,600	30,024
Total	2,394,894	2,136,392	2,326,711	2,127,740	2,276,892
EXCESS OF REVENUES OVER EXPENDITURES	(2,229,294)	(1,994,598)	(2,149,731)	(1,939,815)	(2,091,977)
Transfers to/from Other Functions	431,803	430,776	478,812	503,494	447,026
Transfers to/from Other Funds	(192,000)	(185,369)	(40,000)	(40,000)	0
Tax Support for: Parks	(2,469,097)	(2,240,005)	(2,588,543)	(2,403,309)	(2,539,003)
Amortization	679,886	723,173	679,886	757,379	757,379



**Town of Okotoks
Major Project Budget
Project Detail
2017**

CAPITAL PROJECT

2017

Project Name:	750 Inclusive Playground upgrade	
Project Code:	750-727	
Project Costs:		<u>365,000</u>
Funding Sources - Capital		
		0
Other Contributions	Other - Donations	115,000
Reserves	(720 BC) Recreation Facilities Reserve	250,000
Total of Sources		<u>365,000</u>

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:

Upgrade the playground at Riverside Park with focus on inclusion and accessibility to provide a free recreational experience for special needs children and caregivers.

Project is dependent on obtaining grants/donations to fully fund project.

Scope of work:

Upgrade the play equipment, replace the pea gravel with an accessible playground surface, install hard surface pathway connections from parking lot and pathway system to playground and toilet building, and install drainage measures.

Project Benefits:

Although the focus of the play equipment upgrades will be on inclusion for special needs children, the upgrades will benefit all playground users. This will be the first specialized inclusive/accessible playground on public lands in Okotoks.



TOWN OF OKOTOKS BUDGET HIGHLIGHTS 2017

BUSINESS CENTRE:

Transportation 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.

FTE's

- 13.92 FTE's in 2017 – no change.

CHANGES IN SERVICES

- A more comprehensive plan for lane re-grading and notification process in back lanes.
- Enhanced grader snow plowing activities along priority and secondary snow clearing routes to attempt to reduce overall height of snow windrows.
- No increase in Priority and Secondary snow clearing routes in 2017.
- New Operations Centre and fleet storage facilities and new public reception location.
- Continue with Fall line painting program in 2017 along major routes.
- Transit pilot project (On It) requires maintenance of bus stop locations (snow and ice control).
- \$75K costs due to snow clearing and ditch mowing of annexed areas

CHALLENGES

- Continuously increasing inventories of hazardous sidewalk and curb and gutter requiring replacement.
- Estimate 75 additional street lights for 2017 revenue of ~\$66K.
- Growing population and changing expectations is leading to challenges completing daily activities – ie., crack filling, line painting, etc. and need for more night time work.

EFFICIENCIES

- Work with Communications for ongoing utilization of social media and other communication avenues in 2017 to continue to inform the public of any planned Transportation activities prior to commencement.
- Conversion of cobra head street lights to LED in 2016 will result in electricity savings in 2017 of approximately \$80K.
- Street cleaning notification process employed in spring of 2016 will continue.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	EXPENSE	FUNDING
			2017	2017
320-809	320 - VET2	Capital Expense	550,000	
		CONTRIB FROM CAPITAL RESERVE		550,000
320-811	320-DEEPIMP	Capital Expense	850,000	
		844R - PROV GRANT - SIP ROADS &		850,000
Total			1,400,000	1,400,000

TRANSFERS TO/FROM RESERVES

N/A

RATES AND 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.

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Sales and User Charges - R	64,797	20,408	7,500	6,000	73,612
Taxes and Grants in Place - R	2,784	2,748	2,784	0	2,784
Transfers from Governments and other Organizations - R	693,500	93,904	724,500	0	0
Total	761,081	117,059	734,784	6,000	76,396
EXPENDITURES					
Contracted and General Services	1,311,450	885,703	1,499,550	429,750	449,275
Long Term Interest	48,509	48,137	39,938	39,938	31,064
Materials, Goods, Supplies	183,200	69,034	183,200	185,250	183,200
Purchases from Other Governments	0	0	0	0	75,000
Salaries, Wages & Benefits	727,958	680,451	789,278	734,217	897,348
Utilities	814,855	854,656	907,131	909,176	830,831
Total	3,085,972	2,537,982	3,419,097	2,298,331	2,466,718
EXCESS OF REVENUES OVER EXPENDITURES	(2,324,891)	(2,420,922)	(2,684,313)	(2,292,331)	(2,390,322)
Debt Principal	241,788	241,788	250,359	250,359	259,234
Transfers to/from Other Functions	586,764	580,778	511,953	511,953	552,079
Transfers to/from Other Funds	(125,000)	(296,940)	(273,800)	0	0
Tax Support for: Transportation Services	(3,028,443)	(2,946,548)	(3,172,825)	(3,054,643)	(3,201,635)
Amortization	2,879,764	2,900,070	2,879,764	2,984,702	2,984,702



**Town of Okotoks
Major Project Budget
Project Detail
2017**

CAPITAL PROJECT

2017

Project Name:	320 - VET2	
Project Code:	320-809	
Project Costs:		<u>550,000</u>
Funding Sources - Capital		
Reserves	(120 BC) General Recap Reserve	550,000
Total of Sources		<u>550,000</u>

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:

The Veterans Way Pedestrian Corridor project (3 phases) includes installation of multi-use pathway on Veteran's way from Milligan Dr. to South Railway St. as well as sidewalk improvements on the east side of Veteran's way, generally in accordance with the approved Veterans Way Pedestrian Corridor concept plan. The 2016 Veterans Way Phase 2 project will include the improvements between Elizabeth St. and Mountain St.

Scope of work:

The Phase 2 project includes:

- A 3m multi use asphalt pathway on the west side
- An improved sidewalk on the east Side
- Landscaping enhancements. Nuisance boulevard tree replacement with trees lining both sides of pedestrian links.
- Asphalt resurfacing
- Fortis overhead power burial and utility relocation to eliminate conflicts with sidewalks, trees and future improvements (Milligan Traffic Circle, future ped links and utility projects). (\$300k)

Project Benefits:

Creates strong north south pedestrian connection to the downtown and river valley in accordance with the objectives of Active Transportation plan.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>CAPITAL PROJECT</u>		<u>2017</u>
Project Name:	320-DEEPIMP	
Project Code:	320-811	
Project Costs:		<u>850,000</u>
Funding Sources - Capital		
Grants	MSI Capital Grant	850,000
Total of Sources		<u>850,000</u>

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:

This program has been initiated to amalgamate the Surface Improvement Program and specific deep utility replacement projects into a single program.

A pavement evaluation was completed in MPE in 2015. This program highlighted the road condition and needs replacement for asphalt surfaces. Traditionally administration has had separate programs for asset lifecycle replacement of deep utilities and surface improvement. Administration has recognized the value evaluating sewer, water, storm and pavement replacement comprehensively to select the highest priority candidates for replacement and minimize the chances for rework.

Scope of work:

Patterson Road has been identified for deep utility replacement as the infrastructure is cast iron/clay tile circa 1950's, the pavement is in need of replacement and there have been numerous concerns brought forward from residents over the sanitary lines/grades.

This project will include:

- Water/sewer line replacement and improvements on Patterson Road
- Pavement replacement on Patterson Road
- Installation of a sidewalk on one side of the street on Patterson Road (pending landowner consultation)
- Replacement or lining of the Sewer Main adjacent to the Clark Avenue Stairs from Patterson Road to Elma Street.
- Replacement of the Water Line on Center Court (pending confirmation of material - Records show cast iron). This will tie-into resurfacing of Veterans Way.
- A sewer video program of older mains and service connections to prioritize future projects and assist in the design of this project.

Project Benefits:

- Water main looping can be added through Patterson Road. This provides for more distribution network redundancy.
- Pending further investigation there is an opportunity to deepen the sanitary mains and allow for sufficient grades on service connections to the homes.
- The pavement maintenance requirements (crack sealing) can be reduced on this road.
- Resident satisfaction.

Town of Okotoks

Schedule of Operating Revenues & Expenditures - Budget

Utilities

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Licenses,Permits and Fees - R	1,550	1,550	1,550	1,550	1,550
Other Revenues - R	425,000	331,731	425,000	216,000	340,000
Penalties and Costs on Taxes - R	101,937	102,164	103,821	42,000	103,897
Sales and User Charges - R	11,642,531	10,955,962	12,341,077	11,983,200	13,097,297
Transfers from Governments and other Organizations - R	177,600	463,854	132,300	132,300	114,100
Total	12,348,618	11,855,261	13,003,748	12,375,050	13,656,844
EXPENDITURES					
Contracted and General Services	6,104,844	5,853,042	8,712,766	4,767,000	5,923,187
Long Term Interest	181,431	179,788	158,316	157,166	134,094
Materials, Goods, Supplies	212,100	462,508	202,100	151,400	202,100
Purchases from Other Governments	245,000	257,406	260,000	260,000	201,000
Salaries, Wages & Benefits	1,171,681	1,090,723	1,371,430	1,226,260	1,340,565
Bank Charges and Short Term Interest	0	809	0	0	0
Utilities	0	3,228	0	0	0
Total	7,915,056	7,847,503	10,704,612	6,561,826	7,800,946
EXCESS OF REVENUES OVER EXPENDITURES	4,433,562	4,007,758	2,299,136	5,813,224	5,855,898
Debt Principal	496,320	496,321	519,443	505,706	519,268
Transfers to/from Other Functions	1,724,680	1,651,569	1,768,145	1,769,689	1,913,398
Transfers to/from Other Funds	576,480	1,105,989	1,087,280	1,861,820	1,760,642
Transfers to/from Reserves	25,000	(78,507)	(2,695,000)	286,000	210,000
Tax Support for: Utilities	1,611,082	832,386	1,619,268	1,390,009	1,452,590
Amortization	2,277,259	2,302,993	2,277,259	2,356,459	2,356,459



TOWN OF OKOTOKS BUDGET HIGHLIGHTS 2017

BUSINESS CENTRE:

Storm Sewer

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.

FTE's

- The Transportation team provides this service and person power is distributed accordingly across the business unit.

CHANGES IN SERVICES

- Minor increase in storm sewer infrastructure anticipated in 2017.
- 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 150 new storm sewer utility accounts for 2017.

CHALLENGES

- Major storm events seem to be more of a norm in recent years leading to stress on storm sewer infrastructure which has led to more flushing and cleaning efforts.

EFFICIENCIES

- Continue in 2017 with enhanced notification process for spring street cleaning services.
- Ensure year round street sweeping practices continue (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.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	EXPENSE	FUNDING
			2017	2017
370-816	370-POPLARSTORM	Capital Expense	250,000	
		CONTRIB FROM CAPITAL RESERVE		250,000
	Total		250,000	250,000

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

No Change in 2017

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Penalties and Costs on Taxes - R	5,326	6,750	5,324	0	5,400
Sales and User Charges - R	716,094	705,054	743,830	740,000	750,200
Total	721,420	711,803	749,154	740,000	755,600
EXPENDITURES					
Contracted and General Services	151,787	141,438	54,276	36,000	54,276
Long Term Interest	1,413	1,132	735	735	0
Materials, Goods, Supplies	12,400	2,501	12,400	12,400	12,400
Salaries, Wages & Benefits	81,427	70,315	82,139	39,912	86,067
Utilities	0	0	0	0	0
Total	247,027	215,387	149,550	89,047	152,743
EXCESS OF REVENUES OVER EXPENDITURES	474,393	496,417	599,604	650,953	602,857
Debt Principal	8,096	8,096	8,771	8,771	0
Transfers to/from Other Functions	27,430	27,430	26,466	22,720	23,515
Transfers to/from Other Funds	439,867	445,800	564,367	565,000	567,642
Tax Support for: Storm Sewer	(1,000)	15,090	0	54,462	11,700
Amortization	549,867	564,622	549,867	567,642	567,642



Town of Okotoks Major Project Budget Project Detail

2017

CAPITAL PROJECT

2017

Project Name:	370-POPLARSTORM	
Project Code:	370-816	
Project Costs:		<u>250,000</u>
Funding Sources - Capital		
Reserves	(370 BC) Storm Sewer	250,000
Total of Sources		<u>250,000</u>

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:

Based on feedback from residents and property owners following the large rain events in 2016 several storm water issues were identified throughout the town.

Scope of work:

An engineering consulting firm will be hired to investigate the issue, evaluate potential solutions, and prepare the detailed designs for the preferred solution. This project may also include implementing some surface modifications such as regrading, catch basin installation etc.

The locations identified include: Poplar Avenue and McRae Street, Okotoks Drive between Lock Crescent and Milligan Drive, 182 Cimarron Boulevard (Cimarron Park), 101 Cimarron Drive (Park) and the lane North of Lock Crescent adjacent to Milligan Drive.

The 2014 Stormwater Master Plan (SWMP) identified capacity issues downstream of the Poplar Avenue storm main. Some options to modify the outfall for this line were identified, however the modelling to support the SWMP is very high level and requires further refinement to look at the sub-catchment in the vicinity of Poplar Avenue and determine the optimal solution. In the interim operations is monitoring water levels in the manholes during flood events to support future modelling. Purchase of a portable level monitor and alarm will be included in this project to assist in future monitoring efforts.

Project Benefits:

Reduce the risk of private property damage during storm events.



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Utility - Water & Sewer

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.

FTE's

- 1.0 FTE for the Utilities Clerk as billing is administered by the Town.
- 1.0 FTE Utility Coordinator has been added to oversee the water & sewer utility.

CHANGES IN SERVICES

- Anticipate annualized 150 new accounts from growth anticipated in 2017 (est. 250 in 2016).
- Provide for consulting regarding water utility rate initiatives and Sheep River water quality testing.
- Water & Sewer internally purchases additional support from GIS & Mapping, Parks for landscape inspections, Communications and Environmental Sustainability, Engineering / Planning Services 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

- The base EPCOR contract costs for 2017 will increase by \$150K. The EPCOR Operations and Maintenance Agreement expires June 1st, 2025. Pricing is established through 2019 with this re-negotiation.
- Added 2% (\$70K) to the total contract to cover the anticipated CPI adjustment to EPCOR contract.
- Transfer of ongoing River Water Quality Monitoring (\$50K) to Sewer operations after the inaugural 3 year study project was completed in 2016.

