

2019

BUDGET

# *Investing in* QUALITY OF PLACE



photo credit: City of Nanaimo



# Agenda



photo credit: City of Nanaimo

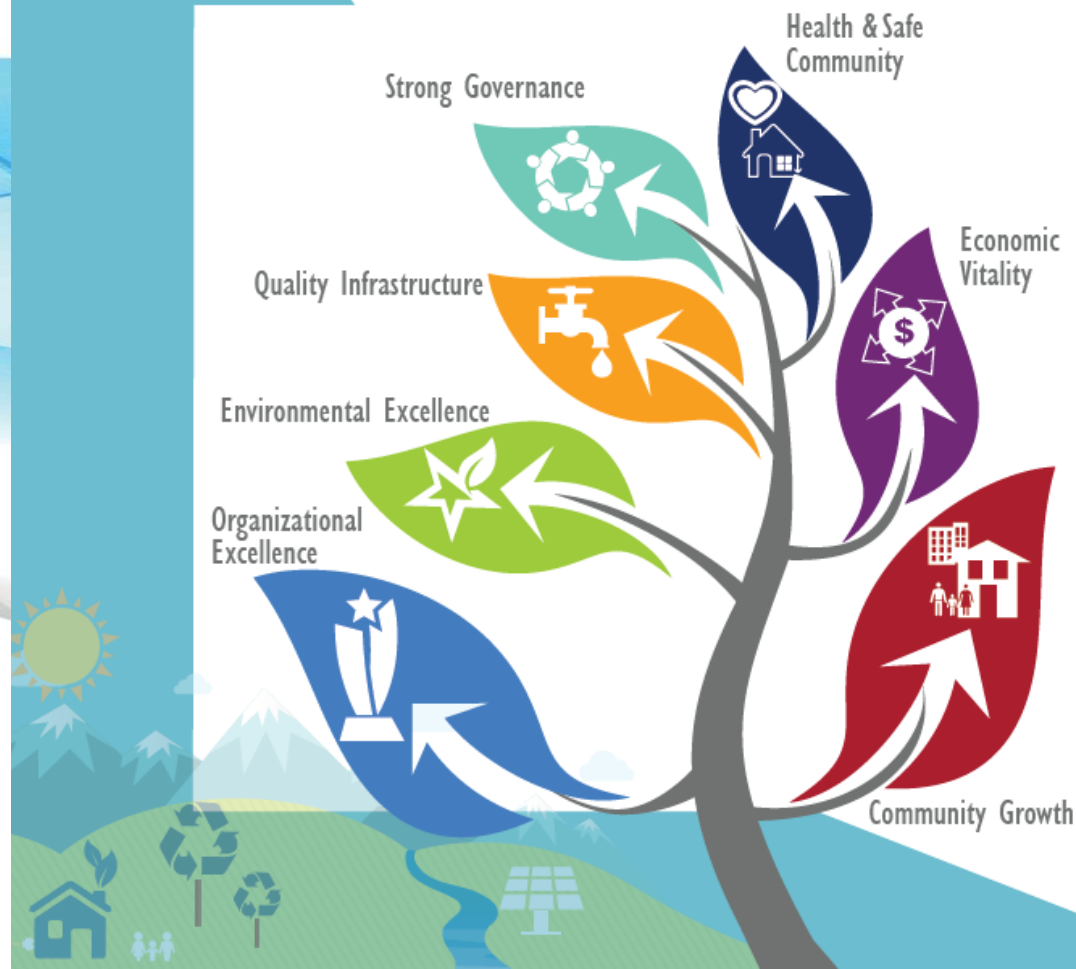


2018-2021 Strategic Plan .....	3
Strategic Directions.....	4
Vision & Mission Statement .....	5
Guiding Principles.....	6
Corporate Values.....	7
Citizen Satisfaction Survey Highlights .....	8
Strategic Plan Highlights.....	9
Citizen Satisfaction Survey Highlights .....	10
Budget Process .....	15
Budget Guideline Highlights.....	17
Efficiencies in Action.....	20
Risk Management.....	21
Assumptions.....	22
Capital Budget .....	23
10 Year Capital Plan Strategic Direction .....	24
2019 Capital Plan Storm System.....	25
2019 Capital Plan Sanitary System.....	26
2019 Capital Plan Transportation.....	27
2019 Capital Plan Water System.....	28
Capital Project Funding .....	29
Capital Financial Strategy .....	30
Project Grants .....	31
Capital Budget Realities.....	32
5 Year Estimated Debt Limits .....	34
Funding Reserves and Debt 2019-2023 .....	35
Impact of Capital on Operating Budget.....	39
Operating Budget: 2019 Budget with Forecast.....	40
Operating Budget: Revenue & Expense Summary .....	41
Operating Budget: Total Revenue by Category 2019 .....	42
Operating Budget: Total Revenue by Category 2018 .....	43
Comparison: Total Revenue by Category 2018-2019 .....	44
Operating Budget: Total Expenditures by Category 2019 .....	45
Operating Budget: Total Expenditures by Category 2018 .....	46
Comparison: Total Expenditures by Category 2018-2019 .....	47
Operating Budget: Total Expenditures by Division 2019 .....	48
Operating Budget: Total Expenditures by Division 2018 .....	49
Operating Budget Highlights .....	50
Revenues & Expenditures .....	51
Operating Budget Highlights .....	52
Cost Savings, Efficiencies & Effectiveness .....	53
Vacancy Factor .....	55
2019 Service Level Reviews.....	56
Rates & Fess for 2019.....	57
Policies for Consideration.....	58
Staffing .....	59
2019 Budget Highlights.....	60
Budget Details by Divisions.....	61
Regional Comparisons.....	90
Questions .....	97

2018-2021

# STRATEGIC PLAN

growing up from strong roots



# Strategic Directions



# Town Vision

The Town of Okotoks fosters a culture of resiliency - where people, businesses, ideas and sense of community thrive. Grounded by the Sheep River valley and supported by thoughtful planning and design, a strong local economy and a vibrant civic culture, Okotoks offers exceptional quality of life at every stage of life. Respect for each other and the natural environment makes Okotoks home.

# Town Mission

The Town of Okotoks strives to create and nurture an environment in which people are able to pursue the fulfilment of their values, in harmony with the community.

# Guiding Principles



Livable Okotoks



Inclusive neighbourhoods



Sustainable design



Vibrant civic culture and heritage



Active lifestyle



Strong local economy

# Okotoks

## Our vision

The Town of Okotoks fosters a **culture of resiliency** – where people, businesses, ideas and a strong sense of community thrive. Grounded by the Sheep River valley and supported by thoughtful planning and design, a strong local economy and a vibrant civic culture, **Okotoks offers exceptional quality of life at every stage of life.** Respect for each other and the natural environment makes Okotoks home.

## Our mission

The Town of Okotoks strives to create and nurture an environment in which people are able to **pursue the fulfilment of their values, in harmony with the community.**

### Innovation

We are a leading-edge organization that creates possibilities.



### Collaboration

We work together to achieve great results.



### Empowerment

We encourage and support our colleagues in taking initiative.



### Passion

We strive to be the best at what we do.



### Accountability

We take ownership for what we do.



### Communication

We are open, honest, and respectful.



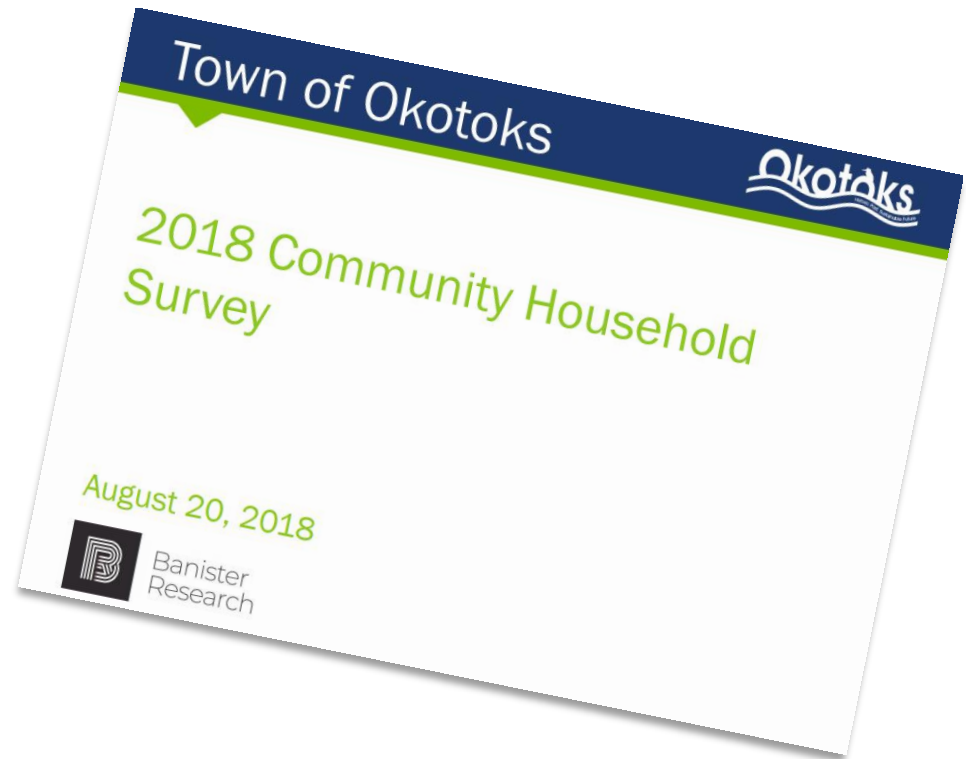
Our **culture.** Our **spirit.** Our **values.**



# Citizen Satisfaction Survey Highlights

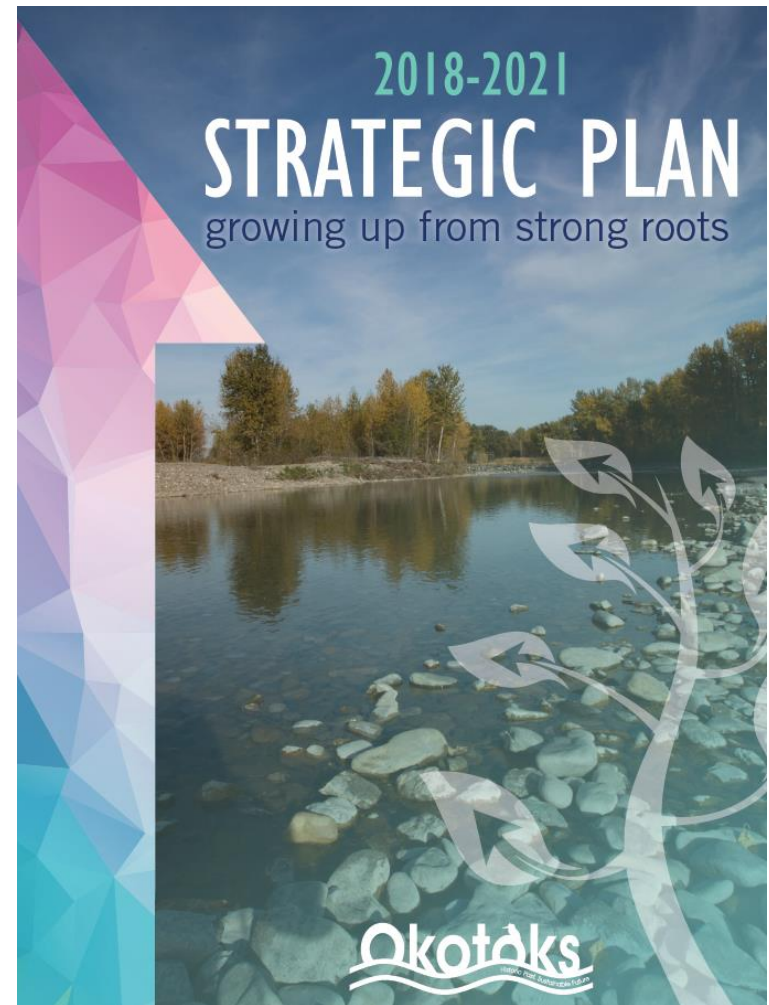
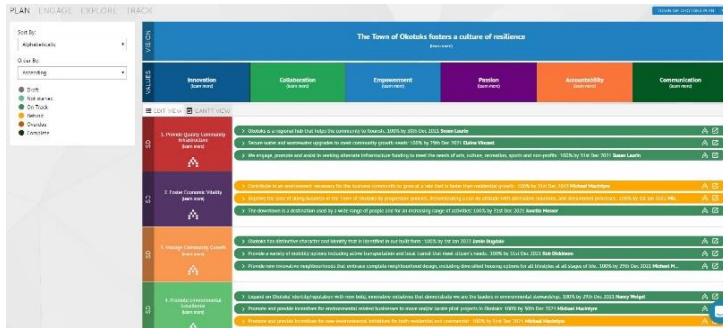
The 2018 Citizen Satisfaction Community Household Survey was designed as an online survey.

Census enumerators distributed door hangars to more than 10,268 households in May 2018.



# 2018-2021 Strategic Plan

- The Strategic Plan is the direction set by Council that guides Administration.
- Strategic Plan Implementation includes comprehensive coordinated plans detailing the organizational work to achieve the direction.
- The Budget implements the course of direction for 2019 and beyond.



# Citizen Satisfaction Survey Highlights

## Public Engagement

- The Citizen Satisfaction Community Household Survey contained questions on taxation and budget.
- An advertising campaign using print, social media, electronic signs and radio encouraged residents to complete the survey.
- A total of 4,267 surveys were returned between May 2 to June 15, 2018 (approximately 40% response rate) – an exceptional response for our tri-annual household survey.
- A response of 400 or more is industry standard as a good response rate and measure of public opinion for surveys.