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 2017 and beyond.
- Energy efficiencies are being realized through aggressive leak detection and flow monitoring. Annual leakage / losses continue to be maintained within industry standards.
- Power & Ngas costs remain stable for W & S facilities due to acquiring favorable forward energy pricing excluding changes due to carbon tax implementation.
- 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.

MAJOR OPERATING PROJECTS - Water

PROJECT #	PROJECT NAME	FINANCIAL	Expense		Funding Source	
			2017	2018	2017	2018
410-22	410-WATOP	CONTRACTS-OTHER	262,000	0		
		CONTRIB FROM CAPITAL RESERVE			262,000	0
	Total		262,000	0	262,000	0



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Utility - Water & Sewer

MAJOR OPERATING PROJECTS - Sewer

PROJECT #	PROJECT NAME	FINANCIAL	Expense		Funding Source	
			2017	2018	2017	2018
420-29	420-SEWOP	CONTRACTS-OTHER	305,000	0		
		CONTRIB FROM CAPITAL RESERVE			305,000	0
	Total		305,000	0	305,000	0

MAJOR CAPITAL PROJECTS - Water

PROJECT #	PROJECT NAME	FINANCIAL	EXPENSE		FUNDING SOURCE	
			2017	2018	2017	2018
410-515	410-4NMAIN	Capital Expense	2,250,000	0		
		Debt Proceeds			2,250,000	0
410-509	410-PIPELINE	Capital Expense	16,300,000	16,300,000		
		CONTRIB FROM CAPITAL RESERVE			15,750,000	0
		980R - DEVELOPMENT LEVY			550,000	16,300,000
410-514	410-RESUPGRADE	Capital Expense	300,000	2,700,000		
		Debt Proceeds			0	2,700,000
		CONTRIB FROM CAPITAL RESERVE			300,000	0
410-507	410-WATMET	Capital Expense	2,000,000	0		
		CONTRIB FROM CAPITAL RESERVE			2,000,000	0
	Total		20,850,000	19,000,000	20,850,000	19,000,000

MAJOR CAPITAL PROJECTS - Sewer

PROJECT #	PROJECT NAME	FINANCIAL	EXPENSE		FUNDING SOURCE	
			2017	2018	2017	2018
420-553	420-WWTP-PH1	Capital Expense	500,000	0		0
		CONTRIB FROM CAPITAL RESERVE			500,000	
420-554	420-SANRIVERSIDE	Capital Expense	600,000	0		
		CONTRIB FROM CAPITAL RESERVE			600,000	0
	Total		600,000	0	600,000	0

TRANSFERS TO/FROM RESERVES

• As per Council's directive, contribution to capital is increased to match 100% amortization costs in both W & S utilities.

RATES AND 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 increase to both water and sewer rates is proposed for 2017 in order to cover the increase in the EPCOR Operating and Maintenance Contract, 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 a similar level.

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Other Revenues - R	425,000	331,731	425,000	216,000	340,000
Penalties and Costs on Taxes - R	40,936	38,629	41,820	42,000	41,820
Sales and User Charges - R	4,581,225	4,247,907	4,858,101	4,533,200	5,072,990
Transfers from Governments and other Organizations - R	57,000	62,900	0	0	0
Total	5,104,161	4,681,167	5,324,921	4,791,200	5,454,810
EXPENDITURES					
Contracted and General Services	2,441,206	2,773,719	5,306,980	1,815,000	2,246,580
Long Term Interest	96,073	95,701	87,480	87,480	78,498
Materials, Goods, Supplies	136,000	174,514	136,000	104,000	136,000
Salaries, Wages & Benefits	121,333	91,370	181,221	141,079	282,105
Bank Charges and Short Term Interest	0	409	0	0	0
Utilities	0	3,228	0	0	0
Total	2,794,612	3,138,941	5,711,681	2,147,559	2,743,183
EXCESS OF REVENUES OVER EXPENDITURES	2,309,549	1,542,226	(386,760)	2,643,641	2,711,627
Debt Principal	189,643	189,643	198,237	198,240	207,219
Transfers to/from Other Functions	675,165	645,308	697,948	698,000	778,462
Transfers to/from Other Funds	640,364	452,252	627,964	850,400	743,000
Transfers to/from Reserves	(50,000)	(153,507)	(2,770,000)	211,000	210,000
Tax Support for: Utility - Water	854,377	408,530	859,091	686,001	772,946
Amortization	885,364	883,518	885,364	900,376	900,376



Town of Okotoks Major Project Budget Project Detail

2017

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	410-WATOP	
Project Code:	410-22	
Total Project Costs		<u>\$262,000</u>
Funding Sources - Operating		
Reserves	(410 BC) Water & Sewer Reserve	\$262,000
Total		<u>\$262,000</u>

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:

This is an annual operating project that provides funding to replace or upgrade aging equipment to improve the reliability of existing assets.

Scope of work:

The following elements are included in this project.

1. Curb stop replacement program (\$100,000)
Continuation of replacement of the existing non-functioning curb stops with new curb stops primarily in the Woodhaven area.
2. Security System Upgrade (\$50,000)
Security system upgrade at WTP and Zone 2 - The existing system is dated and has reliability issues.
3. UV Ballast (\$8,000)
Shelf spares for UV equipment at WTP - Standard Maintenance Item.
4. Flow control valve re-build (\$15,000)
Flow control valve rebuild for West Well Field & WTP
5. Roof repair at WTP (\$50,000)
6. Replacement of HMI at Big Rock Booster Station (\$15,000) - Operational issues
7. Replacement of UPS at WTP (\$12,000) - Provides Backup control power and protects controls from surges.
8. Install wireless auto-dialer for WTP and distribution (\$12,000) - For WTP alarming

Project Benefits:

The expected result is to improve the reliability of the water treatment and distribution facilities reducing the amount of unplanned failures, resulting in emergency work, should reduce operating costs.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

CAPITAL PROJECT

2017

Project Name: 410-4NMAIN

Project Code: 410-515

Project Costs: 2,250,000

Funding Sources - Capital

0

Offsite Levies (410 BC) Offsite Levies Water Reserve 2,250,000

Total of Sources 2,250,000

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:

The creation of a new Zone 4N is required to service the Wedderburn, North D'Arcy and Future North Lands. This project is to construct two dedicated distribution mains from the Zone 3 Reservoir to service Zone 4N. This project is listed in the 2017 budget as one of these lines is planned to run parallel with the Calgary-Okotoks pipeline and there are efficiency in installing this line concurrently.

Scope of work:

This project is to construct dedicated two distribution mains from the Zone 3 Reservoir to service Zone 4N.

Project Benefits:

This project is required to service the North D'Arcy and Wedderburn Lands. It will also likely provide looping through a PRV for the first phases of D'Arcy in the interim until D'Arcy can be built out.



Town of Okotoks Major Project Budget Project Detail

2017

<u>CAPITAL PROJECT</u>		<u>2017</u>	<u>2018</u> <u>(est.)</u>
Project Name:	410-PIPELINE		
Project Code:	410-509		
Project Costs:		<u>16,300,000</u>	<u>16,300,000</u>
Funding Sources - Capital			
Grants	AMWWP	15,750,000	
Offsite Levies	(410 BC) Offsite Levies Water	550,000	16,300,000
Total of Sources		<u>16,300,000</u>	<u>16,300,000</u>

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:

*** Note: The funding capital requirements for this project in 2017 is subject to grant approval and has been split over two years.

Scope of work:

This project includes pipeline design and construction from the City of Calgary to the Town of Okotoks. This specifically includes pipe, booster stations, valve chambers and other infrastructure required to successfully operate the potable water pipeline.

Project Benefits:

This project will secure a long term sustainable source of potable water.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>CAPITAL PROJECT</u>		<u>2017</u>	<u>2018</u>
Project Name:	410-RESUPGRADE		
Project Code:	410-514		
Project Costs:		<u>300,000</u>	<u>2,700,000</u>
Funding Sources - Capital			
Offsite Levies	(410 BC) Offsite Levies Water	0	2,700,000
Reserves	(410 BC) Water & Sewer	300,000	0
Total of Sources		<u>300,000</u>	<u>2,700,000</u>

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:

This project is to complete a detailed design to upgrade the Zone 3N Reservoir.

Scope of work:

This project is for detailed design of the 3N/4N Reservoir. The project scope includes:

Project Benefits:

This project will feed a new pressure zone, allow water to be received from Calgary, and replace assets that are due for life cycle replacement. Updated controls and pumps will also result in energy savings.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>CAPITAL PROJECT</u>		<u>2017</u>
Project Name:	410-WATMET	
Project Code:	410-507	
Project Costs:		<u>2,000,000</u>
Funding Sources - Capital		
		0
Reserves	(410 BC) Water & Sewer Reserve	2,000,000
Total of Sources		<u>2,000,000</u>

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:

This project provides funding to implement Phase 3 of the state of art Advanced Metering Infrastructure (AMI) technology throughout the Town of Okotoks This AMI system will greatly enhance automated meter reads with wireless system.

The project is implemented in 3 phases where Phase 1 includes the propagation study, GIS system integration study, public consultation, setting of the hardware infrastructure (tower) and software programming. Phase 2 includes the replacement of existing touchpad read and manual read meter, and Phase 3 includes the replacement of existing MXU with updated MXU.

Scope of work:

Currently, there are ~ 8,500 active accounts, EPCOR reads the Town of Okotoks water meters using radio read (42%), touchpad read and manual read (58%).Meters readings are collected/entered into handheld device by EPCOR meter readers and data file provided to Town for uploading into billing software bi-monthly.

The Meter Transceiver Units (MXU) currently in use will be obsolete with the next years and are being replaced with an upgraded MXU. The existing MXU store hourly readings for the previous 45 days as well as it will provide a leak detector indicator. New MXU transmits on demand and intermittently with an increased output (range), provide data logging (35 days) and leak detector indicator. This new MXU is designed to be integrated with Advanced Metering Infrastructure (AMI) which is tower based and provides on demand instantaneous meter reading capacity. AMI also allows for integrating acoustic monitoring devices which could provide continuous distribution system leak detector capability.

The scope of this project will include, but not limited to the following:

Phase 1 (2015)

Propagation study; Public consultation; Construction of hardware infrastructure; Program set-up

Phase 2 (2016)

Upgrading /replacing all larger commercial meters, replacement of older and manually read meters and adding AMI radio MXUs, and upgrading existing touchpad reads to AMI radio reads

Phase 3 (2017) - this 2017 business case

Continuing with replacement of older and manually read meters and adding AMI radio MXUs, and upgrading existing touchpad reads to AMI radio reads

This phase will complete the project and fully implement the AMI system

Project Benefits:

The implementation of the system will reduce operating costs for meter reading and billing, and improves customer service. It also benefits customers by:

Better accurate data collection which decreases the possibility of incorrect meter readings.

Provide a timely information on water usage and cost

Reducing wasted water and helping to prevent a water bill increases due to water leaks, by identifying the leak in a timely manner

Meter reading is multiple time a day, instead of once every two months

Enhanced customer privacy without meter reader step onto the customer properties

With this project implementation, this is expected it will reduce the amount of wasted water and customer complaints due to the water leak, and reducing the requirement of meter readers should reduce the cost overall, though the actual numbers are to quantify be quantified at a later stage.

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Licenses,Permits and Fees - R	1,550	1,550	1,550	1,550	1,550
Penalties and Costs on Taxes - R	42,427	40,665	42,921	0	42,921
Sales and User Charges - R	4,492,762	4,237,807	4,740,424	4,740,000	4,974,754
Total	4,536,739	4,280,023	4,784,895	4,741,550	5,019,225
EXPENDITURES					
Contracted and General Services	3,060,306	2,491,079	2,857,035	2,246,000	2,414,080
Long Term Interest	83,945	82,954	70,101	68,951	55,596
Materials, Goods, Supplies	9,000	0	9,000	3,000	9,000
Salaries, Wages & Benefits	104,241	82,370	156,680	128,809	148,407
Bank Charges and Short Term Interest	0	400	0	0	0
Total	3,257,492	2,656,804	3,092,816	2,446,760	2,627,083
EXCESS OF REVENUES OVER EXPENDITURES	1,279,247	1,623,219	1,692,079	2,294,790	2,392,142
Debt Prinicipal	298,581	298,582	312,435	298,695	312,049
Transfers to/from Other Functions	715,629	689,056	717,233	717,200	814,058
Transfers to/from Other Funds	(546,080)	165,637	(147,380)	446,420	450,000
Transfers to/from Reserves	75,000	75,000	75,000	75,000	0
Tax Support for: Utility - Sewer	736,117	394,944	734,791	757,475	816,035
Amortization	716,420	726,506	716,420	749,601	749,601



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	420-SEWOP	
Project Code:	420-29	
Total Project Costs		<u>\$305,000</u>
Funding Sources - Operating		
Reserves	(410 BC) Water & Sewer Reserve	\$305,000
Total		<u>\$305,000</u>

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:

This is an annual operating project that provides funding to replace or upgrade aging equipment to improve the reliability of existing assets.

Scope of work:

The following elements are included in this project:

1. Primary clarifier pump room – Heater and ventilation (\$40,000)
To replace heater, install new exhaust fan and ventilation ducting
2. Overhaul of centrifuge (\$50,000)
A full overhaul of the centrifuge
3. Inlet Screw Pump's Shrouds (\$38,000)
To replace deteriorated metal shrouds for pump #1 and #2 – This is an interim fix to ensure the pumps to continue to operate with decent efficiency until upgrades can occur.
4. Chlorine Contact Tank's handrail (\$12,000)
To install handrail at the chlorine contact tank - OH&S
5. Replacement existing SCADA computer and adding a second terminal and upgrading the system (\$28,000)
6. Roof repair (\$50,000)
7. To install a new laboratory DI water system (\$12,000)
8. To install level monitoring and alarming/flushing assembly (if possible) for the siphon river crossings on the sanitary sewer collection system (\$35,000) - This infrastructure is f
9. To install 90 manhole inserts under lids on remaining manholes in the flood plain/fringe that do not have inserts and to seal the barrels on 6 high-priority manholes in the flood plain - This is a first step in reducing infiltration into the collection system in areas proximal to the flood plain and/or fringe.(\$40,000)

Project Benefits:

The expected result is to improve the reliability of the wastewater treatment and collection facilities reducing the amount of unplanned failures, resulting in emergency work, should reduce operating costs.
Reducing infiltration adds to wastewater treatment available capacity and limits treatment costs for storm/ground water.



Town of Okotoks Major Project Budget Project Detail

2017

CAPITAL PROJECT

2017

Project Name:	420-SANRIVERSIDE	
Project Code:	420-554	
Project Costs:		<u>600,000</u>
Funding Sources - Capital		
Reserves	(410 BC) Water & Sewer	600,000
Total of Sources		<u>600,000</u>

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:

This project is required to service the Wedderburn lands and D'Arcy Phase 1 as indicated in the the Sanitary Servicing Master Plan Update (SSMP).

Scope of work:

This project is to complete sections 4 and 5 of the SSMP and includes:

- Sanitary CPR track crossing in the vicinity of Mountainview Gate and Elizabeth Street
- Sanitary installation South of CPR to tie into Riverside Drive West
- Construction of a gravel access road to the Waller Lands (Pending ROW acquisition).

Project Benefits:

Sanitary Wet Weather capacities are exceeded in Heritage Okotoks. This project alleviate sanitary surcharging of the Heritage Okotoks by diverting Mountainview and D'Arcy Flows to the South Railway Sanitary Main.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

CAPITAL PROJECT

2017

Project Name:	420-WWTP-PH1	
Project Code:	420-553	
Project Costs:		<u>500,000</u>
Funding Sources - Capital		
		0
Reserves	(410 BC) Water & Sewer Reserve	500,000
Total of Sources		<u>500,000</u>

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:

The Regional Wastewater Treatment Study, Stantec 2016 outlined that the Wastewater Treatment Plant (WWTP) has reached or exceeded design capacities on a number of parameters and will require upgrades imminently to support future growth. Currently Stantec is completing additional work to justify a high rate clarifier/activated sludge membrane WWTP upgrade. This study will further refine the WWTP upgrade requirements into more manageable smaller phases.

Scope of work:

This project is to complete the detailed design and obtain all approvals for the first phase of WWTP upgrades. The first stage of upgrades will likely be to add a HRCS and new headworks, but this is to be confirmed early 2017 via the HRCS study.

Project Benefits:

Sufficient wastewater treatment capacity for growth.



TOWN OF OKOTOKS BUDGET HIGHLIGHTS 2017

BUSINESS CENTRE:

Waste Services

CORE SERVICES

- Providing all sectors (residential, multi-family, Industrial/Commercial/Institutional) in the Town of Okotoks with options for managing waste through services and education, considering environment, economic impacts and social equity.

FTE's

- Includes 10.78 FTEs for 2017 - a reduction of 1.5 FTE from 2016 approved by council as part of Waste management Plan.

CHANGES IN SERVICES

- Implement the multi residential recycling program for July 2017
- Develop a recycling pilot program for mixed use and commercial properties
- Develop a pilot program for the collection of Styrofoam at the Eco Centre
- Opening hours at the Eco Centre will change effective January 1, 2017
- Develop an organics collection pilot program for schools and increase school presentations

CHALLENGES

- Revenue reduction of 40-50% due to fewer materials processed at the Eco Centre in 2017 as a result of the universal recycling collection program.
- Landfill fees are expected to increase to \$70/tonne
- Manage the current program with residents opting out of services.
- Implementing a multi-residential program by July 2017
- Continue to work with the contractor to explore future pay-as-you-throw options.

EFFICIENCIES

- Collaborate with the landfill (FRSC) and regional municipalities to explore a regional recycling (MRF) and waste collection options.
- System and process review (gap analysis) of the unit to further increase efficiencies.
- Residential waste tonnage costs will decrease by approximately 25% (1200 tonnes) due to the organics collection program.
- Review the current waste collection routes to increase efficiencies

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

- \$ Contribution to Capital Reserves (covers amortization)

RATES AND FEES

- No change proposed for 2017 See Addendum

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Penalties and Costs on Taxes - R	13,248	16,120	13,756	0	13,756
Sales and User Charges - R	1,852,450	1,765,194	1,998,722	1,970,000	2,299,353
Transfers from Governments and other Organizations - R	120,600	400,954	132,300	132,300	114,100
Total	1,986,298	2,182,268	2,144,778	2,102,300	2,427,209
EXPENDITURES					
Contracted and General Services	451,545	446,806	494,475	670,000	1,208,251
Materials, Goods, Supplies	54,700	285,493	44,700	32,000	44,700
Purchases from Other Governments	245,000	257,406	260,000	260,000	201,000
Salaries, Wages & Benefits	864,680	846,667	951,390	916,460	823,986
Total	1,615,925	1,836,371	1,750,565	1,878,460	2,277,937
EXCESS OF REVENUES OVER EXPENDITURES	370,373	345,896	394,213	223,840	149,272
Transfers to/from Other Functions	306,456	289,775	326,498	331,769	297,363
Transfers to/from Other Funds	42,329	42,300	42,329	0	0
Tax Support for: Waste Services	21,588	13,821	25,386	(107,929)	(148,091)
Amortization	125,608	128,346	125,608	138,840	138,840

Town of Okotoks
Schedule of Operating Revenues & Expenditures - Budget
Development Services

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Licenses,Permits and Fees - R	1,676,700	1,677,480	1,610,304	1,476,400	1,390,304
Other Revenues - R	10,000	10,500	10,000	15,000	10,000
Rental Revenue - R	101,652	101,787	86,720	71,000	99,920
Sales and User Charges - R	303,450	274,721	298,900	208,349	265,540
Transfers from Governments and other Organizations - R	55,000	128,723	0	0	0
Total	2,146,802	2,193,211	2,005,924	1,770,749	1,765,764
EXPENDITURES					
Contracted and General Services	1,125,060	846,061	1,275,260	604,583	900,884
Materials, Goods, Supplies	28,000	37,812	28,700	24,900	24,200
Other Expenditures	8,000	8,200	0	0	0
Purchases from Other Governments	41,500	34,935	31,500	35,000	31,500
Salaries, Wages & Benefits	2,781,075	2,513,961	2,703,373	2,595,749	2,841,796
Bank Charges and Short Term Interest	13,000	14,962	12,980	11,700	12,980
Total	3,996,635	3,455,932	4,051,813	3,271,932	3,811,360
EXCESS OF REVENUES OVER EXPENDITURES	(1,849,833)	(1,262,721)	(2,045,889)	(1,501,183)	(2,045,596)
Transfers to/from Other Functions	(147,839)	(112,457)	(185,831)	(191,366)	(206,397)
Transfers to/from Other Funds	0	0	(320,000)	(300,000)	(195,000)
Transfers to/from Reserves	(373,200)	254,912	(230,600)	194,232	(22,560)
Tax Support for: Development Services	(1,328,794)	(1,405,176)	(1,309,458)	(1,204,049)	(1,621,639)

TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Assessment Services

CORE SERVICES

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

FTE's

- Includes 3.75 FTEs in 2017, an increase of 0.75 FTE from 2016 for an assessor position.

CHANGES IN SERVICES

- Assessors market value assessment reported to finance monthly (starting in September) for budget preparation.
- Discuss market value comparisons with non-residential properties owners prior to mailing of annual assessment which reduces inquiries and complaints.
- Declaring the 2016 assessment roll to the province in early January 2017, 2015 roll was declared in late January. Assessment notices mailed to residents will occur earlier than previous year.

CHALLENGES

- Review (ongoing) existing residential data for integrity and re-evaluate by rotation through various neighbourhoods of existing properties to perform site inspections.
- Evaluating property assessments to align with provincial regulations, assessment review board, market conditions and organization process changes. Provincial transferring of assessment responsibilities to municipalities via annual audit and regulation changes.
- Provincial legislative changes to the Municipal Government Act and provincial regulations.
- System development and modeling of property sales to complete annual review of parcels.

EFFICIENCIES

- Providing timely property and business assessments (estimate 12,000+ parcels) in accordance with the governing legislation.
- Assessment enquiries and complaints heard and completed by July.
- 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. This tool will assist the mass appraisal process for the Okotoks markets.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

N/A

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Licenses,Permits and Fees - R	50,000	47,400	50,000	35,000	40,000
Total	50,000	47,400	50,000	35,000	40,000
EXPENDITURES					
Contracted and General Services	42,900	54,559	41,900	36,100	42,317
Materials, Goods, Supplies	6,000	6,622	6,000	7,200	6,000
Purchases from Other Governments	5,000	1,987	5,000	1,000	5,000
Salaries, Wages & Benefits	419,700	312,927	320,493	320,342	410,712
Total	473,600	376,095	373,393	364,642	464,029
EXCESS OF REVENUES OVER EXPENDITURES	(423,600)	(328,695)	(323,393)	(329,642)	(424,029)
Transfers to/from Other Functions	(282,759)	(225,478)	0	0	0
Tax Support for: Assessment Services	(140,841)	(103,217)	(323,393)	(329,642)	(424,029)



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Economic Development Office

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 partners and agencies.

FTE's

- Includes 3.44 FTEs in 2017, no change.

CHANGES IN SERVICES

- No major changes to standard economic development services.

CHALLENGES

- To find creative solutions to offset reduced site license revenues due to reduced housing starts
- Digital Connectivity- to allocate a staff member or hiring a consultant to take an active leadership role in the collaboration with Calgary Regional partners to develop a fibre optics masterplan to support innovative technologies and other Strategic Goals.
- Economic Development could utilize additional funding in the future for investment attraction marketing & advertising as well as special projects.
- Olde Towne Okotoks joint marketing funding remains at \$8k for the year.
- Continued marketing and sales of "Nexen lands" to attract appropriate businesses
- To market the Landmark Site for private development compatible with strategic objective of animating the downtown; specifically focused on ground-floor local and tourism-oriented services.

EFFICIENCIES

- Maintaining a summer student to assist with work volumes, research and other projects.
- Expect revenues to sustain for Tourism LOGO Sign and Advertising Bench Programs.
- Advertising credit of \$15,000 from Pattison Outdoor Advertising for marketing.
- Partnering with Chamber of Commerce in Business Visitation program

MAJOR OPERATING PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	Expense	Funding Source
			2017	2017
620-17	620-DIGITAL CONNECTIVITY	CONTRACTS-OTHER	75,000	
		CONTRIB FROM CAPITAL RESERVE		75,000
	Total		75,000	75,000

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

N/A

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Licenses,Permits and Fees - R	451,700	439,741	460,304	456,400	460,304
Other Revenues - R	10,000	10,500	10,000	15,000	10,000
Rental Revenue - R	101,652	101,787	86,720	71,000	99,920
Sales and User Charges - R	27,150	11,348	26,600	18,400	26,600
Transfers from Governments and other Organizations - R	55,000	119,362	0	0	0
Total	645,502	682,738	583,624	560,800	596,824
EXPENDITURES					
Contracted and General Services	364,400	295,986	266,550	233,175	336,467
Materials, Goods, Supplies	10,500	10,541	10,500	6,350	8,000
Other Expenditures	8,000	8,200	0	0	0
Salaries, Wages & Benefits	344,979	348,809	359,091	341,498	363,558
Bank Charges and Short Term Interest	4,500	5,435	4,480	4,500	4,480
Total	732,379	668,971	640,621	585,523	712,505
EXCESS OF REVENUES OVER EXPENDITURES	(86,877)	13,766	(56,997)	(24,723)	(115,681)
Transfers to/from Other Functions	45,341	52,053	9,538	9,500	6,223
Transfers to/from Other Funds	0	0	0	0	(75,000)
Transfers to/from Reserves	(70,000)	0	0	0	0
Tax Support for: Economic Development Office	(62,218)	(38,287)	(66,535)	(34,223)	(46,904)



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	620-DIGITAL CONNECTIVITY	
Project Code:	620-17	
Total Project Costs		<u>\$75,000</u>
Funding Sources - Operating		
Grants	MSI Operating Grant	\$75,000
Total		<u>\$75,000</u>

Council Strategic Direction:

FOSTER ECONOMIC VITALITY - The Town of Okotoks will facilitate a healthy economy where quality jobs and business opportunities are abundant.

Project Description:

Hire consultant or an in house staff member (highly specialized position) to oversee fibreoptics installation and master plan development for Okotoks to determine both existing areas and greenfield solutions to fibreoptics provision.

Scope of work:

The project will include hiring a dedicated resource with expertise in fibreoptic installation and deployment to remain on staff or as a consultant for 3-5 years. So there will be additional budget impacts for the next 5 years. Installation of fibre and conduit is critical to considering fibreoptics as a municipal utility. This project is one of the most important in a generation and must be done right with the support of the Calgary Regional Partnership and the expertise of their expert consultant Mr. Craig Dobson. In addition the Okotoks fibrebuilder will look at both brownfield and greenfield opportunities to install conduit and fibre throughout the entirety of Okotoks to ensure consumers have choice, high speeds and low costs when it comes to Internet. However this project is more than providing Internet, it is about Smart Cities and ensuring the Corporation of the Town of Okotoks is well positioned to take advantage of fibreoptics related to crime prevent, traffic control, municipal buildings, information technology, business systems and social services enhancements.

Project Benefits:

Availability of affordable, true, broadband services are key to economic prosperity amongst all those participating in the modern knowledge-based economy. Because of the Internet and related technologies, the world is now transitioning to even more complex economic systems built around knowledge. As a foundational cornerstone of these emerging systems of wealth creation, access to broadband has become critical to sustainable economic development in virtually every community and society on the planet.

- Providing the abundant high speed broadband services that communities require for economic development is at odds with the business objectives of the incumbents.
 - As a result, and based on the successful deployment in Olds Alberta, many communities are now seriously considering their options – some may also elect to provide the fibre infrastructure themselves.
- Installation of fibreoptics will help "futureproof" Okotoks and attract and retain the kind of industry and talent to diversity the workforce and create living wage employment opportunities in Town.