# Citizen Satisfaction Survey Highlights

## Town's Priority

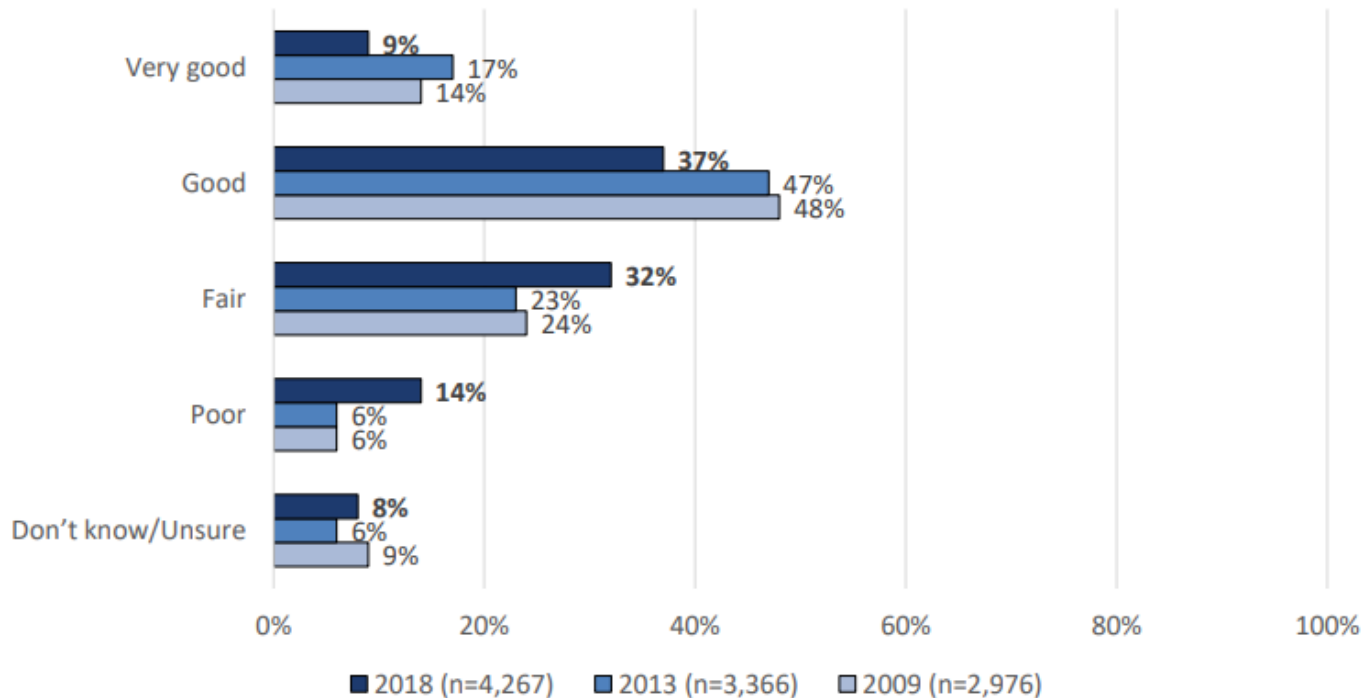
Obtaining a long-term water supply is currently the Town's top priority. If there is a budget remaining, what do you think the next most important priority should be? (Top Responses)\*

- Improve snow removal services (7%)
- Restrict development, slow down Town growth, and/or keep a population cap (6%)
- Improve police and law enforcement services; reduce the crime rate (6%)
- Add more recreational facilities, programs, and activities (5%)
- Improve road maintenance – i.e., repairs and upgrades (5%)
- Don't know / not stated (43%)

# Citizen Satisfaction Survey Highlights

## Value for Tax Dollar

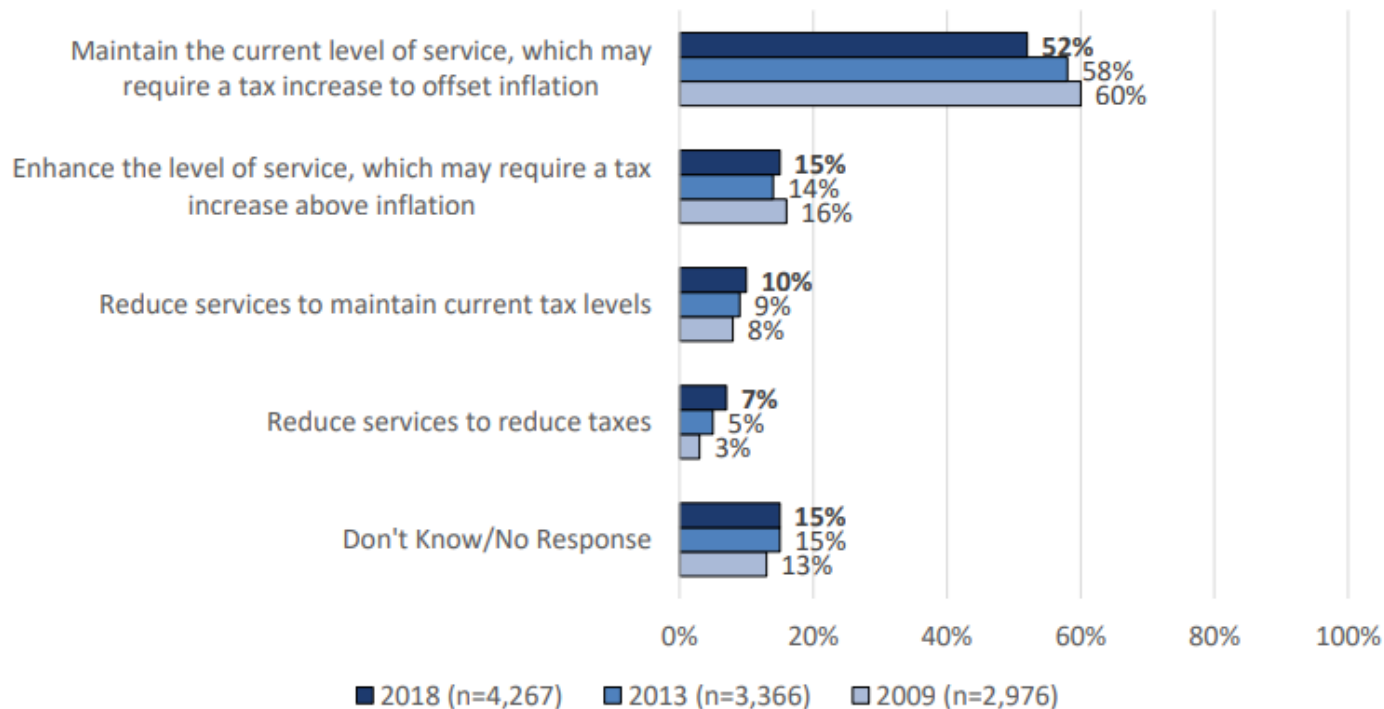
How would you rate the value for your tax dollars that you receive from the Town?



# Citizen Satisfaction Survey Highlights

## Tax Strategy

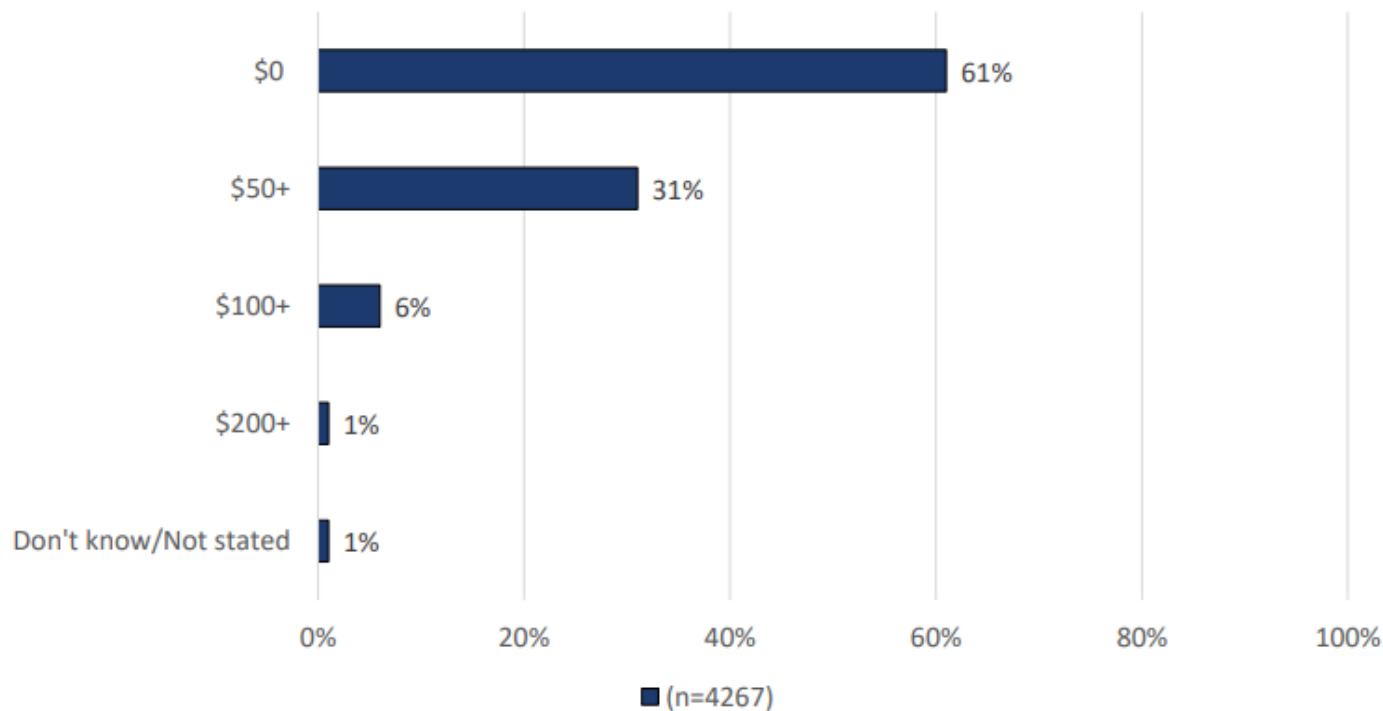
Which of the following tax strategies do you support most over the next 5 years?



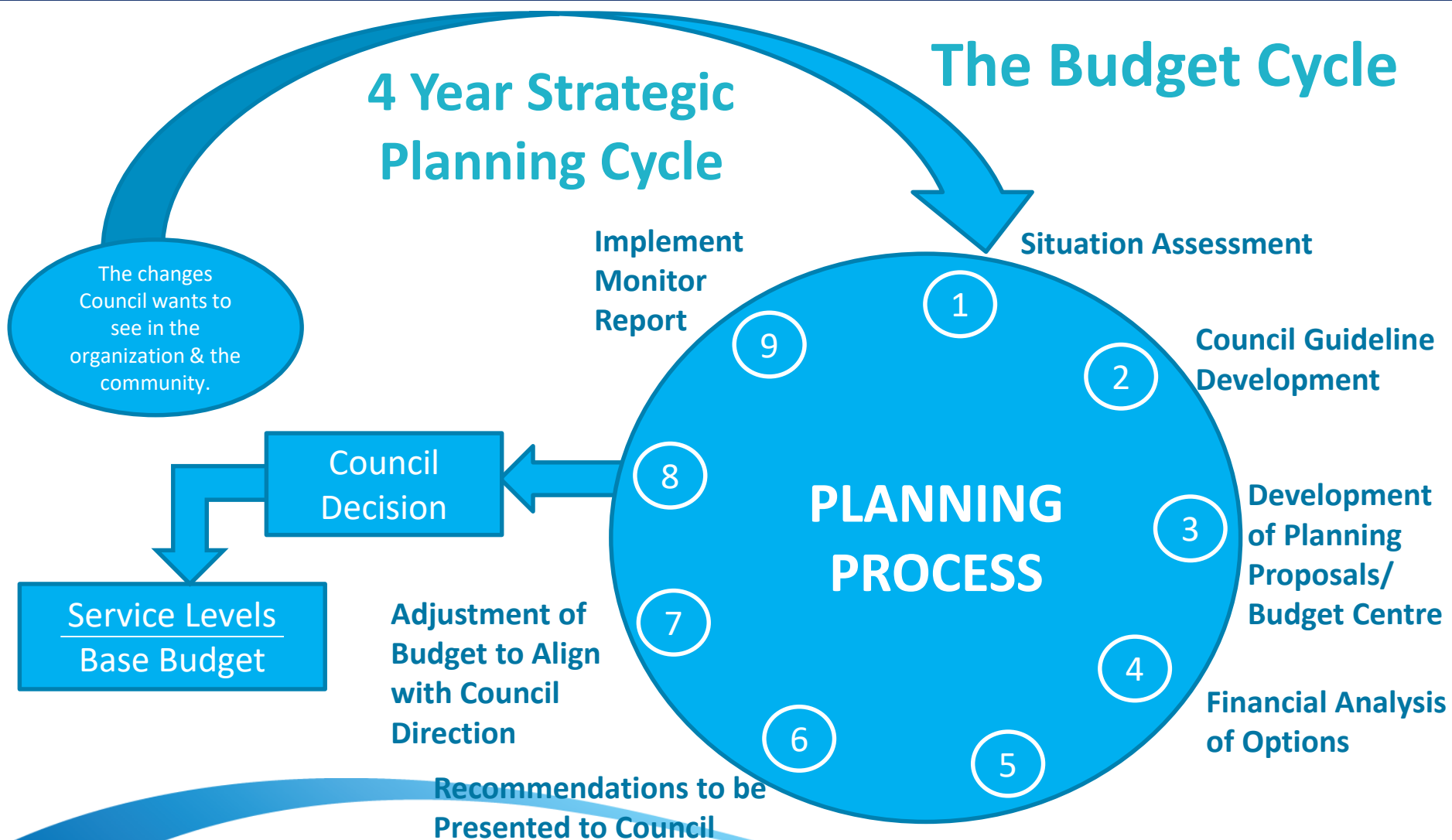
# Citizen Satisfaction Survey Highlights