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

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 developer agreements.
- Administer infrastructure studies and reports as required to inform long term growth plans.

FTE's

- Includes 6.25 FTE in 2017, no change

CHANGES IN SERVICES

- Increasing efforts in managing utility projects associated with WWTP, WTP, raw water supply and coordination with EPCOR.

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 capacity allows. The budget reflects a contribution from Capital when in-house engineering services are provided in lieu of external consulting services.
- Engineering has standardized a number of forms to improve efficiencies including standardized form for Request for Proposals, Form of Contract, and Request for Standing Offers.

MAJOR ENGINEERING OPERATING PROJECTS

N/A

MAJOR ENGINEERING MANAGED OPERATING PROJECTS

N/A

MAJOR ENGINEERING CAPITAL PROJECTS

N/A



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Engineering Services

MAJOR ENGINEERING MANAGED CAPITAL PROJECTS (Project Details presented with Business Centre)

PROJECT #	PROJECT			PROJECT BUDGET	
				2017	2018
320-809	320 - VET2	Expenses	Capital Expense	-550,000	0
		Revenues	CONTRIB FROM CAPITAL RESERVE	550,000	0
				0	0
320-811	320-DEEPIMP	Expenses	Capital Expense	-850,000	0
		Revenues	844R - PROV GRANT - SIP ROADS & STREETS	850,000	0
				0	0
320-812	320-SIGNALS	Expenses	Capital Expense	-350,000	0
		Revenues	Grant - Federal NDCC	350,000	0
				0	0
320-813	320-CRYSINT	Expenses	Capital Expense	-110,000	0
		Revenues	CONTRIB FROM CAPITAL RESERVE	110,000	0
				0	0
370-815	750-CimPULoutfall	Expenses	Capital Expense	-120,000	0
		Revenues	CONTRIB FROM CAPITAL RESERVE	120,000	0
				0	0
370-816	370-POPLARSTORM	Expenses	Capital Expense	-250,000	0
		Revenues	CONTRIB FROM CAPITAL RESERVE	250,000	0
				0	0
410-509	410-PIPELINE	Expenses	Capital Expense	-16,300,000	-16,300,000
		Revenues	980R - DEVELOPMENT LEVY	550,000	16,300,000
			CONTRIB FROM CAPITAL RESERVE	15,750,000	0
				0	0
410-514	410-RESUPGRADE	Expenses	Capital Expense	-300,000	-2,700,000
		Revenues	CONTRIB FROM CAPITAL RESERVE	300,000	0
			Debt Proceeds	0	2,700,000
				0	0
410-515	410-4NMAIN	Expenses	Capital Expense	-2,250,000	0
		Revenues	Debt Proceeds	2,250,000	0
				0	0
420-553	420-WWTP-PH1	Expenses	Capital Expense	-500,000	0
		Revenues	CONTRIB FROM CAPITAL RESERVE	500,000	0
				0	0
420-554	420-SANRIVERSIDE	Expenses	Capital Expense	-600,000	0
		Revenues	CONTRIB FROM CAPITAL RESERVE	600,000	0
				0	0
TOTAL PROJECTS				22,180,000	19,000,000

TRANSFERS TO/FROM RESERVES

• The 2017 budget reflects an estimated 40 acres of new subdivision development which will generate \$77.4K in engineering inspection revenue plus \$16K survey and mapping revenue which is transferred to reserves. The budgeted draw from these reserves is \$116K for 2017.

RATES AND FEES

• Charges for Engineering Review and Inspection, Survey Control, Water Usage, and Public Facilities Fee are incorporated into the Okotoks Rates and Fees Bylaw. Fees are reviewed annually to ensure market competitiveness.

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Sales and User Charges - R	160,800	136,431	146,800	92,099	138,440
Total	160,800	136,431	146,800	92,099	138,440
EXPENDITURES					
Contracted and General Services	52,150	29,398	378,600	160,058	51,725
Materials, Goods, Supplies	4,000	2,780	4,700	4,300	2,700
Purchases from Other Governments	0	150	0	0	0
Salaries, Wages & Benefits	687,246	572,498	684,582	601,491	701,240
Total	743,396	604,826	1,067,882	765,849	755,665
EXCESS OF REVENUES OVER EXPENDITURES	(582,596)	(468,395)	(921,082)	(673,750)	(617,225)
Transfers to/from Other Functions	(232,045)	(224,767)	(229,057)	(234,554)	(234,599)
Transfers to/from Other Funds	0	0	(320,000)	(300,000)	0
Transfers to/from Reserves	(3,200)	91,361	(3,200)	194,232	(22,560)
Tax Support for: Engineering Services	(347,351)	(334,989)	(368,825)	(333,428)	(360,066)



TOWN OF OKOTOKS BUDGET HIGHLIGHTS 2017

BUSINESS CENTRE: Planning Services

CORE SERVICES

- Ensure responsible community development is consistent with Council policy direction, the Legacy Plan (MDP), Okotoks Sustainability Plan and the Active Transportation Strategy.
- Administer planning and development related applications including subdivisions, development permits and certificates of compliance.
- Administer servicing and development agreements.
- Promote community involvement through engagement opportunities and stakeholder workshops to support planning projects.
- Manage and facilitate the land use planning process through support to the Municipal Planning Commission, Subdivision and Development Appeal Board, Town Council, residents and stakeholders.

FTE's

- Includes 8.5 FTE in 2017, no change.

CHANGES IN SERVICES

- Significant increase in long range planning workload due to annexation and regional growth pressure that necessitate expediting planning for proposed annexation lands.

CHALLENGES

- Uncertainty around subdivision and development activity and associated revenue in 2017;
- Planning Services continues to experience increases in legal fees associated with Development Appeals.

EFFICIENCIES

- Work associated with the future growth strategy, the new Municipal Development Plan and Land Use Bylaw update will in part be managed through retaining consulting services.

MAJOR OPERATING PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	Expense	Funding Source
			2017	2017
610-06	610-Downtown Urban Design Master Plan	PROFESSIONAL FEES - OTHER	45,000	
		CONTRIB FROM CAPITAL RESERVE		45,000
610-07	610-Future Growth Strategy	PROFESSIONAL FEES - OTHER	75,000	
		CONTRIB FROM CAPITAL RESERVE		75,000
Total			120,000	120,000

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

- No fee increases are proposed.

Town of Okotoks

Schedule of Operating Revenues & Expenditures - Budget

Planning Services

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Licenses,Permits and Fees - R	180,000	203,952	215,000	140,000	145,000
Sales and User Charges - R	115,500	126,894	125,500	97,850	100,500
Transfers from Governments and other Organizations - R	0	9,361	0	0	0
Total	295,500	340,206	340,500	237,850	245,500
EXPENDITURES					
Contracted and General Services	386,810	162,032	312,410	68,250	234,158
Materials, Goods, Supplies	3,500	9,302	3,500	3,050	3,500
Purchases from Other Governments	1,500	3,101	1,500	9,000	1,500
Salaries, Wages & Benefits	927,883	892,012	913,003	905,496	937,679
Bank Charges and Short Term Interest	500	1,864	500	1,200	500
Total	1,320,193	1,068,310	1,230,913	986,996	1,177,337
EXCESS OF REVENUES OVER EXPENDITURES	(1,024,693)	(728,105)	(890,413)	(749,146)	(931,837)
Transfers to/from Other Functions	25,910	39,770	22,181	22,181	14,472
Transfers to/from Other Funds	0	0	0	0	(120,000)
Transfers to/from Reserves	(300,000)	163,551	(227,400)	0	0
Tax Support for: Planning Services	(750,603)	(931,426)	(685,194)	(771,327)	(826,309)



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	610-Downtown Urban Design Master Plan	
Project Code:	610-06	
Total Project Costs		<u>\$45,000</u>
Funding Sources - Operating		
Grants	MSI Operating Grant	\$45,000
Total		<u>\$45,000</u>

Council Strategic Direction:

FOSTER ECONOMIC VITALITY - The Town of Okotoks will facilitate a healthy economy where quality jobs and business opportunities are abundant.

Project Description:

Following the Roger Brooks Branding exercise as well as workshops conducted with staff and stakeholders regarding the downtown and next steps, it was determined that one of the key gaps was a unifying design plan for the downtown. This plan would ensure that future development is contributing to the vitality and success of the downtown, and also provide a framework for facade and signage improvements and incentives programs for existing businesses.

Scope of work:

The plan would be developed to identify a common design theme for the downtown that could be used to evaluate and guide future new development, as well as sign and facade improvements. In addition, it would also serve as a starting point for the development of a Downtown Area Redevelopment Plan, that would be developed later and require more significant staff resources and public engagement to complete. This future ARP would be adopted by bylaw and could also incorporate long term infrastructure and transportation improvements. Scope would include appropriate public engagement and workshops, research of best practices, and the development of the design plan and its presentation to the key stakeholder groups such as the Downtown Committee and Council.

Project Benefits:

This master plan would allow planning staff and administration as a whole to better evaluate and guide future development and improvements in the downtown, instead of approaching each issue as a singular application. It would also provide existing and future businesses and stakeholders with some certainty in regards to the future of the downtown and the continued commitment of the Town to ensure its vitality moving forward.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	610-Future Growth Strategy	
Project Code:	610-07	
Total Project Costs		<u>\$75,000</u>
Funding Sources - Operating		
Grants	MSI Operating Grant	\$75,000
Total		<u>\$75,000</u>

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:

A growth study was completed in early 2014 to support the annexation process. Once agreement on annexation was reached in 2016, the growth study was updated to reflect changes in the growth corridors that came out of negotiation with the MD of Foothills. Once annexation is complete, the growth study will need to be completed to support a new Future Growth Strategy for the Town, as well as to inform the development of a new MDP. The study could also be used as supporting information for the development of the new Land Use Bylaw if required.

Scope of work:

The Future Growth Strategy will build on the work already completed in support of the annexation to determine land uses and proposed sequencing of growth. It will be a key supporting document to ensure that the Town is continuing to move towards the Council target of a balanced tax base as well as other directives. This will enhance the Town's resilience and sustainability in the long term.

Project Benefits:

A new growth study will enable planning services and the organization as a whole to effectively plan new growth in the annexed lands and ensure that it is consistent with the vision of Council and is meeting their goals as stated. The new Future Growth Strategy will form the basis of the new MDP and will also inform the new Land Use Bylaw to a lesser degree. It will also allow administration to make informed choices with regards to infrastructure and service improvements moving forward.



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Safety Codes 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.

FTE's

- 4.15 FTE for 2017, no change.
- 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 2017. This is to assist the permit field inspections workload, construction code changes and the adoption of the National Energy Code.
- 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.
- Okotoks Quality Management Plan, permit regulations and construction code changes.
- Submission of web based electronic permit applications for construction permits. Electronic review and approval of permit documents. Customers are able to submit electronic permit(s) and associated documents required. Web base inspection software development for field inspectors.

CHALLENGES

- 2017 Budget includes a projection of 150 single residential dwellings and non-residential projects totalling \$70 Million in construction value. Approximately \$100K revenue in 2016 will be deferred to 2017.

EFFICIENCIES

- Electronic work flow of permit information efficient use of 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 electronic 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.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

- Permit fee increase to align with the service delivery and agency contract agreement.
- Fee schedules updated to bring into line with prevailing market value and similar fee structure of comparable municipalities.

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Licenses,Permits and Fees - R	995,000	986,387	885,000	845,000	745,000
Sales and User Charges - R	0	49	0	0	0
Total	995,000	986,436	885,000	845,000	745,000
EXPENDITURES					
Contracted and General Services	278,800	304,086	275,800	107,000	236,217
Materials, Goods, Supplies	4,000	8,567	4,000	4,000	4,000
Purchases from Other Governments	35,000	29,698	25,000	25,000	25,000
Salaries, Wages & Benefits	401,267	387,716	426,204	426,922	428,607
Bank Charges and Short Term Interest	8,000	7,662	8,000	6,000	8,000
Total	727,067	737,730	739,004	568,922	701,824
EXCESS OF REVENUES OVER EXPENDITURES	267,933	248,707	145,996	276,078	43,176
Transfers to/from Other Functions	295,714	245,965	11,507	11,507	7,507
Transfers to/from Reserves	0	0	0	0	0
Tax Support for: Safety Codes Services	(27,781)	2,742	134,489	264,571	35,669

Town of Okotoks
Schedule of Operating Revenues & Expenditures - Budget
Community Services

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Other Revenues - R	74,050	80,977	61,500	135,331	67,300
Rental Revenue - R	1,538,229	1,534,405	1,555,640	1,546,817	1,554,528
Sales and User Charges - R	1,654,464	1,618,079	1,705,587	1,576,721	1,639,563
Transfers from Governments and other Organizations - R	1,731,219	1,813,518	1,882,178	1,928,620	1,922,035
Total	4,997,962	5,046,979	5,204,905	5,187,489	5,183,426
EXPENDITURES					
Contracted and General Services	2,362,698	1,607,928	2,770,286	2,176,608	1,586,860
Long Term Interest	478,375	475,188	404,747	404,747	327,333
Materials, Goods, Supplies	413,248	438,672	510,508	514,688	620,975
Other Expenditures	586,500	486,567	229,000	259,000	429,000
Purchases from Other Governments	0	0	448,000	448,000	530,000
Salaries, Wages & Benefits	4,605,488	4,536,696	5,111,388	4,843,941	5,271,375
Bank Charges and Short Term Interest	33,900	38,747	33,900	36,900	33,900
Utilities	667,617	572,558	622,717	621,371	661,749
Total	9,147,826	8,156,355	10,130,546	9,305,254	9,461,192
EXCESS OF REVENUES OVER EXPENDITURES	(4,149,864)	(3,109,376)	(4,925,641)	(4,117,765)	(4,277,766)
Debt Principal	1,439,374	1,439,375	1,513,003	1,513,003	1,590,418
Transfers to/from Other Functions	149,415	134,164	179,116	183,089	178,101
Transfers to/from Other Funds	(2,289,319)	(1,822,964)	(2,443,434)	(1,990,000)	(1,597,856)
Transfers to/from Reserves	(28,375)	0	0	0	(9,250)
Tax Support for: Community Services	(3,420,959)	(2,859,950)	(4,174,326)	(3,823,857)	(4,439,179)
Amortization	1,292,686	1,413,966	1,292,686	1,313,271	1,313,271



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Aquatics

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

FTE's

- Includes 17.90 FTE in 2017, an annualized increase of 0.17 from 2016

CHANGES IN SERVICES

- Phase 2 of the spray park will be operational for summer 2017 . This will include 15 more features and a washroom facility.