## Increase in Snow Clearing Service

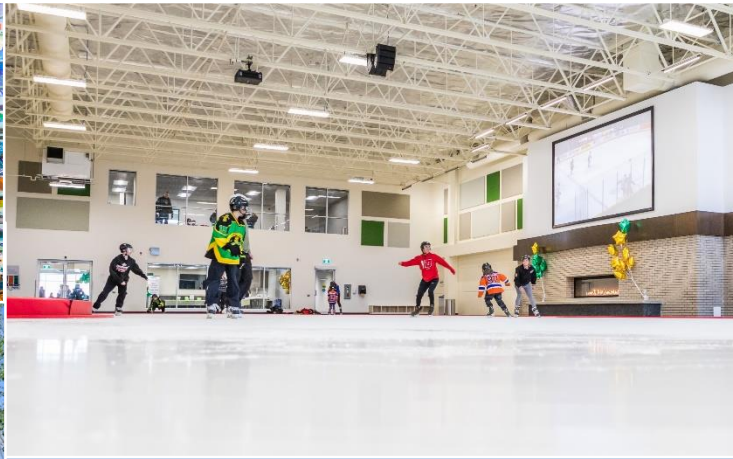
To facilitate an increase in snow clearing in residential areas, how much would be willing to pay on your taxes?



# Budget Process



# Budget Guideline Highlights



# Budget Guideline Highlights

1. Allocating financial resources for the water line.
2. Consideration of overall Global, Canadian and Provincial economic conditions.
3. Responsiveness to local economic conditions and a desire for a low tax increase.
4. The need to factor in key provincial changes including the end of **Municipal Sustainability Initiative (MSI) funding** in 2021 and uncertainty of future funding levels and the lack of grant funding for the water line. We are using 75% of the 2021 MSI funding for the balance of the capital program.
5. Franchise Fee rate review and changes.
6. Maintaining reserve contribution levels for the General Recapitalization, Recreation Facilities and Cultural Facilities at 2018 levels while now including it within the property tax component.
7. No changes to service levels with the exception of those authorized by Council. Snow and Ice Control and Public Wi-Fi were requested to be reviewed by Council.



# Budget Guideline Highlights

## Franchise Fees

- Fortis Alberta Inc.: Increase the rate to 18%.
- ATCO Gas and Pipeline Ltd.: Move to a Method A contract and a new rate of 16% which includes an amount equivalent to Rider B.

Update: AUC  
Approval  
Received

### Okotoks FRANCHISE FEE INCREASE NOTICE

Please be advised that the Town of Okotoks is proposing to increase the local access fee charged to FortisAlberta Inc. (FortisAlberta) to use municipal lands for its power lines effective January 1, 2019.

FortisAlberta recovers this fee from its customers as the local municipal access fee on electric billings to all customers that receive electric service in the town. This local access fee will increase from 10% to 18%. This local access fee will increase from \$5.96 to \$11.44 based on 625kWh consumption in 30 days.

Questions or concerns should be directed to Finance Division, P.O. Box 20, Stn Main, Okotoks, Alberta, phone 403-938-4404; email Finance@okotoks.ca on or before October 10, 2018.



### NOTICE OF APPLICATION

**For approval to renew the natural gas franchise agreement between the Town of Okotoks and ATCO Gas and Pipelines Ltd.**

The Alberta Utilities Commission expects to receive an application from ATCO Gas and Pipelines Ltd. to renew its franchise agreement with the Town of Okotoks, following the submission deadline indicated below.

The franchise agreement will continue to allow ATCO Gas and Pipelines Ltd. the exclusive right to deliver natural gas to the residents of the Town of Okotoks for 10 years effective January 1, 2019.

The monthly franchise fee percentage will change to 16.00 per cent Method "A" franchise fee calculation from 5.25 per cent Method "C" franchise fee calculation effective January 1, 2019. The franchise fee for an average residential customer is forecast to increase to \$6.16 per month. An average residential customer uses about 120 gigajoules per year.

You may send your objections, concerns about, or support for the application in writing to the Town of Okotoks or ATCO Gas and Pipelines Ltd. on or before October 10, 2018 at:

Town of Okotoks, Finance Division, Box 20, Stn Main, Okotoks, Alberta, phone 403-938-4404; email: Finance@okotoks.ca.

ATCO Gas and Pipelines Ltd., Travis Oliver, Franchise Coordinator Regulatory, 17th Floor 10035 - 105 Street NW Edmonton, Alberta, phone: 780-420-5752; email: travis.oliver@atcogas.com

Any submissions received, unless you request otherwise, will be part of the application submitted and will become part of the public record.

For more information on franchises or to receive a copy of the franchise agreement, contact either the Town of Okotoks or ATCO Gas and Pipelines Ltd.

For more information about the AUC or its approval process associated with franchise applications, please contact the AUC directly at 780 427 4903 or at consumer-relations@auc.ab.ca.

The Alberta Utilities Commission is an independent, quasi-judicial regulatory body responsible for making decisions about utility-related applications.

Issued on Sept. 26, 2018. Alberta Utilities Commission

Douglas A. Lardier, QC, General Counsel

# Budget Guideline Highlights

- 3% tax increase for 2019 ( Budget reflects 2.0%)
- 4% yearly for next 4 years
- 10 year capital plan required
- Target service level reviews for the following areas:
  - I. Public Free Wi-Fi
  - II. Snow and Ice Control



## In Support of Efficiency and Effectiveness:

## Low of Ukotoks

## Summary

**For the 5 Year 2019 – 2023 Contributions To (From) Capital and Operating Reserves**

		2018		2019		2020		2021		2022		2023	
	Account No.	From Capital Reserve	To Capital Reserve	From Capital Reserve	To Capital Reserve	From Capital Reserve	To Capital Reserve	From Capital Reserve	To Capital Reserve	From Capital Reserve	To Capital Reserve	From Capital Reserve	To Capital Reserve
Community Services:													
Franchise Inflation Reserve													
COPYRTH (100%) COPYRTH (00000000) - Residual East Boston -	1-100-100-000	(0.050)											
COPYRTH (100%) COPYRTH (00000000) - Boston Bluefields	1-100-100-000	(0.170)											
COPYRTH (100%) COPYRTH (00000000) - Boston Inlet - Mass	1-100-100-000	(0.020)											
COPYRTH (100%) COPYRTH (00000000) - Boston Inlet - Mass	1-100-100-000	(1.550)											
COPYRTH (100%) COPYRTH (00000000) - Inlet No Inlet	1-100-100-000	(0.100)											
COPYRTH (100%) COPYRTH (00000000) - Essex & Bridge - Mass	1-100-100-000	(0.040)											
COPYRTH (100%) COPYRTH (00000000) - Essex & Bridge - Mass	1-100-100-000	(0.020)											
Subtotal		(2.290)											
Corporate & Strategic Services													
Franchise Inflation Reserve													
COPYRTH (100%) COPYRTH (00000000) - Residual & Residual	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Residual & Residual	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Residual & Residual	1-100-100-000	(0.020)											
COPYRTH (100%) COPYRTH (00000000) - Residual & Residual	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Inlet & Pen Boston	1-100-100-000	(0.050)											
Subtotal		(0.020)	0.020										
Developmental Services:													
Franchise Inflation Reserve													
COPYRTH (100%) COPYRTH (00000000) - Residual & Residual	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Residual & Residual	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Residual & Residual	1-100-100-000												
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COPYRTH (100%) COPYRTH (00000000) - Residual & Residual	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Residual & Residual	1-100-100-000	(0.050)											
COPYRTH (100%) COPYRTH (00000000) - Residual & Residual	1-100-100-000	(0.020)											
COPYRTH (100%) COPYRTH (00000000) - Residual & Residual	1-100-100-000	(0.020)											
Subtotal		(0.050)	0.020										
Finance & Systems:													
Franchise Inflation Reserve													
COPYRTH (100%) COPYRTH (00000000) - Cross Margin Boston - Blue	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Cross Margin Boston - Blue	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Cross Margin Boston - Blue	1-100-100-000	(0.050)											
COPYRTH (100%) COPYRTH (00000000) - Cross Margin Boston - Blue	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Cross Margin Boston - Blue	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Cross Margin Boston - Blue	1-100-100-000	(0.020)											
COPYRTH (100%) COPYRTH (00000000) - Cross Margin Boston - Blue	1-100-100-000	(0.020)											
Subtotal		(0.050)	0.020										
Operational & Infrastructure Services													
Franchise Inflation Reserve													
COPYRTH (100%) COPYRTH (00000000) - Inlet Maintenance - ICE	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Inlet Maintenance - ICE	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Inlet Maintenance - ICE	1-100-100-000	(0.050)											
COPYRTH (100%) COPYRTH (00000000) - Inlet Maintenance - ICE	1-100-100-000												
COPYRTH (100%) COPYRTH (00000000) - Inlet Maintenance - ICE	1-100-100-000	(0.050)											
COPYRTH (100%) COPYRTH (00000000) - Inlet Maintenance - ICE	1-100-100-000	(0.050)											
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COPYRTH (100%) COPYRTH (00000000) - Inlet Maintenance - ICE	1-100-100-000	(0.050)											
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COPYRTH (100%) COPYRTH (00000000) - Inlet Maintenance - ICE	1-100-100-000	(0.050)											
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COPYRTH (100%) COPYRTH (00000000) - Inlet Maintenance - ICE	1-100-100-000	(0.050)											
COPYRTH (100%) COPYRTH (00000000) - Inlet Maintenance - ICE	1-100-100-000	(0.050)											
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COPYRTH (100%) COPYRTH (00000000) - Inlet Maintenance - ICE	1-100-100-000	(0.050)											
COPYRTH (100%) COPYRTH (00000000) - Inlet Maintenance - ICE</													

# Risk Management

- No long-term source of stable funding as MSI scheduled to end in 2021.
- Franchise fees: AUC approval is required.
- Offsite Levy Management.
- Long term industrial development strategy not included.



# Assumptions

- 2019 – 2021 population increase: 1% per year; 2% per year after 2022
- Development Acres: 50 acres of development per year
- Housing starts (R1 & R2): 150 per year
- Housing starts (Multi-family): 50 per year
- Housing Completions (R1 & R2): 150 per year
- Housing Completions (Multi-family): 50 per year
- Assessed Value: \$450,000/home, \$300,000/multi-family



# Capital Budget 2019

## Major Capital Projects 2019

(\$M)

Wastewater Treatment Plant Upgrade (Project 104)	\$ 7.15
Affordable Homes - Placeholder (Project 112) *	\$ 3.25
Zone 3N/4N Reservoir Upgrade (W6) (Project 11)	\$ 2.15
Local Transit - Placeholder (Project 116) *	\$ 1.40
Snow Dump Land and Development (Project 94)	\$ 1.00
North Railway Water Main Replacement (Project 118)	\$ 0.50
Asset Replacement Program (Project 126)	\$ 0.49
Northridge Drive Storm Improvements (Project 98)	\$ 0.40
Information Technology Upgrades (Project 28)	\$ 0.38
Solar Systems Recreational Centers - Placeholder (Project 127) *	\$ 0.36
Northridge Drive Urbanization (T7) (Project 4)	\$ 0.36
Others	\$ 1.60