CHALLENGES

- Programs are expected show moderate growth as there is limited opportunity to expand programs during prime time. It is not known how much influence the re-opening of facilities in Calgary and High River summer programs will affect program registrations.
- 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 weekend usage.
- Morning extensions on Sunday will not require an increase to staff hours.

MAJOR OPERATING PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	Expense	Funding Source
			2017	2017
710-09	710 - Aquatics - RMP re-grouting/gen maint	CONTRACTS-OTHER	87,000	
		CONTRIB FROM CAPITAL RESERVE		87,000
		Total	87,000	87,000

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

- Aquatic Lesson rates remain unchanged. Proposed 2% increase (September) to aquatic rental rates. Rates align with Council direction for mid-market rates.

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Rental Revenue - R	218,450	223,869	227,150	229,200	221,600
Sales and User Charges - R	558,100	594,834	590,100	630,700	601,800
Transfers from Governments and other Organizations - R	130,489	155,870	149,989	149,989	166,889
Total	907,039	974,573	967,239	1,009,889	990,289
EXPENDITURES					
Contracted and General Services	103,158	95,274	233,090	132,031	228,507
Materials, Goods, Supplies	99,300	120,654	109,810	137,864	108,310
Salaries, Wages & Benefits	867,049	910,576	1,097,664	1,011,088	1,088,667
Utilities	218,300	210,258	220,100	187,700	220,100
Total	1,287,807	1,336,762	1,660,664	1,468,683	1,645,584
EXCESS OF REVENUES OVER EXPENDITURES	(380,768)	(362,189)	(693,425)	(458,794)	(655,295)
Transfers to/from Other Functions	(9,497)	(9,245)	(10,284)	(10,421)	(10,401)
Transfers to/from Other Funds	0	0	(92,800)	0	(87,000)
Tax Support for: Aquatics	(371,271)	(352,944)	(590,341)	(448,373)	(557,894)
Amortization	248,276	248,276	248,276	227,348	227,348



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	710 - Aquatics - RMP re-grouting/gen	
Project Code:	710-09	
Total Project Costs		<u>\$87,000</u>
Funding Sources - Operating		
Reserves	(120 BC) General Recap Reserve	\$87,000
Total		<u>\$87,000</u>

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:

This project involves re-grouting the Riley Minue Pool with a epoxy grout, repairing broken tile within the pool basin., replacing the automated faucets in the change rooms, improvements to the staff area, and replacing the window blinds around the deck.

Scope of work:

The project includes a number of improvements to the aquatic center including:
Re-grouting the basin of Riley Minue Pool. The general life expectancy for grouting in a pool is 5-12 years. RMP is now at 10 years and the grouting is heavy worn in some areas. While the pool is empty the basin will be inspected and all cracked and chipped tiles will be repaired or replaced.
The automated faucets in the change rooms are at the end of their life expectancy. Batteries that used be replaced yearly are now having to be replaced monthly and are continuously being repaired.
The staffing additions have increased and the current space used is not functional. The project will include the purchase of desks, moving the first aid bed and creating some more storage space to allow for increased productivity from the staff in this area.
Replacing the window blinds around the pool deck. The window blinds are critical for lifeguarding and controlling the glare around the pool deck. The current blinds are coming up to the end of their life expectancy and require frequent repairs.

Project Benefits:

Re-grouting is a regular maintenance project. The grouting in a pool is required to protect the integrity of the basin. Over time it is slowly worn away by the harsh chemicals required for disinfecting the water. This repair will fill in missing grouting with an epoxy product that will hold up to the environment better than standard grout and will extend the expected life of the pool basin as well it will protect our patrons from cutting their feet from the sharp edges. While the pool is empty there will be an opportunity to repair and replace broken and chipped tiles.
The automated faucets will be replaced with hardwired faucets that will not require batteries, require less maintenance, will be much more dependable and environmentally friendly.
With the addition of the Aquatic Coordinator, the Coordinator and Supervisor share a work space that is set up to accommodate one person, the Senior guard work in a shared space that is crowded and inefficient. The upgrade will involve the purchase of desks, creating a better first aid space and development of better storage and work stations in the shared staff area.
Replacing the window blinds will lead to reduced staff time repair the blinds, and ensure that the glare can consistently be controlled in the deck areas making it safer for the lifeguards to perform their duties.



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Community Programs & 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 and KinderCare facilities and deliver youth-orientated 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.
- Manage community events and liaison services range of corporate initiatives (e.g. events that build community spirit, intra-organization communication: public input facilitation)

FTE's

- Total of 15.84 FTEs, no change.

CHANGES IN SERVICES

- Changes to services include expanding the licensed out of school care program to include Kindergarten age children.
- Expand 2017 Canada Day celebration to a three day Canada 150 event.
 - All town sanctioned events will be managed under the Incident Command System.

CHALLENGES

- Economic slowdown affected revenue in 2016 for programs, in particular daycamps and the licensed out of school care program – anticipate this will continue in 2017
- Growth in participation and activities at community wide special events requires increased volunteer and staff to ensure event safety, coordination and implementation

EFFICIENCIES

- Staff required to directly teach or supervise programs up to 25% of their time to offset contract instructor costs.
- Develop a comprehensive events sponsorship package
- Partner with Healthy Okotoks Coalition for grant applications

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

- Proposed 2% increase youth centre • Proposed 2% increase youth centre and southside community programs facility rental fees (January 2017). Individual program fees will be continuously monitored and adjusted to ensure appropriate cost recovery/revenue generating balance. Proposed rates align with Council direction for mid-market rates.

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Other Revenues - R	13,750	23,087	13,750	5,031	11,250
Rental Revenue - R	1,500	486	1,750	495	1,750
Sales and User Charges - R	845,918	771,841	845,000	693,757	756,668
Transfers from Governments and other Organizations - R	73,950	101,069	85,300	101,965	107,350
Total	935,118	896,484	945,800	801,248	877,018
EXPENDITURES					
Contracted and General Services	323,840	307,465	384,190	335,391	343,829
Materials, Goods, Supplies	44,325	32,423	59,865	36,000	59,865
Salaries, Wages & Benefits	887,171	907,847	977,960	931,087	992,779
Total	1,255,336	1,247,734	1,422,015	1,302,478	1,396,473
EXCESS OF REVENUES OVER EXPENDITURES	(320,218)	(351,250)	(476,215)	(501,230)	(519,455)
Transfers to/from Other Functions	(28,760)	(27,486)	(68,335)	124	(68,941)
Transfers to/from Reserves	0	0	0	0	(9,250)
Tax Support for: Community Programs & Events	(291,458)	(323,764)	(407,880)	(501,354)	(441,264)



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Community Wellness (FCSS)

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.

FTE's

- Includes 6.43 FTE's, an increase of 1 FTE from 2016 for a grant funded temporary position to assist with provincial reporting.

CHANGES IN SERVICES

- A significant increase (34%) was received from the Province in 2016, Unspent increase is carried into 2017 as permitted by the Province.
- Pilot projects, a professional workshop, and an increase in community grants to funded programs will be funded by the 2016 carryover.

CHALLENGES

- With the increase in provincial FCSS funding, the municipality is required to contribute 20%, an increase of \$46,552 over 2016, for a total amount of \$184,611.
- The continued economic slowdown is expected to create more demand for social programs, more need for services, and increased numbers of clients in crisis and higher complexity of needs

EFFICIENCIES

- New partnerships with Alberta Volunteer Centre Network has provided increased opportunities to facilitate professional workshops for voluntary agencies, building capacity in this sector. Workshops have been obtained at a very minimal cost to FCSS budget.
- Increased collaborative partnerships with agencies such as Rowan House, Victim Services and others, has resulted in more cost effective planning for community workshops, enhanced awareness of issues like elder abuse and family violence prevention; enhanced service delivery, (Healthy Relationships groups for example), and are providing a longer term strategy for providing collaborative services to residents through the Elder Abuse Prevention and Response model that is being developed.
- OFRC received a new donation for the Teddy Bear Picnic from Alberta Milk which is budgeted to add value to the event.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

N/A

Town of Okotoks
Schedule of Operating Revenues & Expenditures - Budget
Community Wellness (FCSS)

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Other Revenues - R	44,500	42,632	32,500	55,000	35,700
Transfers from Governments and other Organizations - R	554,380	615,852	801,989	953,271	1,017,696
Total	598,880	658,484	834,489	1,008,271	1,053,396
EXPENDITURES					
Contracted and General Services	51,895	54,028	125,720	150,603	93,703
Materials, Goods, Supplies	15,750	17,397	26,750	19,700	31,350
Other Expenditures	196,000	187,095	223,000	253,000	423,000
Salaries, Wages & Benefits	456,862	380,368	477,081	452,365	566,500
Total	720,507	638,888	852,551	875,668	1,114,553
EXCESS OF REVENUES OVER EXPENDITURES	(121,627)	19,596	(18,062)	132,603	(61,157)
Transfers to/from Other Functions	84,450	84,564	159,553	89,553	159,553
Transfers to/from Reserves	0	0	0	0	0
Tax Support for: Community Wellness (FCSS)	(206,077)	(64,968)	(177,615)	43,050	(220,710)



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Cultural & Historical Services (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).

FTE's

- Includes 5.74 FTE in 2017, no change.

CHANGES IN SERVICES

- Expand programming of the Harvest & Blues Festival
- Program and coordinate stage performers and techs for all events.
- Manage Veteran's Way Memorial selection and installation.

CHALLENGES

- The unpredictable nature of external grants as a revenue source

EFFICIENCIES

- Secured \$21K funding over three years from the Okotoks Elks Club for an Education Access Program

MAJOR OPERATING PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	Expense	Funding
			2017	2017
740-14	740040-2	CONTRACTS-OTHER	20,000	
		CONTRIB FROM CAPITAL RESERVE		20,000
	Total		20,000	20,000

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

- Proposed 2% increase to facility rental fees for RPAC, OAG, and OMA (January 2017).
- Proposed rates align with Council direction for mid-market rates.
- Program fees will continue to be evaluated to ensure appropriate cost recovery/revenue generating balance.

Town of Okotoks
Schedule of Operating Revenues & Expenditures - Budget
Cultural & Historical Services (Heritage)

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Other Revenues - R	2,800	2,259	2,250	2,800	7,350
Rental Revenue - R	41,500	47,347	45,600	40,100	46,250
Sales and User Charges - R	49,000	72,762	63,900	68,250	79,750
Transfers from Governments and other Organizations - R	26,000	30,262	74,500	12,302	21,000
Total	119,300	152,630	186,250	123,452	154,350
EXPENDITURES					
Contracted and General Services	84,845	87,827	160,145	115,637	115,979
Materials, Goods, Supplies	26,350	45,179	29,325	24,192	29,325
Salaries, Wages & Benefits	468,588	459,379	464,847	475,958	465,030
Bank Charges and Short Term Interest	900	1,188	900	900	900
Total	580,683	593,574	655,217	616,686	611,234
EXCESS OF REVENUES OVER EXPENDITURES	(461,383)	(440,944)	(468,967)	(493,234)	(456,884)
Transfers to/from Other Functions	79,259	62,259	74,518	80,169	79,076
Transfers to/from Other Funds	0	0	0	0	(20,000)
Tax Support for: Cultural & Historical Services (Heritage)	(540,642)	(503,203)	(543,485)	(573,403)	(515,960)
Amortization	123,412	126,527	123,412	135,874	135,874



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

2017

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	740040-2 Museum Attic Education Station	
Project Code:	740-14	
Total Project Costs		<u>\$20,000</u>
Funding Sources - Operating		
Reserves	(740 BC) Cultural Facilities Reserve	\$20,000
Total		<u>\$20,000</u>

Council Strategic Direction:

MAINTAIN ORGANIZATIONAL EXCELLENCE - The Town of Okotoks will be a recognized as leaders in public service.

Project Description:

Design and install an interactive, youth friendly, educational heritage play station and theatre component in the attic space at the museum.

Scope of work:

Hire theatre set designer for project. Complete design. Hire carpenters to build, and install physical structure. Paint it, and equip with historic puppets, costumes and complementary educational equipment.

Project will endeavor to raise at least 50% funding through grants or donations.

Project Benefits:

- Increase attendance by drawing people into the museum
- Provide informational programming opportunities
- Invigorate an underutilized asset -- the museum attic.



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

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.

FTE's

- 21.19 FTE includes an increase of .46 for Pason Expansion (end Nov. 2017)

CHANGES IN SERVICES

- Pason expansion 2017, addition of one full NHL sheet, leisure sheet, 3 multi-purpose rooms, office space for OMHA will be under construction in 2017.

CHALLENGES

- Lifecycle repairs at ORC and PCA are at a point where increased preventative maintenance is required.
- All prime time ice hours are fully booked during the winter season
- Effective event planning and scheduling at Pason Centennial Arena during expansion.
- Decrease in ice rental rate for Junior "A" and Junior "B" ice rates (\$ 24k)
- Carbon tax: \$1.011 KJ natural gas (\$32k increase); 3% increase - electricity.
- Allowances for staff training on new systems, preparing new facility for use,
- Allowance for additional costs in utilities related to PCA expansion activities.