<b>Total</b>	<b>\$19.04</b>
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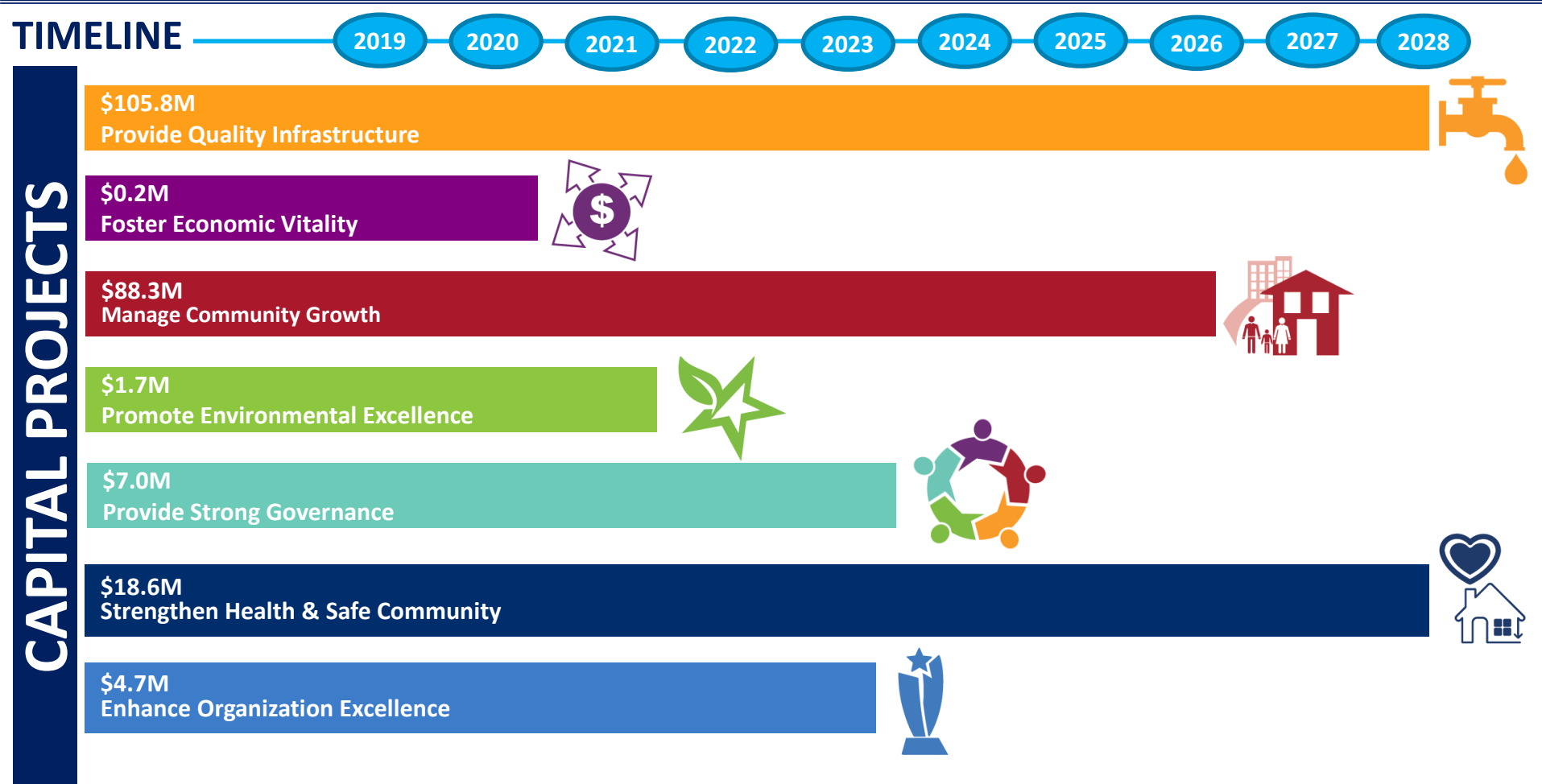
Multi-Year Projects	\$ 7.84
Sub Total	\$26.88
Estimated carry forward capital amount	\$ 7.65
Net Pre-approved project from 2018 Budget	\$ 1.55
Council Approval of Capital Project List	\$36.08

\* Administration will provide a detailed review to Council prior to formal project approval

2019 Budget Presentation

# 10 Year Capital Plan – Strategic Direction

## \$226M Total Projects



# 2019 Capital Plan Storm System



## Town of Okotoks

### 2019 Capital Plan

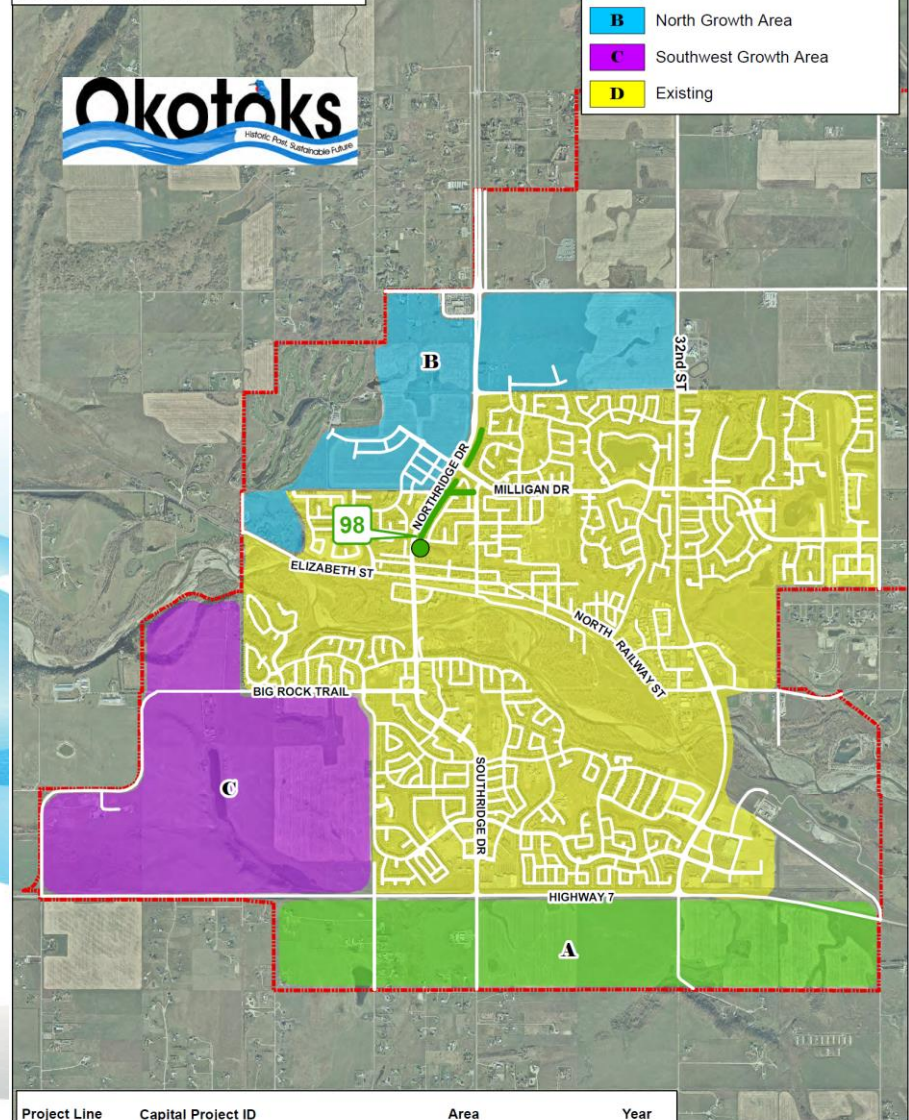
### Storm System

Information Management Services  
December 12 2018 Scale 1:27000



#### Legend

- Future Storm Sewer Projects
- Town of Okotoks
- A South Growth Area
- B North Growth Area
- C Southwest Growth Area
- D Existing



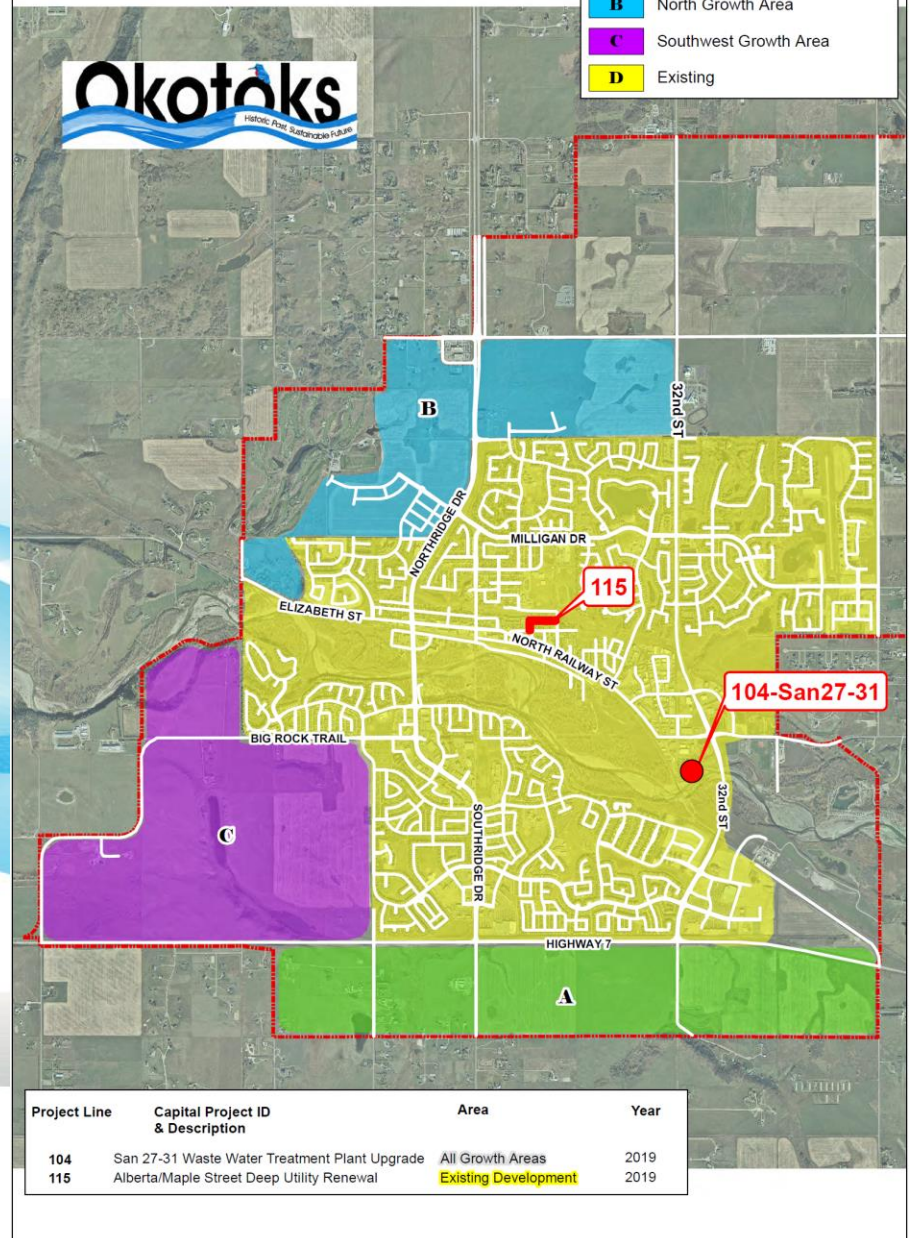
Project Line	Capital Project ID & Description	Area	Year
98	Northridge Drive Storm Water Improvements	Existing Development	2019

# 2019 Capital Plan Sanitary System



## Legend

- Future Sanitary Projects
- Town of Okotoks
- A South Growth Area
- B North Growth Area
- C Southwest Growth Area
- D Existing



# 2019 Capital Plan Transportation



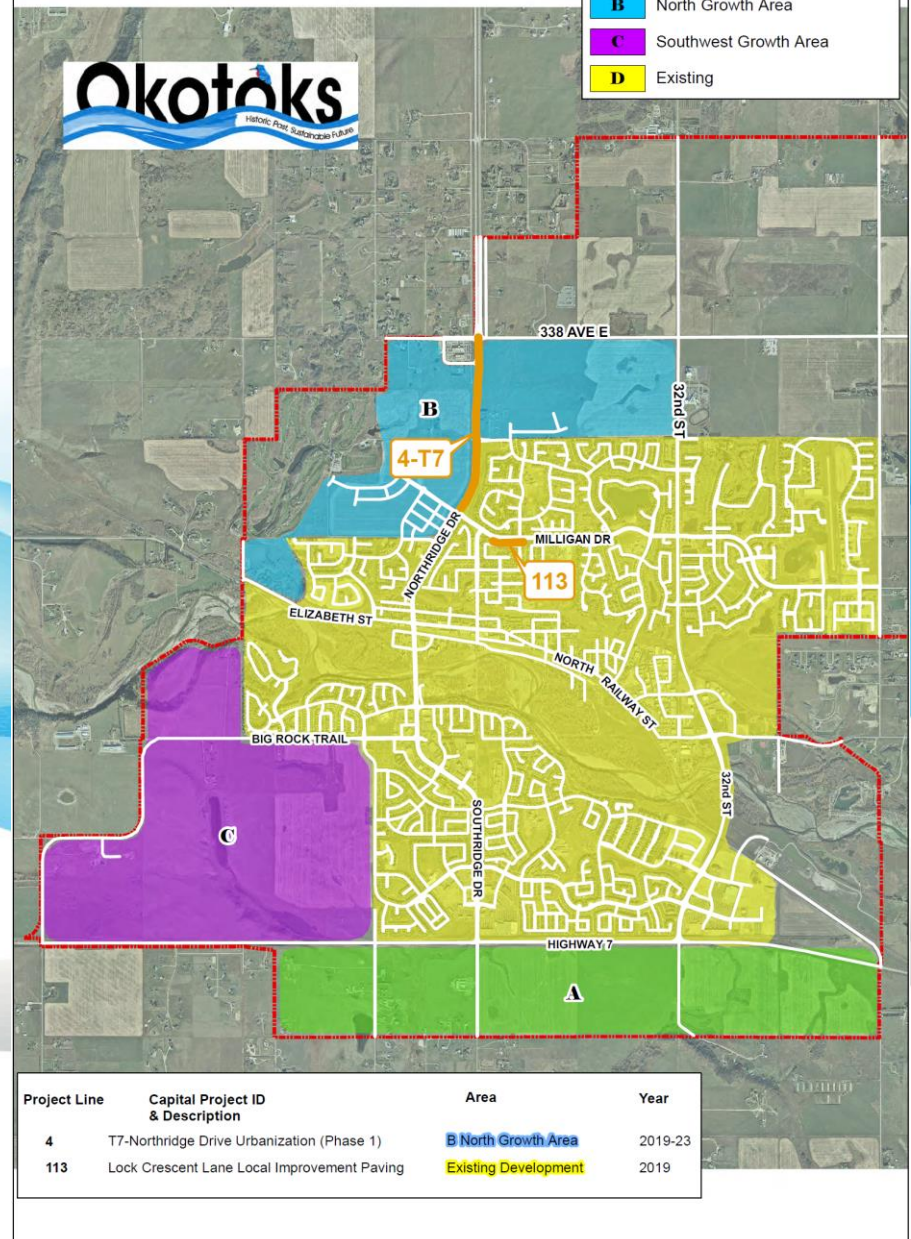
## Town of Okotoks 2019 Capital Plan Transportation Projects