EFFICIENCIES

- Changes in the lighting system at ORC in 2016/17 will increase efficiencies

MAJOR OPERATING PROJECTS

PROJECT #	PROJECT NAME	FINANCIAL	Expense	Funding Source
			2017	2017
720-42	720 Maint ORC Strucual Study	CONTRACTS-OTHER	55,000	
		CONTRIB FROM CAPITAL RESERVE		55,000
720-41	720 - ORC Lobby Flooring	CONTRACTS-BLDG MAINTENANCE	55,000	
		CONTRIB FROM CAPITAL RESERVE		55,000
720-44	7201 ORC/PCA Arena Maintenance	SUPPLIES-EQUIP/FURN/TOOL	80,500	
		CONTRIB FROM CAPITAL RESERVE		80,500
720-43	720 Plumbing	CONTRACTS-BLDG MAINTENANCE	100,000	
		CONTRIB FROM CAPITAL RESERVE		100,000
	Total		290,500	290,500

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

- \$1,200K transferred from Recreation Facilities reserve to fund principal repayment.

RATES AND FEES

- Proposed 1% increase to local Adult ice rental rate; proposed 2% increase for all other ice and dry pad rental rates. Proposed rates align with Council direction for mid-market rates.

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Other Revenues - R	13,000	13,000	13,000	72,500	13,000
Rental Revenue - R	1,276,779	1,262,702	1,281,140	1,277,022	1,284,928
Sales and User Charges - R	134,446	124,195	143,987	122,514	136,645
Transfers from Governments and other Organizations - R	741,500	780,840	542,800	542,800	493,200
Total	2,165,725	2,180,738	1,980,927	2,014,836	1,927,773
EXPENDITURES					
Contracted and General Services	1,580,327	969,778	1,646,108	1,312,803	692,991
Long Term Interest	478,375	475,188	404,747	404,747	327,333
Materials, Goods, Supplies	196,597	194,301	253,658	268,732	361,025
Other Expenditures	384,500	293,413	0	0	0
Salaries, Wages & Benefits	1,391,032	1,357,522	1,537,775	1,407,470	1,553,990
Utilities	449,317	362,300	402,617	433,671	441,649
Total	4,480,148	3,652,501	4,244,905	3,827,423	3,376,988
EXCESS OF REVENUES OVER EXPENDITURES	(2,314,423)	(1,471,763)	(2,263,978)	(1,812,587)	(1,449,215)
Debt Principal	1,439,374	1,439,375	1,513,003	1,513,003	1,590,418
Transfers to/from Other Functions	23,963	23,963	23,664	23,664	18,814
Transfers to/from Other Funds	(2,289,959)	(1,822,964)	(2,350,634)	(1,990,000)	(1,490,856)
Transfers to/from Reserves	(28,375)	0	0	0	0
Tax Support for: Indoor Recreation Facilities	(1,459,426)	(1,112,137)	(1,450,011)	(1,359,254)	(1,567,591)
Amortization	916,494	1,034,658	816,494	845,920	845,920



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	720 Maint ORC Structural Study	
Project Code:	720-42	
Total Project Costs		<u>\$55,000</u>
Funding Sources - Operating		
Reserves	(120 BC) General Recap Reserve	\$55,000
Total		<u>\$55,000</u>

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:

Structural feasibility study for the sinking front entrance concrete and wall separation in the main utility room at the Okotoks Recreation Centre.

Scope of work:

Requesting that the study cover underlying causes of this issue as well as a recommended course of action for repairs. This study will also cover the estimated costs associated with, and scope of, that project.

Project Benefits:

The expected results of the study will give guidance on the proper procedure on how to rectify these major deficiencies.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	720 - ORC Lobby Flooring	
Project Code:	720-41	
Total Project Costs		<u>\$55,000</u>
Funding Sources - Operating		
Reserves	(120 BC) General Recap Reserve	\$55,000
Total		<u>\$55,000</u>

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:

Replace the aged Lino flooring in the Okotoks Recreation Centre with vinyl flooring.

Scope of work:

Removal and replacement of the existing cracking tile with new vinyl flooring.

Project Benefits:

This project would greatly improve the overall appearance of the lobby. The fresh appearance would result in facility users feeling comfortable and welcome. Possible pass holder increase due to the professional nature of our image.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	7201 ORC/PCA Arena Maintenance	
Project Code:	720-44	
Total Project Costs		<u>\$80,500</u>
Funding Sources - Operating		
Reserves	(120 BC) General Recap Reserve	\$80,500
Total		<u>\$80,500</u>

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:

Replacement of aging assets that are past their effective lifecycle, and installation of an improved access point to the Pason Centennial Arena penalty/timekeeper box.

Scope of work:

Replacement of players bench matting in Murray and Piper Arenas.
Repair to gates of the Pason Centennial Arena and installation of better access for the public to the penalty/timekeeper box.
Replacement of aging Board plastic and removal of plywood on Piper arena board system

Project Benefits:

worn out matting dulls skates as well as becomes a tripping hazard; gates are becoming less reliable for effective use; and having the public walk across the ice to use the penalty/timekeeper box is a major slip hazard that could result in serious injury. Low maintenance boards as well as added safety on the southwest corner of Piper Arena.
Meet the safety requirements that are currently a potential issue. Client/user satisfaction.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	720 Plumbing	
Project Code:	720-43	
Total Project Costs		<u>\$100,000</u>
Funding Sources - Operating		
Reserves	(120 BC) General Recap Reserve	\$100,000
Total		<u>\$100,000</u>

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:

This project will support client, guest, and user expectations of the services and amenities of the Okotoks Recreation Centre. Replace 2 hot water tanks and deteriorating pipes in the Okotoks Recreation Center and Pason Centennial Arena.

Scope of work:

Replacement of 2 hot water tanks and large segments of existing pipe.

Project Benefits:

Uninterrupted service of the ORC/PCA and decrease the amount of emergency maintenance costs. Reduction in emergency callouts for line breaks.

Lifecycle maintenance- improves aesthetics, image, and usability.



TOWN OF OKOTOKS BUDGET HIGHLIGHTS 2017

BUSINESS CENTRE:

Public Transportation (CAP)

CORE SERVICES

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

FTE's

• FTE are contained in the Community Wellness budget (.15 FTE allocated to this program)

CHANGES IN SERVICES

• Rates are fixed for 2017-2018 based on a two year contract.
• An RFP was advertised in early September of 2016 for the 2017/2018 contract. The following anticipated estimates were used. Trips are based on projected 2016 numbers; 6765 local and 464 out of town, for a total of 7229 projected trips. 94% of trips are local. The Town pays 45% - 50% of the designated fare rates.

CHALLENGES

• It has been difficult to predict the number of users and trips for this program. Estimates for 2017 are based on an anticipated fare increase and a the number of projected trips for 2016.

EFFICIENCIES

• The 2017-18 contract offers an option of providing wheelchair accessible transportation.
• Cross training of staff and consistent data entry using a custom database has resulted in information that is more easily and quickly accessed from one report into a spreadsheet for calculation and comparison.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

N/A

Town of Okotoks
Schedule of Operating Revenues & Expenditures - Budget
Public Transportation (CAP)

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Transfers from Governments and other Organizations - R	0	0	0	0	0
Total	0	0	0	0	0
EXPENDITURES					
Contracted and General Services	75,813	59,974	75,813	54,550	68,813
Materials, Goods, Supplies	400	0	600	200	600
Salaries, Wages & Benefits	8,519	10,222	9,960	10,025	10,144
Total	84,732	70,195	86,373	64,775	79,557
EXCESS OF REVENUES OVER EXPENDITURES	(84,732)	(70,195)	(86,373)	(64,775)	(79,557)
Transfers to/from Other Funds	0	0	0	0	0
Transfers to/from Reserves	0	0	0	0	0
Tax Support for: Public Transportation (CAP)	(84,732)	(70,195)	(86,373)	(64,775)	(79,557)



TOWN OF OKOTOKS BUDGET HIGHLIGHTS

2017

BUSINESS CENTRE:

Recreation 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.

FTE's

- Includes 7.88 FTE (increase of .53 from 2016 for Pason Expansion effective Sept 2017)

CHANGES IN SERVICES

- Scheduling and administrative tasks for two additional two ice surfaces and multi-purpose space at Pason Centennial Arena.
- Customer Service Centre at Pason Arena expansion for public use in 2018.
- Operating costs associated with Champion Park (\$35K).

CHALLENGES

- Additional requisitions for contributions to MD of Foothills for Champion Park, Scott Seaman's arena and Crescent Point Field House.
- The implementation of a new recreation software management system.
- Effective event planning and scheduling at Pason Centennial Arena during expansion.
- Developing new master arena schedules to include two additional ice surfaces and multi- purpose space that balance rentals, programs and spontaneous public use.
- Maintaining a high level of service to support increased special event requests to ensure event success and public safety while providing a streamlined and efficient process.
- Accommodating increased demand for facility use due to growth of user groups.
- Managing increased activity to ensure positive customer experiences 7 days per week.

EFFICIENCIES

- Online (laser fiche) applications for block parties and events.
- Maintaining Healthy Eating in recreation centres initiatives and promotion.
- Additional hours absorbed to include new outdoor facilities.

MAJOR OPERATING PROJECTS

N/A

MAJOR CAPITAL PROJECTS

N/A

TRANSFERS TO/FROM RESERVES

N/A

RATES AND FEES

- The Recreation Centre Facility Pass and drop-in rates remain unchanged. Proposed 5% increase to gymnasium rental rates in cooperation with the school divisions (joint use agreements). Proposed rates align with Council direction for mid-market rates.

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

	2015 Budget	2015 Actual	2016 Budget	2016 Projection	2017 Budget
REVENUES					
Sales and User Charges - R	67,000	54,447	62,600	61,500	64,700
Transfers from Governments and other Organizations - R	204,900	129,625	227,600	168,293	115,900
Total	271,900	184,072	290,200	229,793	180,600
EXPENDITURES					
Contracted and General Services	142,820	33,582	145,220	75,593	43,038
Materials, Goods, Supplies	30,526	28,718	30,500	28,000	30,500
Other Expenditures	6,000	6,060	6,000	6,000	6,000
Purchases from Other Governments	0	0	448,000	448,000	530,000
Salaries, Wages & Benefits	526,267	510,783	546,101	555,948	594,265
Bank Charges and Short Term Interest	33,000	37,558	33,000	36,000	33,000
Total	738,613	616,701	1,208,821	1,149,541	1,236,803
EXCESS OF REVENUES OVER EXPENDITURES	(466,713)	(432,629)	(918,621)	(919,748)	(1,056,203)
Transfers to/from Other Functions	0	109	0	0	0
Transfers to/from Other Funds	640	0	0	0	0
Tax Support for: Recreation Client Services	(467,353)	(432,738)	(918,621)	(919,748)	(1,056,203)
Amortization	4,504	4,504	104,504	104,129	104,129

**Town of Okotoks
Operating Reserve Comparison
Budgeted &/or Anticipated Reserve Activity**

Operating Reserves	2016			2017			2018
	Operating	Funding	Uses	Operating	Funding	Uses	Operating
Corporate & Strategic	660,411	-	-	660,411	-	612,000	48,411
Protective Services	2,200,000	-	1,840,000	360,000	-	190,000	170,000
Development Services	970,097	-	130,000	840,097	-	200,000	640,097
Infrastructure Services	279,493	-	-	279,493	-	-	279,493
Community Services	461,271	65,000	18,000	508,271	65,000	-	573,271
Utility Services	423,227	150,000	-	573,227	-	-	573,227
Acreage (Water License)	(817,786)	216,000	-	(601,786)	340,000	-	(261,786)
Tax Stabilization	2,100,000	-	-	2,100,000	-	-	2,100,000
Priority Projects	-	-	-	-	-	-	-
FCSS	6,551	-	-	6,551	-	-	6,551
Sub-Total Operating Reserves	6,283,264	431,000	1,988,000	4,726,264	405,000	1,002,000	4,129,264

Capital Reserves	2016			2017			2018
	Capital	Funding	Uses	Capital	Funding	Uses	Capital
Corporate & Strategic	385,867	9,249	-	395,116	-	-	395,116
Protective Services	-	-	-	-	-	245,000	(245,000)
Development Services	47,748	-	-	47,748	-	-	47,748
Infrastructure Services	1,506,868	659,300	931,100	1,235,068	616,777	803,000	1,048,845
Community Services	1,948,974	2,130,000	4,243,520	(164,546)	2,095,000	1,450,357	480,097
Utility Services	6,220,069	2,277,400	4,505,200	3,992,269	2,217,641	4,337,000	1,872,910
Recapitalization	9,655,131	2,660,000	3,616,749	8,698,382	2,620,000	1,444,500	9,873,882
Developer Agreements	3,333,682	600,000	991,200	2,942,482	480,000	-	3,422,482
Acreage Assessment	7,870,879	1,625,000	5,450,700	4,045,179	884,000	-	4,929,179
Land	1,803,297	-	4,920,000	(3,116,703)	-	-	(3,116,703)
Cultural Facilities	2,413,413	560,000	82,700	2,890,713	550,000	20,000	3,420,713
Sub-Total Capital Reserves	35,185,929	10,520,949	24,741,169	20,965,709	9,463,418	8,299,857	22,129,270