Information Management Services  
December 12 2018 Scale 1:27000



### Legend

-  Future Transportation Projects
-  Town of Okotoks
-  South Growth Area
-  North Growth Area
-  Southwest Growth Area
-  Existing



# 2019 Capital Plan Water System



## Town of Okotoks

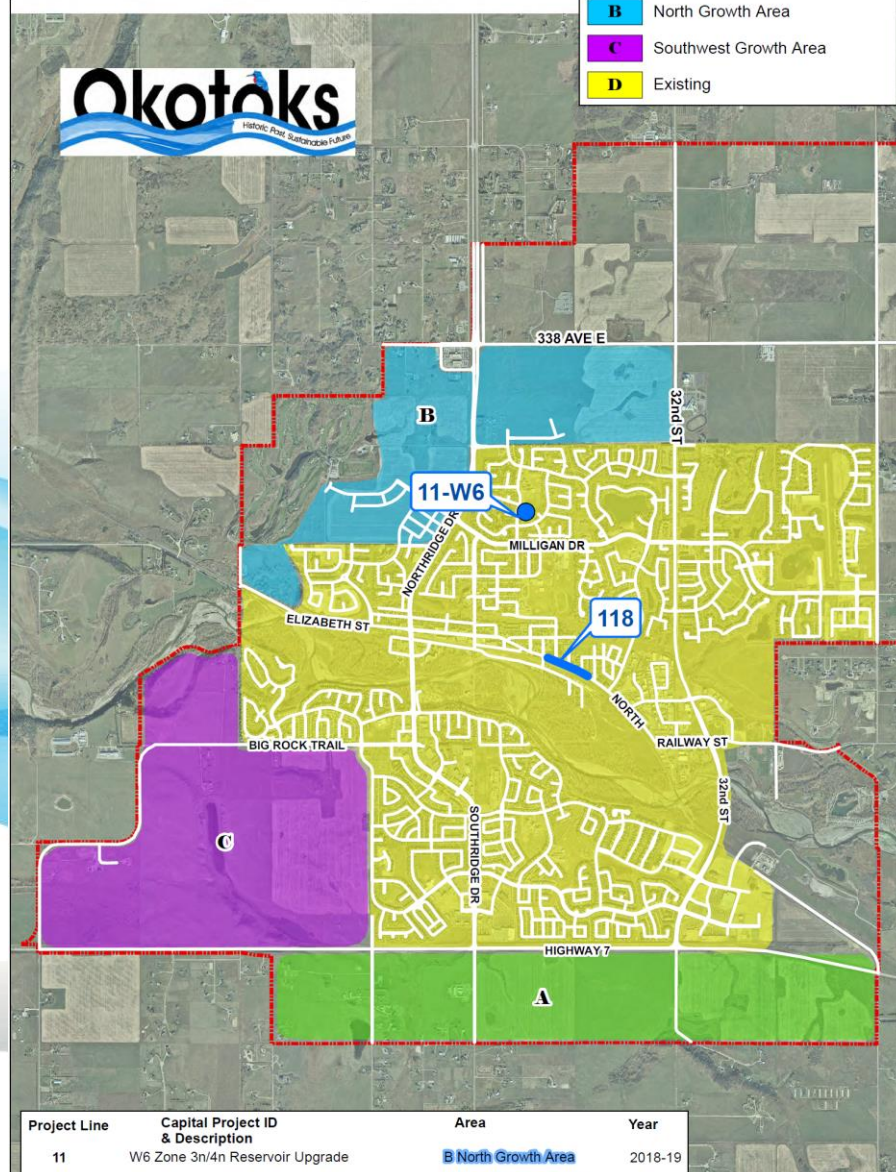
### 2019 Capital Plan Water System

Information Management Services  
December 12 2018 Scale 1:21000



#### Legend

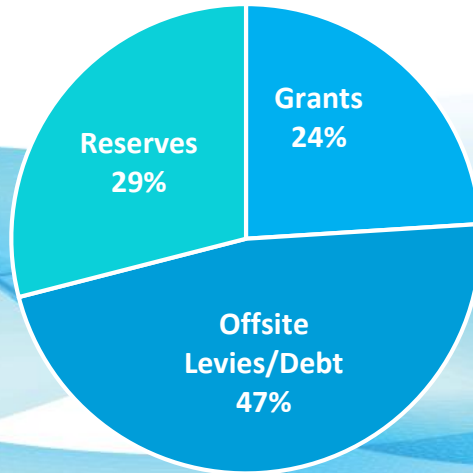
- Future Water Projects
- Town of Okotoks
- A South Growth Area
- B North Growth Area
- C Southwest Growth Area
- D Existing



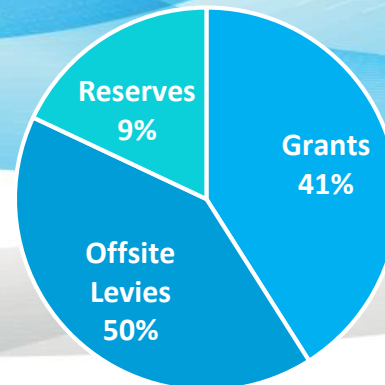
Project Line	Capital Project ID & Description	Area	Year
11	W6 Zone 3n/4n Reservoir Upgrade	<span style="color: blue;">B North Growth Area</span>	2018-19
118	North Railway Watermain Replacement	<span style="background-color: yellow;">Existing Development</span>	2019

# 2019 Capital Project Funding

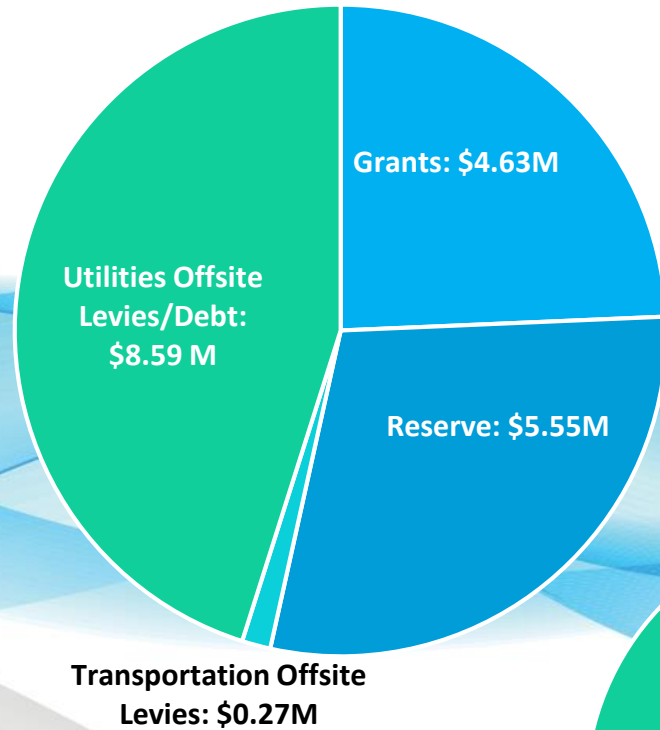
2019 Capital Project Funding



2018 Capital Project Funding

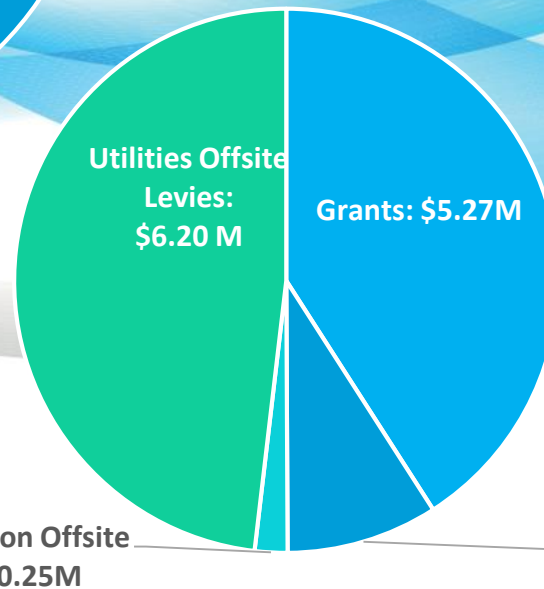


# 2019 Capital Financial Strategy



**2019 Financing \$19.04M**

- Grants
- Reserve
- Transportation Offsite Levies



**2018 Financing \$12.88M**

- Grants
- Debt/ Reserve
- Transportation Offsite Levies
- Utilities Offsite Levies

# 2019 Projects - Grants

The Town will utilize \$5.08 M in grants for operating and capital projects in 2019.

The grants include:

- Municipal Sustainability Initiative
- Gas Tax Fund
- Green Trip



# Capital Budget Realities

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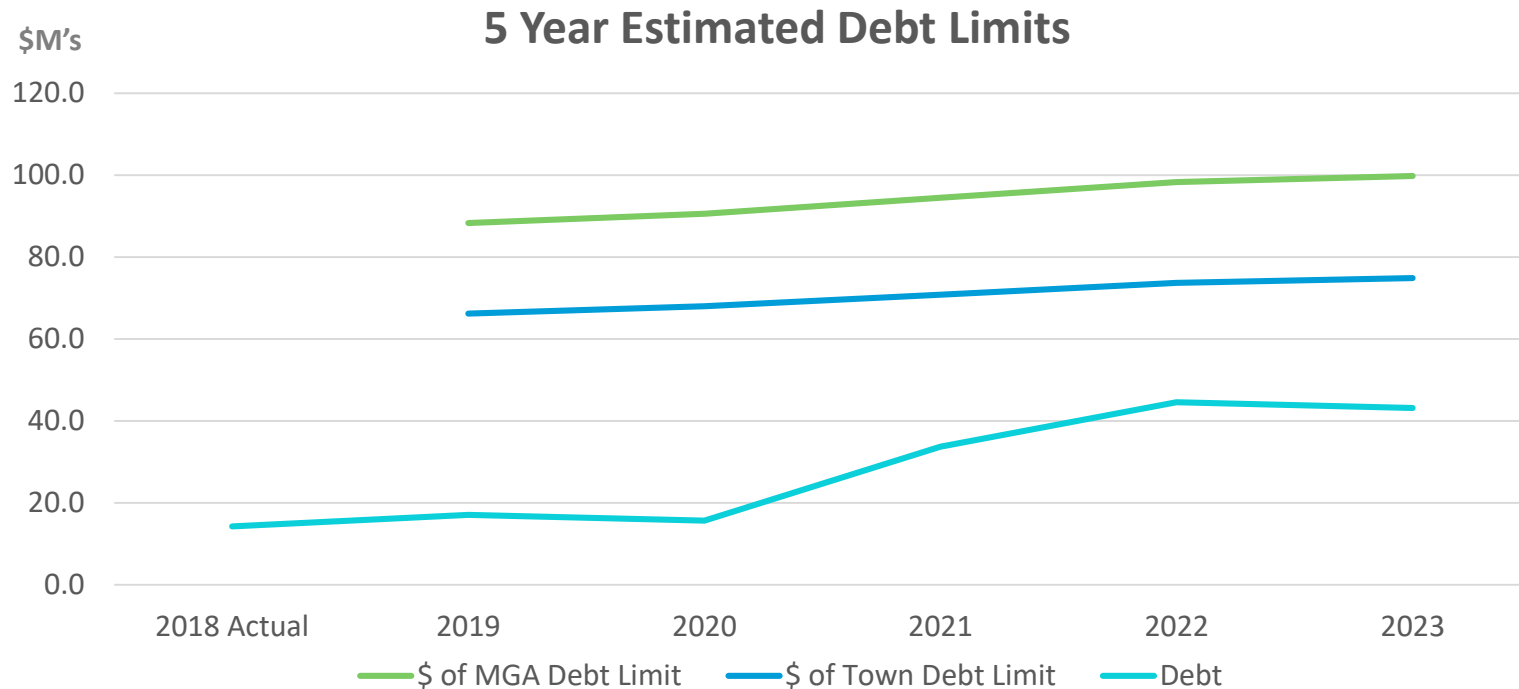
- Reduction in MSI and potential loss of MSI will have a significant impact on ability to build infrastructure. The current MSI funding program has been in place since 2007 and will end in 2021. In our Capital forecast funding model we are using 75% of existing MSI as a placeholder.
- The current Offsite Levy (OSL) process puts significant risk on the municipality and is under review. As the OSL is expected to be the funding source for developer related capital projects when the fund does not have sufficient funding, the Town is required to pay up front and recover this money at a later date.
- Annexation and water queuing have created pent up demand for development. The timing and priority of development will need to be reviewed.
- The current OSL bylaw does not include growth for industrial development which is a priority under our strategic plan.
- Having four development areas in the 10 year capital plan for residential growth will need to be reviewed based on this financial scenario.