**Town of Okotoks
Operating Reserves
Budgeted &/or Anticipated Reserve Activity**

GL Acct	Name	2016	Funding	Uses	2017	Funding	Uses	2018	group
4-710-330-020	Foothills Centennial Centre	411,271	65,000	18,000	458,271	65,000	-	523,271	Community
4-710-750-010	Parks Cont Projects	50,000	-	-	50,000	-	-	50,000	Community
	Community Services	461,271	65,000	18,000	508,271	65,000	-	573,271	Community
4-710-270-010	Safety Codes	59,684	-	-	59,684	-	-	59,684	Development
4-710-610-010	Survey Control Network	154,096	-	30,000	124,096	-	-	124,096	Development
4-710-610-020	Land Use Plan	100,000	-	-	100,000	-	100,000	-	Development
4-710-610-030	Offsite Levies Update	100,000	-	100,000	-	-	-	-	Development
4-710-610-060	Long Range Planning	100,000	-	-	100,000	-	100,000	-	Development
4-710-630-010	Engineering Inspection	456,317	-	-	456,317	-	-	456,317	Development
	Development Services	970,097	-	130,000	840,097	-	200,000	640,097	Development
4-710-320-010	Public Transportation	29,110	-	-	29,110	-	-	29,110	Operations
4-710-320-030	Emergency Snow Removal	250,383	-	-	250,383	-	-	250,383	Operations
4-710-320-040	Contingency Projects	-	-	-	-	-	-	-	Operations
	Operations	279,493	-	-	279,493	-	-	279,493	Operations
4-710-210-010	Emergency Management	1,900,000	-	1,840,000	60,000	-	30,000	30,000	Protective
4-710-210-020	Policing	300,000	-	-	300,000	-	160,000	140,000	Protective
4-710-260-010	Parking Zone	-	-	-	-	-	-	-	Protective
	Protective Services	2,200,000	-	1,840,000	360,000	-	190,000	170,000	Protective
4-710-100-100	Council Emergent Matters	50,000	-	-	50,000	-	-	50,000	Corpoate
4-710-110-030	Future Development	48,719	-	-	48,719	-	400,000	(351,281)	Corpoate
4-710-120-100	General Contingency	40,000	-	-	40,000	-	-	40,000	Corpoate
4-710-170-010	Health Spending Account	137,544	-	-	137,544	-	-	137,544	Corpoate
4-710-170-020	Benefit Program Contingency	384,148	-	-	384,148	-	212,000	172,148	Corpoate
	Corporate Services	660,411	-	-	660,411	-	612,000	48,411	Corporate
4-710-370-020	Storm Sewer	-	-	-	-	-	-	-	Utility
4-710-410-020	Utility Rate Stabilization Reserve	144,267	-	-	144,267	-	-	144,267	Utility
4-710-410-030	EPCOR Contract	48,460	150,000	-	198,460	-	-	198,460	Utility
4-710-440-010	Recycling	230,500	-	-	230,500	-	-	230,500	Utility
	Utility Services	423,227	150,000	-	573,227	-	-	573,227	Utility
	Tax Rate Stablization	2,100,000	-	-	2,100,000	-	-	2,100,000	
	Water License Aquisition	(817,786)	216,000	-	(601,786)	340,000	-	(261,786)	Acreage
	Priority Projects	-	-	-	-	-	-	-	
	FCSS	6,551	-	-	6,551	-	-	6,551	
Grand Total		6,283,264	431,000	1,988,000	4,726,264	405,000	1,002,000	4,129,264	

Net Change (1,557,000)
% CHANGE -24.8%

Net Change (597,000)
% CHANGE -12.6%



Summary of Business Cases - Operating

Business Centre	APPROVED PROJECT #	Business Case Number	Costing Center	Operating Project Name	2017	2018
110 Legislative & Policy Services	110-10	110 - Property File Digitization	040 - Council & Legislation - Records Mgmt	Property File Digitization Phase 2	50,000	0
		Total			50,000	0
130 Financial Services	130-02	130 FS Upgrade	020 - Financial Services - Administration	Financial System Upgrades	125,000	0
		Total			125,000	0
210 Policing Services	210-01	210 - AFFRCS Police	020 - Policing Services - Administration	Police AFFRCS Radios	60,000	60,000
		Total			60,000	60,000
230 Fire Services	230-16	230 - Headsets (#2)	100 - Fire Services - Special Proj, Shared Costs	Headsets for Fire Apparatus	30,000	0
		Total			30,000	0
330 Facilities Maintenance	330-39	330 - Projects for Seamen Stadium	280 - Facilities Maintenance - Dawgs Stadium & Tourmaline Field	Infrastructure Repairs to Seamen Facilities	75,000	0
	330-40	Composite Facilities Maintenance	160 - Facilities Maintenance - Fire Services, Station 1	Facilities Composite Maintenance Items	30,000	0
			220 - Facilities Maintenance - South Side Program Centre	Facilities Composite Maintenance Items	9,000	0
			240 - Facilities Maintenance - RPAC	Facilities Composite Maintenance Items	5,000	0
			250 - Facilities Maintenance - Municipal Centre	Facilities Composite Maintenance Items	19,500	0
			300 - Facilities Maintenance - South Emergency Centre	Facilities Composite Maintenance Items	3,500	0
			350 - Facilities Maintenance - Operations Center	Facilities Composite Maintenance Items	20,000	0
Total				162,000	0	
410 Utility - Water	410-22	410-WATOP	100 - Utility - Water Special Projects	Water - Epcor Operating Projects	262,000	0
		Total			262,000	0
420 Utility - Sewer	420-29	420-SEWOP	100 - Utility - Sanitary Sewer Special Projects	Sewer - Epcor Operating Projects	305,000	0
		Total			305,000	0
610 Planning Services	610-06	610-Downtown Urban Design Master Plan	061 - Planning - Development	Downtown Urban Design Master Plan	45,000	0
	610-07	610-Future Growth Strategy	061 - Planning - Development	Future Growth Strategy	75,000	0
	Total				120,000	0



Summary of Business Cases - Operating

Business Centre	APPROVED PROJECT #	Business Case Number	Costing Center	Operating Project Name	2017	2018
620 Economic Development	620-17	620-DIGITAL	020 - Economic Development - Administration	Digital Connectivity	75,000	0
		Total			75,000	0
710 Aquatics	710-09	710 - Aquatics - RMP re-grouting/gen maint	020 - Aquatics- Administration	RMP re-grouting/gen maint	87,000	0
		Total			87,000	0
720 Indoor Recreation Facilities	720-41	720 - ORC Lobby Flooring	080 - Indoor Recreation Facilities - Main Areas	720 - ORC Lobby Flooring	55,000	0
			080 - Indoor Recreation Facilities - Main Areas	720 - MAINTENANCE- ORC- Structural study	55,000	0
	720-43	720 Plumbing	080 - Indoor Recreation Facilities - Main Areas	720- Maintenance ORC/PCA Plumbing	75,000	0
			090 - Indoor Recreation Facilities - Centennial Arena	720- Maintenance ORC/PCA Plumbing	25,000	0
	720-44	7201 ORC/PCA Arena Maintenance	060 - Indoor Recreation Facilities - Murray	720 - ORC/PCA ARENA MAINTENANCE	6,000	0
			070 - Indoor Recreation Facilities - Piper	720 - ORC/PCA ARENA MAINTENANCE	31,000	0
			090 - Indoor Recreation Facilities - Centennial Arena	720 - ORC/PCA ARENA MAINTENANCE	43,500	0
Total				290,500	0	
740 Cultural & Historical Services	740-14	740040-2	040 - Cultural & Heritage - Services Heritage	Museum Attic Education Station	20,000	0
		Total			20,000	0
Total					1,586,500	60,000

	2017 Operating Project Financing	2017	2018
Recapitalization Reserve		664,500	0
MSI Operating Grant		245,000	0
Protective Services Reserve		30,000	0
Police Reserve		60,000	60,000
Water & Sewer Reserve		567,000	0
Cultural Facilities Reserve		20,000	0
TOTAL		1,586,500	60,000



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	110 - Property File Digitization	
Project Code:	110-10	
Total Project Costs		<u>\$50,000</u>
Funding Sources - Operating		
Grants	MSI Operating Grant	\$50,000
Total		<u>\$50,000</u>

Council Strategic Direction:

MAINTAIN ORGANIZATIONAL EXCELLENCE - The Town of Okotoks will be a recognized as leaders in public service.

Project Description:

Over 3,000 multi-unit and non-residential property files exist at the Stockton Block that require scanning to provide quick and convenient access for staff (largely development services division). Annexation property files received in January 2017 would also be included.

Scope of work:

Scanning of all of these types of property files at Stockton Block which includes purging. The movement of these permanent files to an offsite location will free up the basement of the building for ongoing storage needs.

Project Benefits:

Applying new technology to property files would allow internal users facilitated viewing access as opposed to having to obtain and use 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 Major Project Budget Project Detail

2017

OPERATING PROJECT

2017

Project Name: 130 FS Upgrade
Project Code: 130-02

Total Project Costs

\$125,000

Funding Sources - Operating

Reserves (120 BC) General Recap Reserve

\$125,000

Total

\$125,000

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:

Financial Systems Upgrade involves the review and upgrading of the various components that make up the financial software suite.

Scope of work:

Financial Systems Upgrade involves the review and upgrading of the various components that make up the financial software suite including taxes; utilities; accounts payable and receivable. Review will also include subsystems such as dog licensing, business licensing, banking and the many interfaces between Diamond/Dynamics and our many other systems.

Financial Systems review including data purging, table review, monthly close, additional training, interface review; review/restructure of Chart of Accounts.

Project Benefits:

Benefits of system review include enhanced system performance; improved processes and training.



Town of Okotoks Major Project Budget Project Detail

2017

<u>OPERATING PROJECT</u>		<u>2017</u>	<u>2018</u>
Project Name:	210 - AFFRCS Police		
Project Code:	210-01		
Total Project Costs		<u>\$60,000</u>	<u>\$60,000</u>
 Funding Sources - Operating			
Reserves	(210 BC) Police Services Ops	\$60,000	\$60,000
Total		<u>\$60,000</u>	<u>\$60,000</u>

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:

AFFRCS Radio's - for RCMP, Multi year (3 years) commencing in 2016 and ending in 2018

Scope of work:

Align with the NEW Provincial Radio System, with additional radio towers in our region.

Project Benefits:

The provincial AFRRCS system provides a communications platform with integrated technology that allows secure, enhanced communication within the department and with partner agencies including but not limited to: Police, Municipal Enforcement, Provincial Agencies, Mutual Aid Fire Departments, Alberta Emergency Management, Alberta Health Services.

AFRRCS is a new two-way radio network for first responders in municipal, provincial and First Nations agencies across the province. The Alberta government is funding the network's construction, operation and maintenance.

For first responder agencies using AFRRCS there is an opportunity to:

- * fully coordinate joint responses to emergency scenes
- * greatly improve and integrate radio communication among first responders from different agencies
- * reduce the cost of radio system infrastructure
- * use robust, resilient radio technology in day-to-day operations



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

2017

OPERATING PROJECT

2017

Project Name: 230 - Headsets (#2)
Project Code: 230-16

Total Project Costs **\$30,000**

Funding Sources - Operating

Reserves (230 BC) Protective Services - Capital \$30,000

Total **\$30,000**

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:

Additional headsets for remaining Fire Apparatus Fleet. (\$30,000)

Scope of work:

To have every seat in ALL Fire vehicles provided with a headset for full hearing protection/communications.

Project Benefits:

Sirens are a safety tool used responding to emergency incidents. Communications with dispatch and with other members in the same apparatus is enhanced via radio headsets which also function in an intercom fashion. The department has reduced noise levels in modern apparatus by engineering sirens into the front of vehicles rather than roofs, however the interior of responding vehicles using sirens has decibel levels verging on what OH&S considers dangerous. Emergency scenes are inherently busy and noisy places. Incident commanders, pump operators and officers assigned to apparatus increase situational awareness, minimize distractions and enhance safety using dedicated headsets.

The department has installed radio headsets on the rescue boat and the results are very positive in terms of enhanced communications.

Radio headsets reduce noise levels an average of 24 decibels.



Town of Okotoks Major Project Budget Project Detail

2017

OPERATING PROJECT

2017

Project Name: 330 - Projects for Seamen Stadium
Project Code: 330-39

Total Project Costs

\$75,000

Funding Sources - Operating

Reserves (120 BC) General Recap Reserve

\$75,000

Total

\$75,000

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:

Infrastructure Repairs and Maintenance of Seamen Stadium and Dunernay Field-house. \$75,000. per year for 5 years.

Scope of work:

Visitor Club House Upgrade \$65,000
Field and equipment maintenance \$10,000
- Top Dressing of Field
- Mounds / home plate
- Field Turf
- Fencing Repairs

Project Benefits:

The facility currently does not have a visitor dressing rooms (they are currently in a trailer). The upgrade will be built into the side of the SE berm. Dawgs will share in this cost.

Field maintenance listed above will improve the field conditions for the team.



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

2017

OPERATING PROJECT

2017

Project Name: Composite Facilities Maintenance

Project Code: 330-40

Total Project Costs

\$87,000

Funding Sources - Operating

Reserves (120 BC) General Recap Reserve

\$87,000

Total

\$87,000

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:

South Program Air Conditioning \$9,000

SRES Building Slab Heating Upgrade \$3,500

Fleet Storage , Operations Shop and ECO Center, ride- on sweeper \$20,000

RPAC, Patch and paint walls and ceiling \$5,000

Municipal Center Solar Panel repairs- \$8000

Municipal Center Life Safety System Upgrades - \$7,000

Municipal Center re-keying to a higher level of security (Medco System)- \$4000.

Integrate the HVAC system to the Building Automation System (BAS) to control Boilers and RTU's. \$14,000

Upgrade the Security Card access system to the Axiom System. \$16,000

Scope of work:

Provide A/C to South Program Center

SRES Building Slab Heating Upgrade to be installed on the Building Automation System for better comfort and control.

Procurement of a ride-on sweeper for the Operations area. (one that can clean up to 50,00 sq ft of area per hour).

RPAC, patch and paint walls and ceiling.

Repairs to the Domestic Water solar system in order to make the system active again.

Install Emergency Power to run the emergency lighting and T stat transformers in-order to provide emergency power in case of a winter loss of power. (we currently would have no heat to the building).

Re-keying the building to a higher keying standard (Medco).

Integrate the HVAC system to the current BAS so we can control the Roof top units and Boilers from the base station.

Upgrade the Security card access system to bring it on the the Axiom System. The Axiom System is currently the Town card access system standard.

Project Benefits:

On-going lifecycle maintenance of the Town's buildings reduces future expenses and extend the life of the asset



Town of Okotoks Major Project Budget Project Detail

2017

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	410-WATOP	
Project Code:	410-22	
Total Project Costs		<u>\$262,000</u>
Funding Sources - Operating		
Reserves	(410 BC) Water & Sewer Reserve	\$262,000
Total		<u>\$262,000</u>

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:

This is an annual operating project that provides funding to replace or upgrade aging equipment to improve the reliability of existing assets.

Scope of work:

The following elements are included in this project.