# Capital Budget Realities

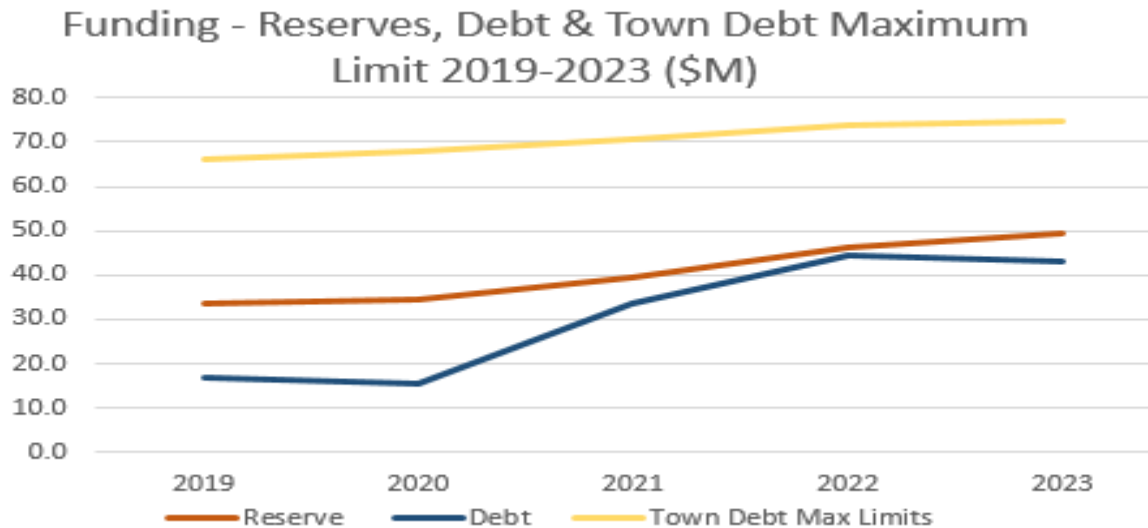
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- Town prefers not to use grants MSI or Gas Tax Fund (GTF) funding for Offsite Levy (OSL) projects. Challenge is that we don't have enough existing or qualifying capital projects to take advantage of the grants. There is a potential the Town would not qualify for these grants if projects are not identified.
- Our current understanding is the MSI funding allocations are to be used within a 6 year period. At the end of 2021 the Town would have \$10.6M available in this fund to be used up within this period.
- A strategy to align OSL financial realities and a grant review will need to be completed in 2019 to ensure we maximize opportunities

# 5 Year Estimated Maximum Debt Limits



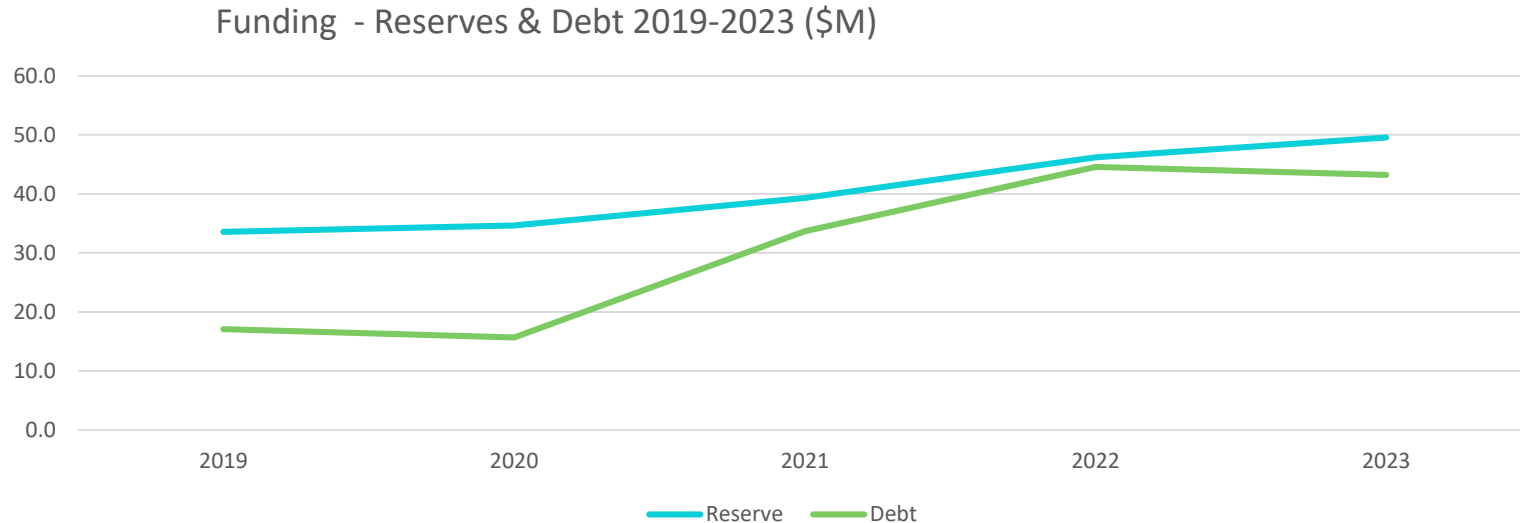
# Funding: Reserves and Debt 2019-2023



By 2023 the Town's available debt limit will be lowered by \$43M to fund OSL projects (\$37M) and existing debt (\$6M), leaving debt availability of \$31M future projects.

# Funding: Reserves and Debt 2019-2023

## Scenario 1 U-OSL 55%/Grant 45%



**Insufficient funding in the OSL reserves to fund its portion of the following utility capital projects:**

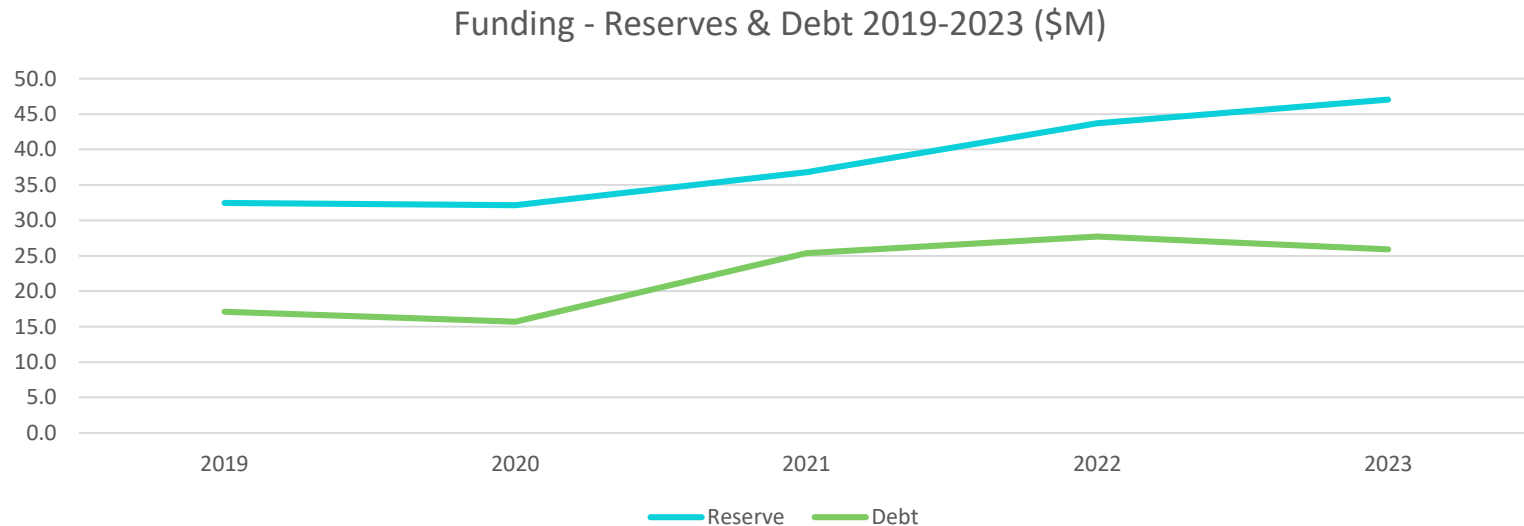
- **Projects 104 Wastewater Treatment plant upgrades \$27.45M.**
- **Project 92 Water Pipeline \$35.88M.**

**These projects will require the Town to issue debt. The debt will be paid by the developers over the next 25 years through the offsite levies.**

**The Town will maintain the \$25M reserve balances through this approach.**

# Funding: Reserves and Debt 2019-2023

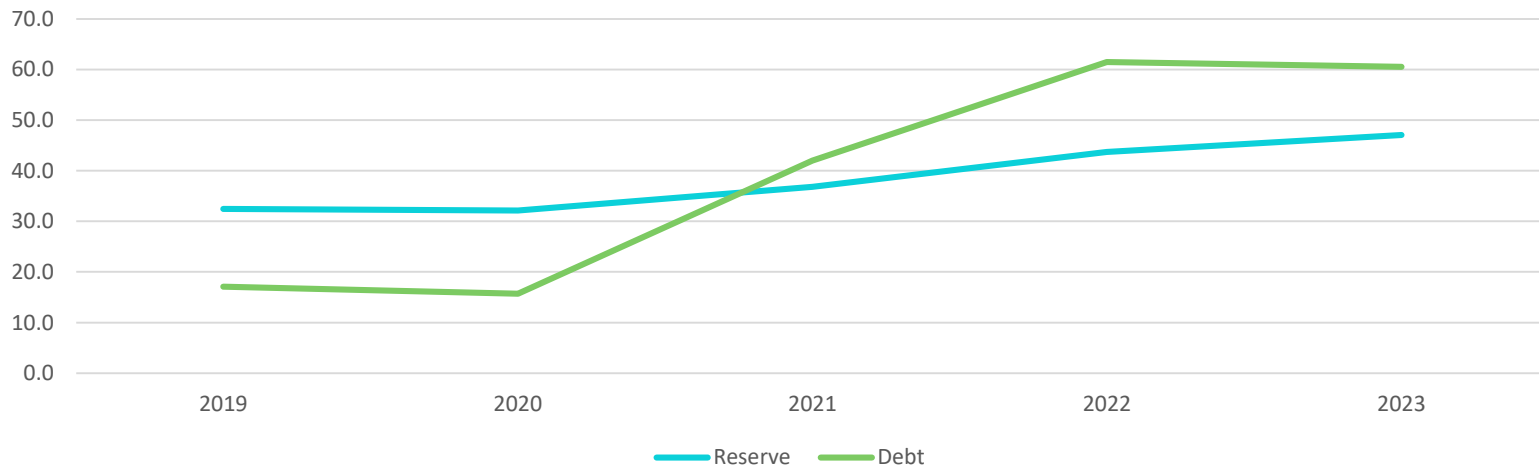
## Scenario 2 U-OSL 10%/Grant 90%



# Funding: Reserves and Debt 2019-2023

## Scenario 3 U-OSL 100%/Grant 0%

Funding - Reserves & Debt 2019-2023 (\$M)



# Impact of Capital on Operating Budget: Cumulative Interest Costs of Debt

Cumulative interest cost over the term – Rates Nov 01, 2018 Alberta Capital Finance Authority (ACFA):			
Debt	Term	Rate	Operating Budget Impact (\$M)
\$1,000,000	10	3.20%	\$0.176
	20	3.45%	\$0.393
	30	3.53%	\$0.629
Debt	Term	Rate	Operating Budget Impact (\$M)
\$10,000,000	10	3.20%	\$1.764
	20	3.45%	\$3.926
	30	3.53%	\$6.293

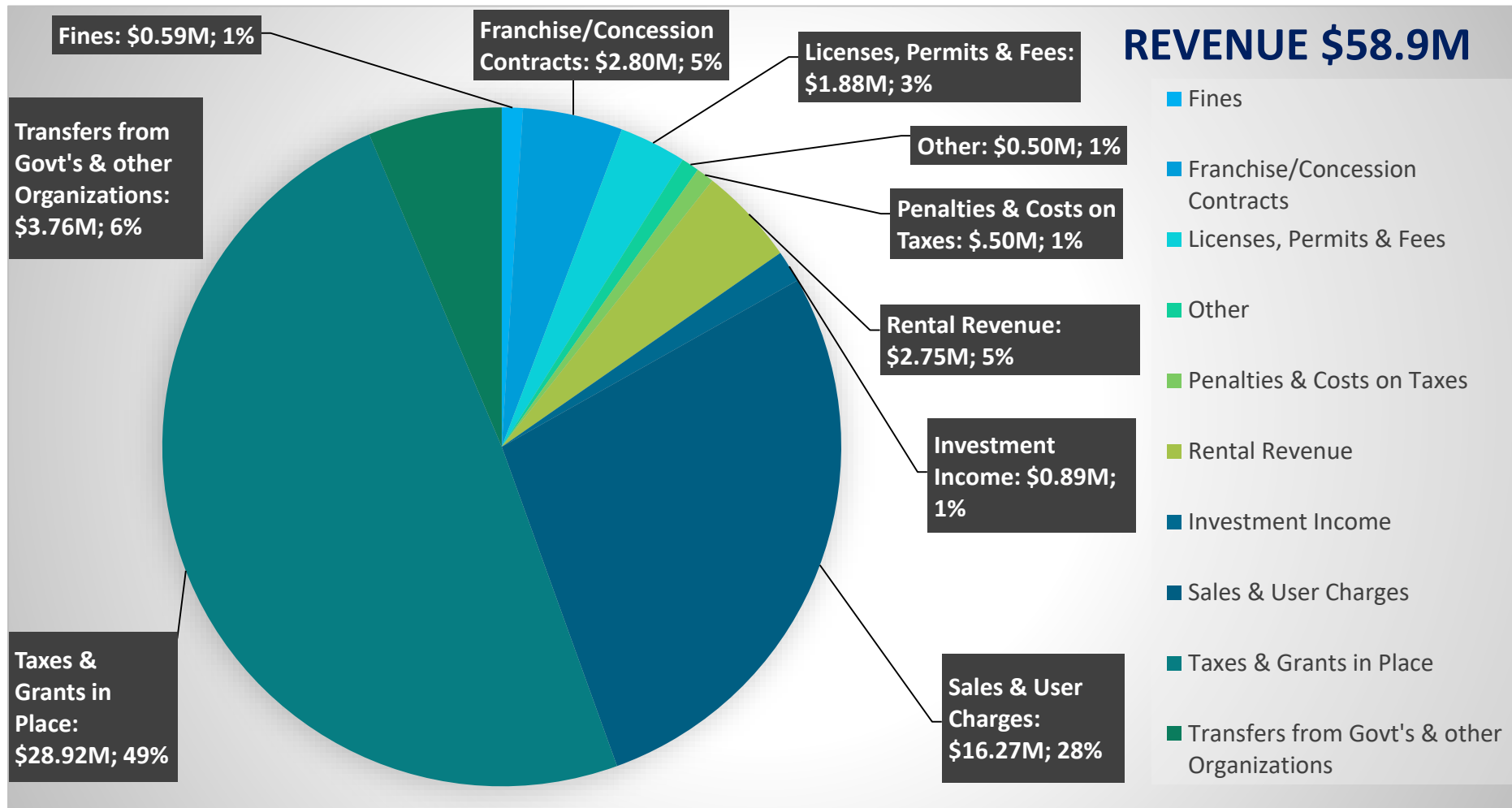
# Operating Budget: 2019 Budget with Forecast 2019 -2023 (\$M)