1. Curb stop replacement program (\$100,000)
Continuation of replacement of the existing non-functioning curb stops with new curb stops primarily in the Woodhaven area.
2. Security System Upgrade (\$50,000)
Security system upgrade at WTP and Zone 2 - The existing system is dated and has reliability issues.
3. UV Ballast (\$8,000)
Shelf spares for UV equipment at WTP - Standard Maintenance Item.
4. Flow control valve re-build (\$15,000)
Flow control valve rebuild for West Well Field & WTP
5. Roof repair at WTP (\$50,000)
6. Replacement of HMI at Big Rock Booster Station (\$15,000) - Operational issues
7. Replacement of UPS at WTP (\$12,000) - Provides Backup control power and protects controls from surges.
8. Install wireless auto-dialer for WTP and distribution (\$12,000) - For WTP alarming

Project Benefits:

The expected result is to improve the reliability of the water treatment and distribution facilities reducing the amount of unplanned failures, resulting in emergency work, should reduce operating costs.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	420-SEWOP	
Project Code:	420-29	
Total Project Costs		<u>\$305,000</u>
Funding Sources - Operating		
Reserves	(410 BC) Water & Sewer Reserve	\$305,000
Total		<u>\$305,000</u>

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:

This is an annual operating project that provides funding to replace or upgrade aging equipment to improve the reliability of existing assets.

Scope of work:

The following elements are included in this project:

1. Primary clarifier pump room – Heater and ventilation (\$40,000)
To replace heater, install new exhaust fan and ventilation ducting
2. Overhaul of centrifuge (\$50,000)
A full overhaul of the centrifuge
3. Inlet Screw Pump's Shrouds (\$38,000)
To replace deteriorated metal shrouds for pump #1 and #2 – This is an interim fix to ensure the pumps to continue to operate with decent efficiency until upgrades can occur.
4. Chlorine Contact Tank's handrail (\$12,000)
To install handrail at the chlorine contact tank - OH&S
5. Replacement existing SCADA computer and adding a second terminal and upgrading the system (\$28,000)
6. Roof repair (\$50,000)
7. To install a new laboratory DI water system (\$12,000)
8. To install level monitoring and alarming/flushing assembly (if possible) for the siphon river crossings on the sanitary sewer collection system (\$35,000) - This infrastructure is f
9. To install 90 manhole inserts under lids on remaining manholes in the flood plain/fringe that do not have inserts and to seal the barrels on 6 high-priority manholes in the flood plain - This is a first step in reducing infiltration into the collection system in areas proximal to the flood plain and/or fringe.(\$40,000)

Project Benefits:

The expected result is to improve the reliability of the wastewater treatment and collection facilities reducing the amount of unplanned failures, resulting in emergency work, should reduce operating costs.
Reducing infiltration adds to wastewater treatment available capacity and limits treatment costs for storm/ground water.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	610-Downtown Urban Design Master Plan	
Project Code:	610-06	
Total Project Costs		<u>\$45,000</u>
Funding Sources - Operating		
Grants	MSI Operating Grant	\$45,000
Total		<u>\$45,000</u>

Council Strategic Direction:

FOSTER ECONOMIC VITALITY - The Town of Okotoks will facilitate a healthy economy where quality jobs and business opportunities are abundant.

Project Description:

Following the Roger Brooks Branding exercise as well as workshops conducted with staff and stakeholders regarding the downtown and next steps, it was determined that one of the key gaps was a unifying design plan for the downtown. This plan would ensure that future development is contributing to the vitality and success of the downtown, and also provide a framework for facade and signage improvements and incentives programs for existing businesses.

Scope of work:

The plan would be developed to identify a common design theme for the downtown that could be used to evaluate and guide future new development, as well as sign and facade improvements. In addition, it would also serve as a starting point for the development of a Downtown Area Redevelopment Plan, that would be developed later and require more significant staff resources and public engagement to complete. This future ARP would be adopted by bylaw and could also incorporate long term infrastructure and transportation improvements. Scope would include appropriate public engagement and workshops, research of best practices, and the development of the design plan and its presentation to the key stakeholder groups such as the Downtown Committee and Council.

Project Benefits:

This master plan would allow planning staff and administration as a whole to better evaluate and guide future development and improvements in the downtown, instead of approaching each issue as a singular application. It would also provide existing and future businesses and stakeholders with some certainty in regards to the future of the downtown and the continued commitment of the Town to ensure its vitality moving forward.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	610-Future Growth Strategy	
Project Code:	610-07	
Total Project Costs		<u>\$75,000</u>
Funding Sources - Operating		
Grants	MSI Operating Grant	\$75,000
Total		<u>\$75,000</u>

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:

A growth study was completed in early 2014 to support the annexation process. Once agreement on annexation was reached in 2016, the growth study was updated to reflect changes in the growth corridors that came out of negotiation with the MD of Foothills. Once annexation is complete, the growth study will need to be completed to support a new Future Growth Strategy for the Town, as well as to inform the development of a new MDP. The study could also be used as supporting information for the development of the new Land Use Bylaw if required.

Scope of work:

The Future Growth Strategy will build on the work already completed in support of the annexation to determine land uses and proposed sequencing of growth. It will be a key supporting document to ensure that the Town is continuing to move towards the Council target of a balanced tax base as well as other directives. This will enhance the Town's resilience and sustainability in the long term.

Project Benefits:

A new growth study will enable planning services and the organization as a whole to effectively plan new growth in the annexed lands and ensure that it is consistent with the vision of Council and is meeting their goals as stated. The new Future Growth Strategy will form the basis of the new MDP and will also inform the new Land Use Bylaw to a lesser degree. It will also allow administration to make informed choices with regards to infrastructure and service improvements moving forward.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	620-DIGITAL CONNECTIVITY	
Project Code:	620-17	
Total Project Costs		<u>\$75,000</u>
Funding Sources - Operating		
Grants	MSI Operating Grant	\$75,000
Total		<u>\$75,000</u>

Council Strategic Direction:

FOSTER ECONOMIC VITALITY - The Town of Okotoks will facilitate a healthy economy where quality jobs and business opportunities are abundant.

Project Description:

Hire consultant or an in house staff member (highly specialized position) to oversee fibreoptics installation and master plan development for Okotoks to determine both existing areas and greenfield solutions to fibreoptics provision.

Scope of work:

The project will include hiring a dedicated resource with expertise in fibreoptic installation and deployment to remain on staff or as a consultant for 3-5 years. So there will be additional budget impacts for the next 5 years. Installation of fibre and conduit is critical to considering fibreoptics as a municipal utility. This project is one of the most important in a generation and must be done right with the support of the Calgary Regional Partnership and the expertise of their expert consultant Mr. Craig Dobson. In addition the Okotoks fibrebuilder will look at both brownfield and greenfield opportunities to install conduit and fibre throughout the entirety of Okotoks to ensure consumers have choice, high speeds and low costs when it comes to Internet. However this project is more than providing Internet, it is about Smart Cities and ensuring the Corporation of the Town of Okotoks is well positioned to take advantage of fibreoptics related to crime prevent, traffic control, municipal buildings, information technology, business systems and social services enhancements.

Project Benefits:

Availability of affordable, true, broadband services are key to economic prosperity amongst all those participating in the modern knowledge-based economy. Because of the Internet and related technologies, the world is now transitioning to even more complex economic systems built around knowledge. As a foundational cornerstone of these emerging systems of wealth creation, access to broadband has become critical to sustainable economic development in virtually every community and society on the planet.

- Providing the abundant high speed broadband services that communities require for economic development is at odds with the business objectives of the incumbents.
 - As a result, and based on the successful deployment in Olds Alberta, many communities are now seriously considering their options – some may also elect to provide the fibre infrastructure themselves.
- Installation of fibreoptics will help "futureproof" Okotoks and attract and retain the kind of industry and talent to diversity the workforce and create living wage employment opportunities in Town.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

OPERATING PROJECT

2017

Project Name: 710 - Aquatics - RMP re-grouting/gen
Project Code: 710-09

Total Project Costs **\$87,000**

Funding Sources - Operating

Reserves (120 BC) General Recap Reserve \$87,000

Total **\$87,000**

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:

This project involves re-grouting the Riley Minue Pool with a epoxy grout, repairing broken tile within the pool basin., replacing the automated faucets in the change rooms, improvements to the staff area, and replacing the window blinds around the deck.

Scope of work:

The project includes a number of improvements to the aquatic center including:
Re-grouting the basin of Riley Minue Pool. The general life expectancy for grouting in a pool is 5-12 years. RMP is now at 10 years and the grouting is heavy worn in some areas. While the pool is empty the basin will be inspected and all cracked and chipped tiles will be repaired or replaced.
The automated faucets in the change rooms are at the end of their life expectancy. Batteries that used be replaced yearly are now having to be replaced monthly and are continuously being repaired.
The staffing additions have increased and the current space used is not functional. The project will include the purchase of desks, moving the first aid bed and creating some more storage space to allow for increased productivity from the staff in this area.
Replacing the window blinds around the pool deck. The window blinds are critical for lifeguarding and controlling the glare around the pool deck. The current blinds are coming up to the end of their life expectancy and require frequent repairs.

Project Benefits:

Re-grouting is a regular maintenance project. The grouting in a pool is required to protect the integrity of the basin. Over time it is slowly worn away by the harsh chemicals required for disinfecting the water. This repair will fill in missing grouting with an epoxy product that will hold up to the environment better than standard grout and will extend the expected life of the pool basin as well it will protect our patrons from cutting their feet from the sharp edges. While the pool is empty there will be an opportunity to repair and replace broken and chipped tiles.
The automated faucets will be replaced with hardwired faucets that will not require batteries, require less maintenance, will be much more dependable and environmentally friendly.
With the addition of the Aquatic Coordinator, the Coordinator and Supervisor share a work space that is set up to accommodate one person, the Senior guard work in a shared space that is crowded and inefficient. The upgrade will involve the purchase of desks, creating a better first aid space and development of better storage and work stations in the shared staff area.
Replacing the window blinds will lead to reduced staff time repair the blinds, and ensure that the glare can consistently be controlled in the deck areas making it safer for the lifeguards to perform their duties.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	720 - ORC Lobby Flooring	
Project Code:	720-41	
Total Project Costs		<u>\$55,000</u>
Funding Sources - Operating		
Reserves	(120 BC) General Recap Reserve	\$55,000
Total		<u>\$55,000</u>

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:

Replace the aged Lino flooring in the Okotoks Recreation Centre with vinyl flooring.

Scope of work:

Removal and replacement of the existing cracking tile with new vinyl flooring.

Project Benefits:

This project would greatly improve the overall appearance of the lobby. The fresh appearance would result in facility users feeling comfortable and welcome. Possible pass holder increase due to the professional nature of our image.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	720 Maint ORC Structural Study	
Project Code:	720-42	
Total Project Costs		<u>\$55,000</u>
Funding Sources - Operating		
Reserves	(120 BC) General Recap Reserve	\$55,000
Total		<u>\$55,000</u>

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:

Structural feasibility study for the sinking front entrance concrete and wall separation in the main utility room at the Okotoks Recreation Centre.

Scope of work:

Requesting that the study cover underlying causes of this issue as well as a recommended course of action for repairs. This study will also cover the estimated costs associated with, and scope of, that project.

Project Benefits:

The expected results of the study will give guidance on the proper procedure on how to rectify these major deficiencies.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	720 Plumbing	
Project Code:	720-43	
Total Project Costs		<u>\$100,000</u>
Funding Sources - Operating		
Reserves	(120 BC) General Recap Reserve	\$100,000
Total		<u>\$100,000</u>

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:

This project will support client, guest, and user expectations of the services and amenities of the Okotoks Recreation Centre. Replace 2 hot water tanks and deteriorating pipes in the Okotoks Recreation Center and Pason Centennial Arena.

Scope of work:

Replacement of 2 hot water tanks and large segments of existing pipe.

Project Benefits:

Uninterrupted service of the ORC/PCA and decrease the amount of emergency maintenance costs. Reduction in emergency callouts for line breaks.

Lifecycle maintenance- improves aesthetics, image, and usability.



**Town of Okotoks
Major Project Budget
Project Detail
2017**

<u>OPERATING PROJECT</u>		<u>2017</u>
Project Name:	7201 ORC/PCA Arena Maintenance	
Project Code:	720-44	
Total Project Costs		<u>\$80,500</u>
Funding Sources - Operating		
Reserves	(120 BC) General Recap Reserve	\$80,500
Total		<u>\$80,500</u>

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:

Replacement of aging assets that are past their effective lifecycle, and installation of an improved access point to the Pason Centennial Arena penalty/timekeeper box.

Scope of work:

Replacement of players bench matting in Murray and Piper Arenas.
Repair to gates of the Pason Centennial Arena and installation of better access for the public to the penalty/timekeeper box.
Replacement of aging Board plastic and removal of plywood on Piper arena board system

Project Benefits:

worn out matting dulls skates as well as becomes a tripping hazard; gates are becoming less reliable for effective use; and having the public walk across the ice to use the penalty/timekeeper box is a major slip hazard that could result in serious injury. Low maintenance boards as well as added safety on the southwest corner of Piper Arena.
Meet the safety requirements that are currently a potential issue. Client/user satisfaction.



Town of Okotoks Major Project Budget Project Detail

2017

OPERATING PROJECT

2017

Project Name: 740040-2 Museum Attic Education Station

Project Code: 740-14

Total Project Costs

\$20,000

Funding Sources - Operating

Reserves (740 BC) Cultural Facilities Reserve

\$20,000

Total

\$20,000

Council Strategic Direction:

MAINTAIN ORGANIZATIONAL EXCELLENCE - The Town of Okotoks will be a recognized as leaders in public service.

Project Description:

Design and install an interactive, youth friendly, educational heritage play station and theatre component in the attic space at the museum.

Scope of work:

Hire theatre set designer for project. Complete design. Hire carpenters to build, and install physical structure. Paint it, and equip with historic puppets, costumes and complementary educational equipment.

Project will endeavor to raise at least 50% funding through grants or donations.

Project Benefits:

- Increase attendance by drawing people into the museum
- Provide informational programming opportunities
- Invigorate an underutilized asset -- the museum attic.