Category	2019	2020	2021	2022	2023
<b>Revenue</b>	58.86	60.49	63.05	65.37	66.40
<b>Expense</b>	51.94	53.45	53.73	54.86	55.79
<b>Excess Revenues over Expenditures</b>	<b>6.92</b>	<b>7.04</b>	<b>9.32</b>	<b>10.51</b>	<b>10.61</b>
Debt Principal	3.33	3.16	0.84	0.84	0.70
Transfers to/(from) other Funds	3.44	3.73	8.33	9.52	9.76
Transfers to/(from) Reserves	0.15	0.15	0.15	0.15	0.15

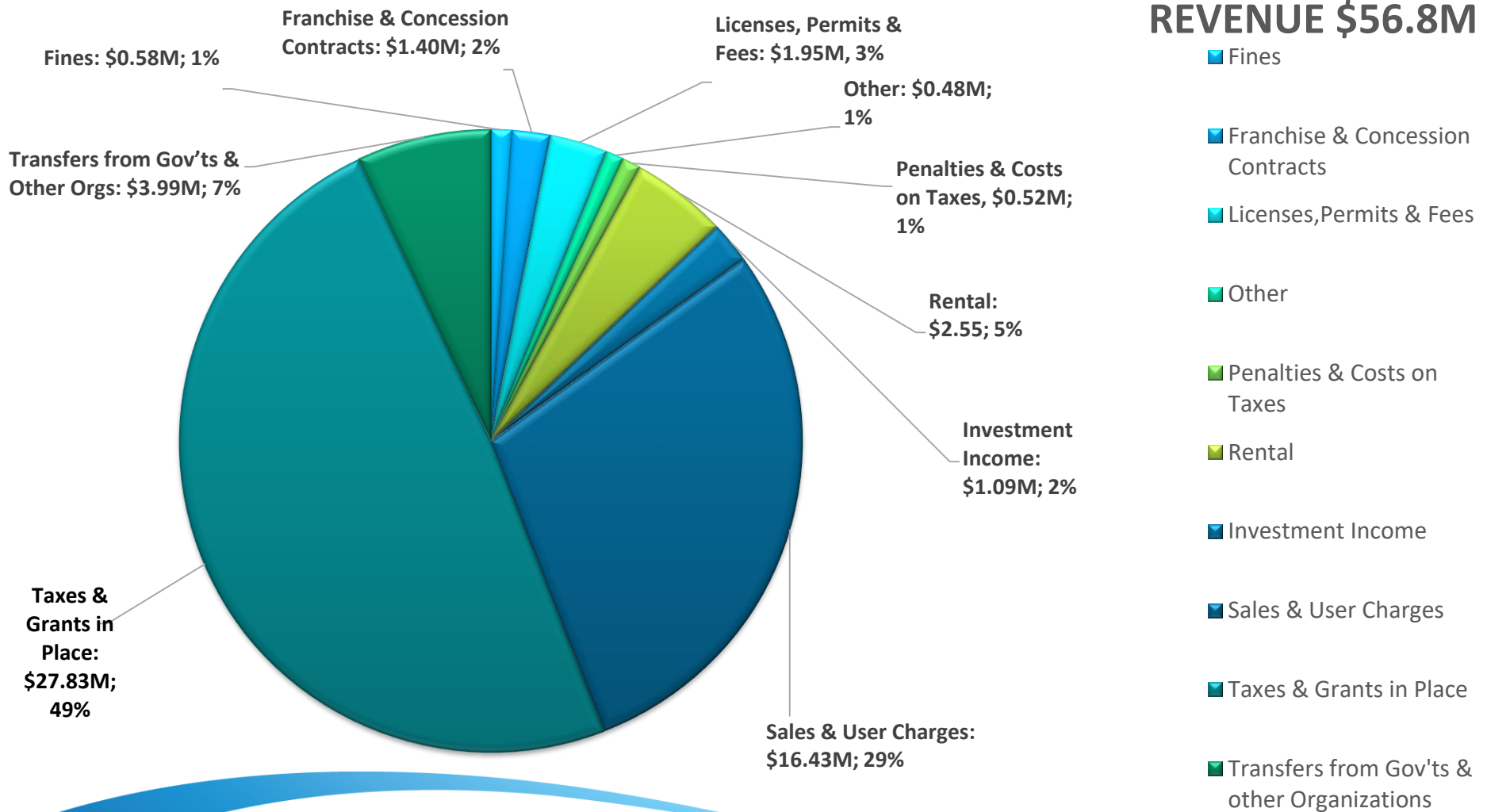
# Operating Budget: Revenue & Expense Summary 2019 (\$M)

Category	Total	Utility	Tax
Revenue	58.86	14.36	44.50
Expense	55.27	10.79	44.48
Sub-Total	3.59	3.57	0.02
Reserves	3.59	2.57	0.10
Net	-	1.00	-1.00

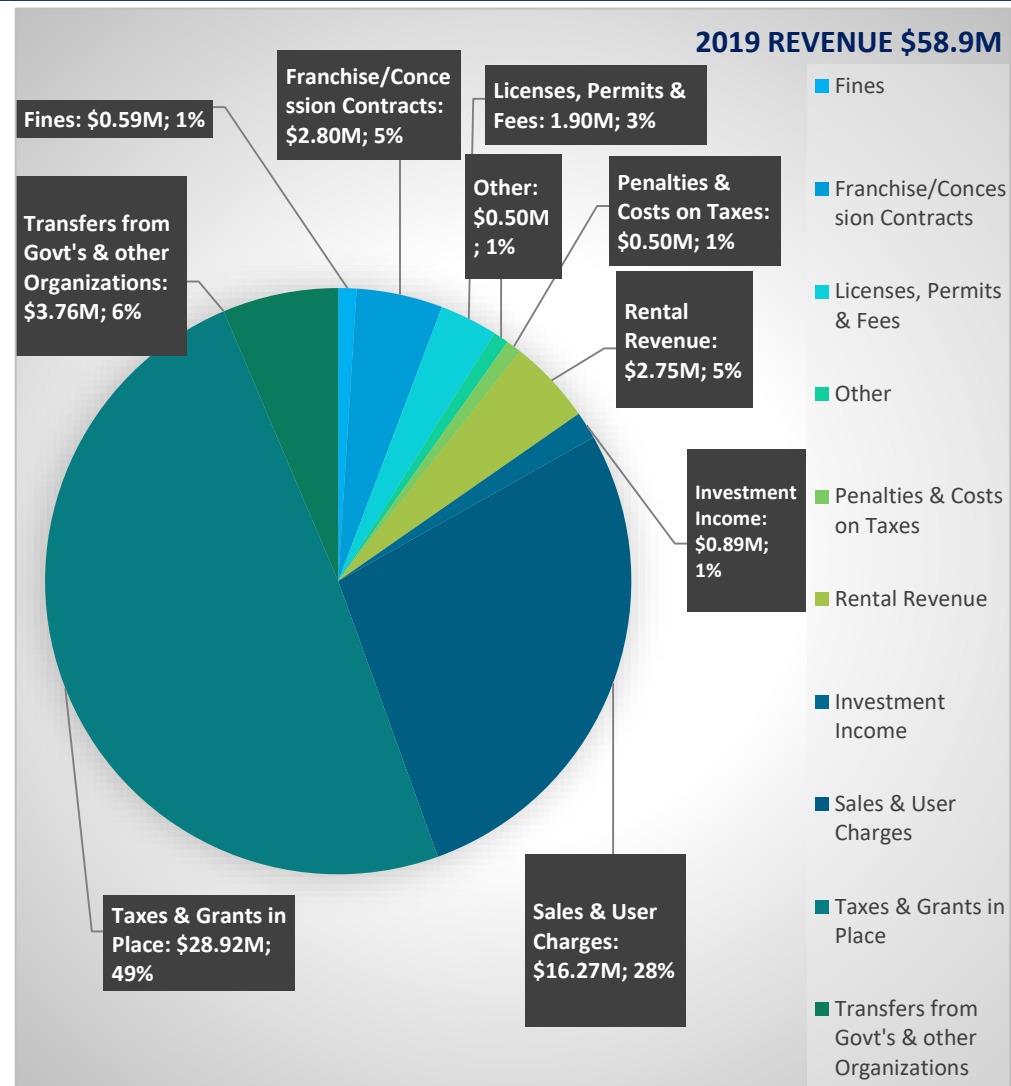
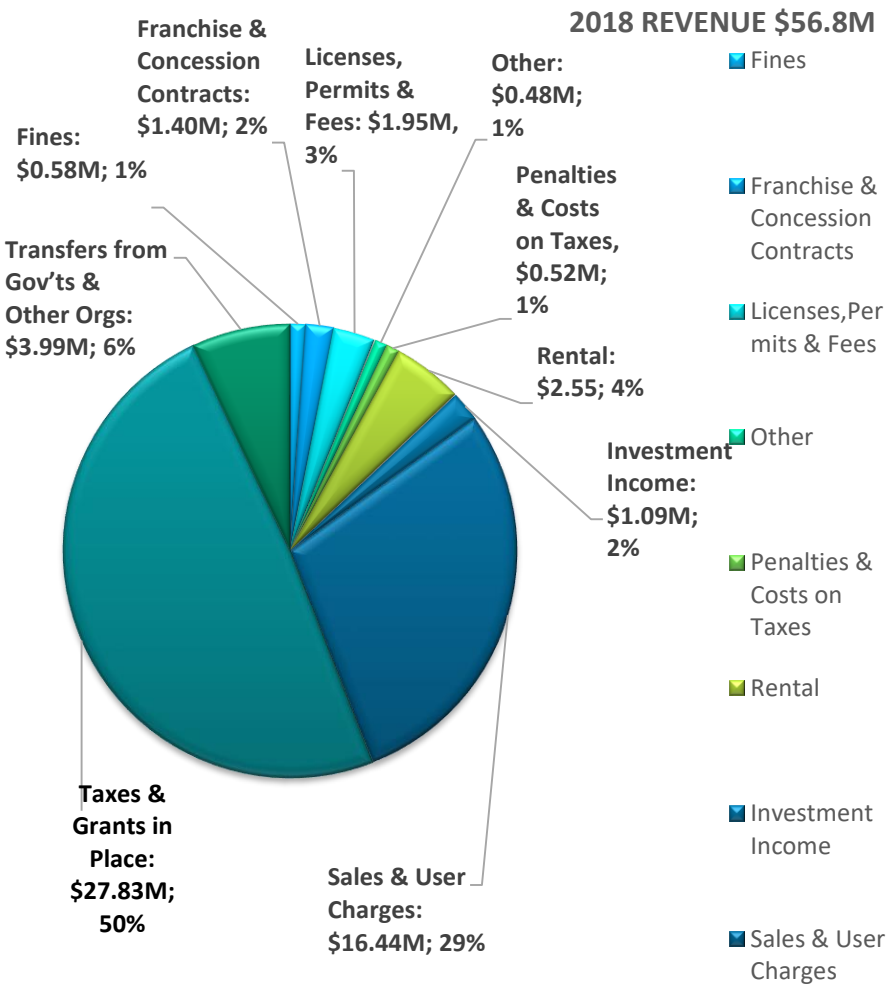
# Operating Budget: Total Revenue by Category 2019 (\$M)



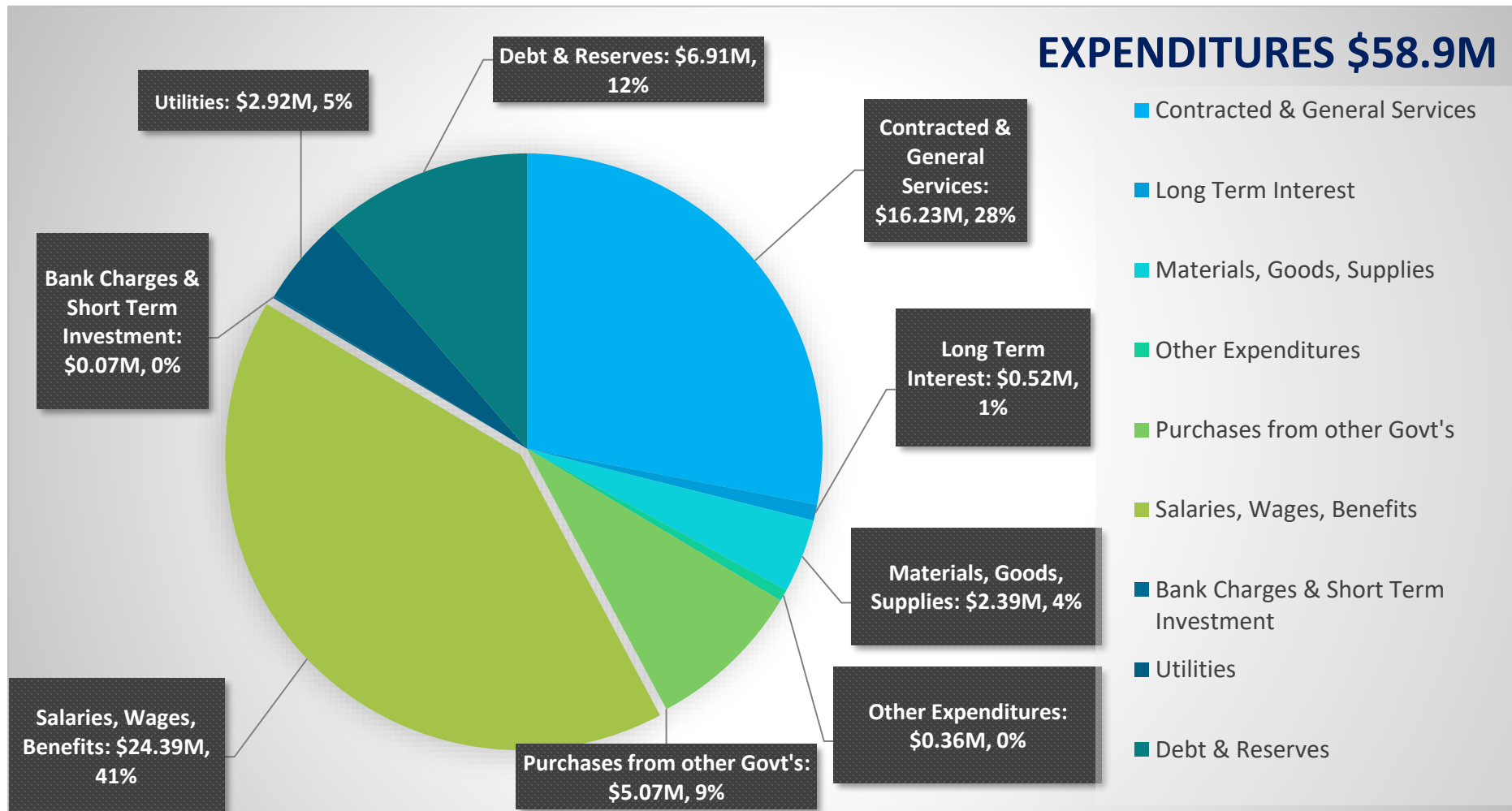
# Operating Budget: Total Revenue by Category 2018 (\$M)



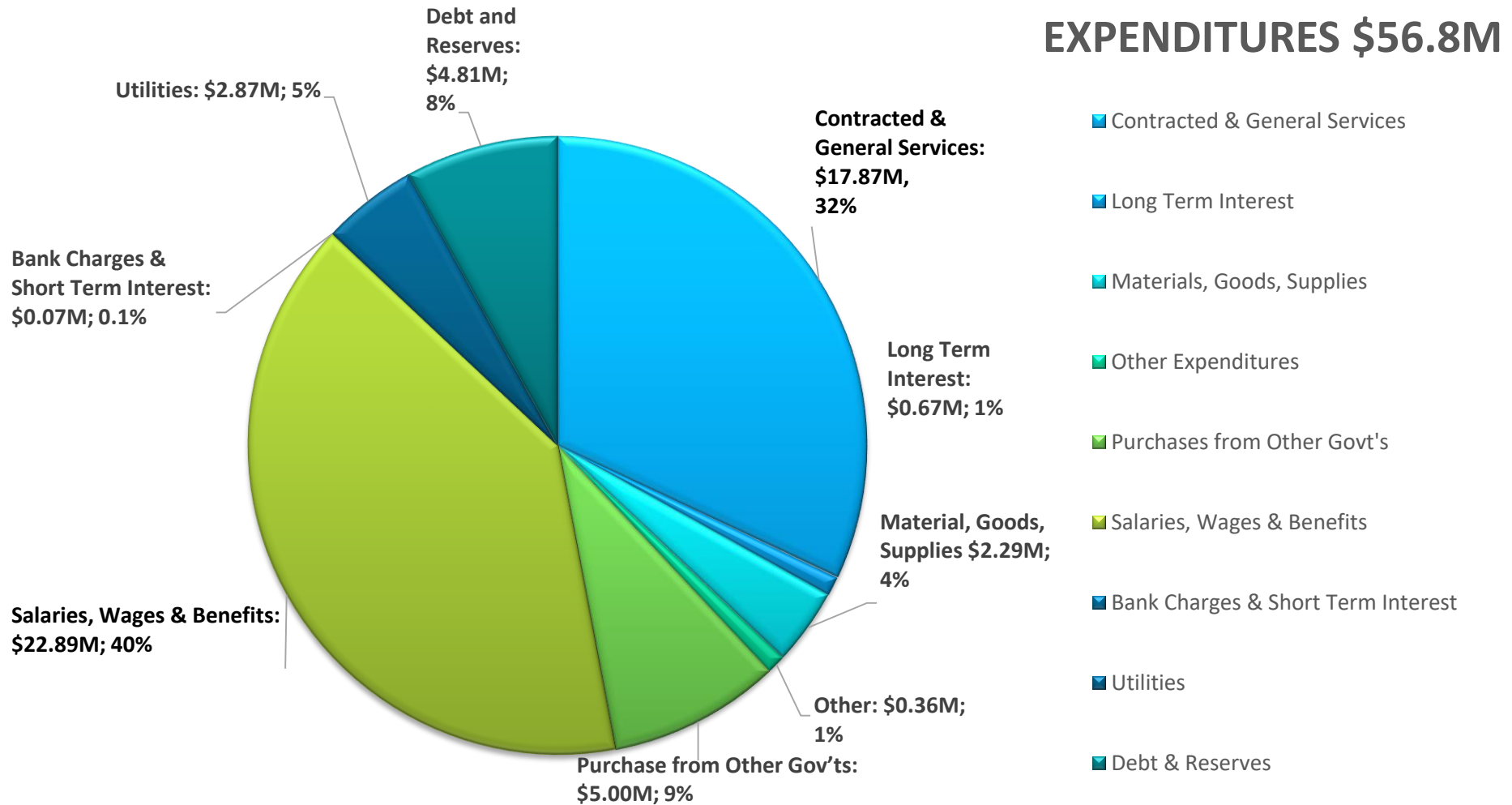
# Comparison: Total Revenue by Category 2018-2019 (\$M)



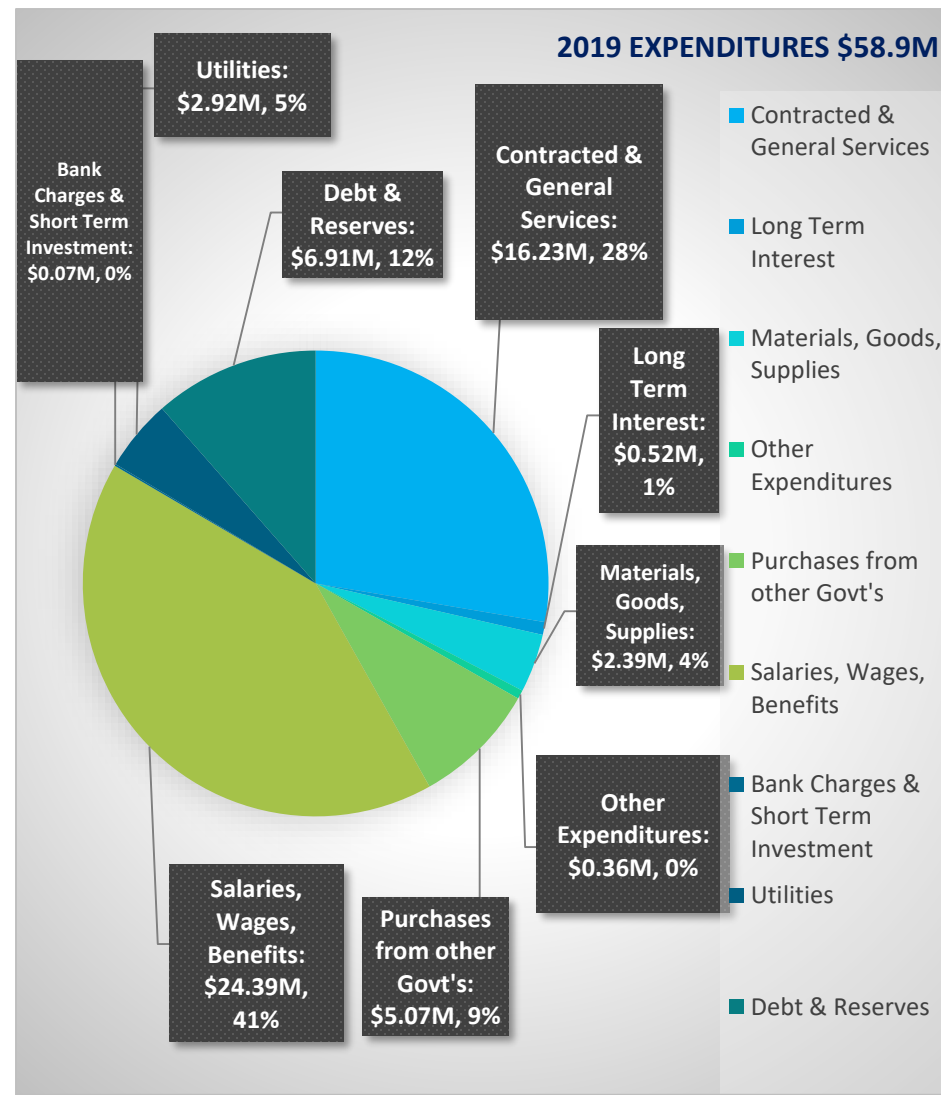
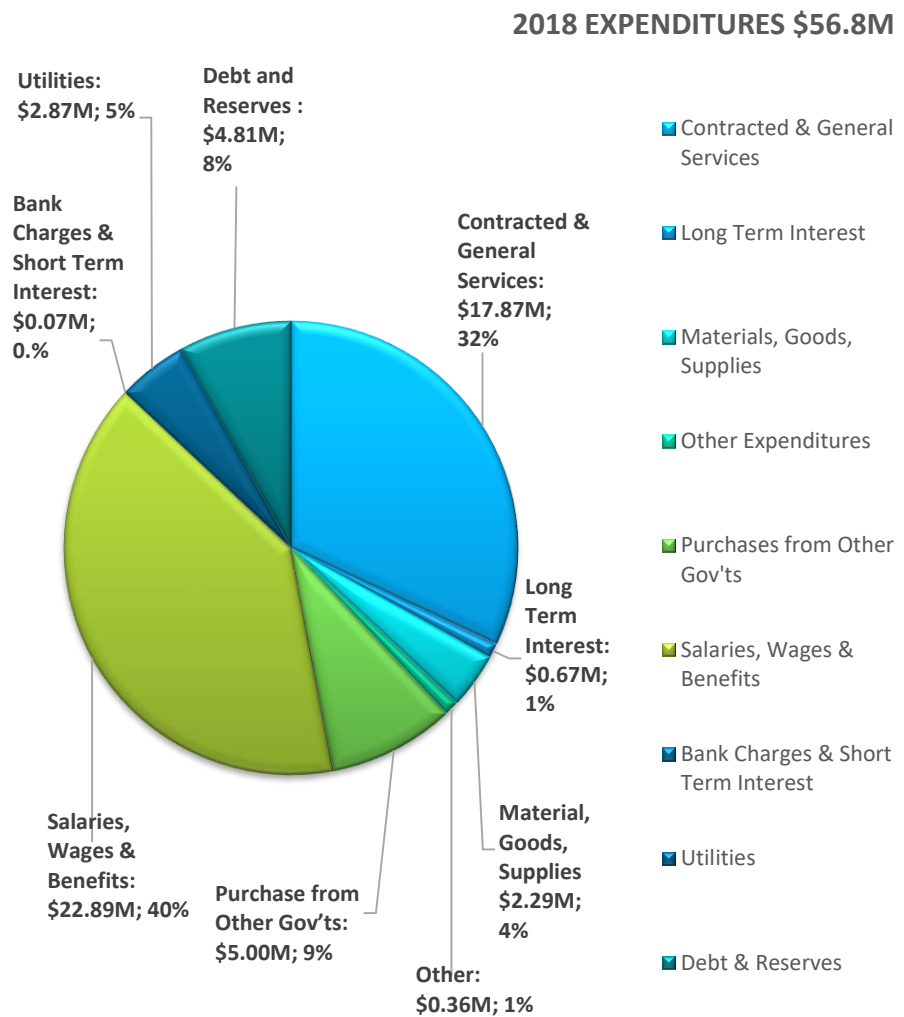
# Operating Budget: Total Expenditures by Category 2019 (\$M)



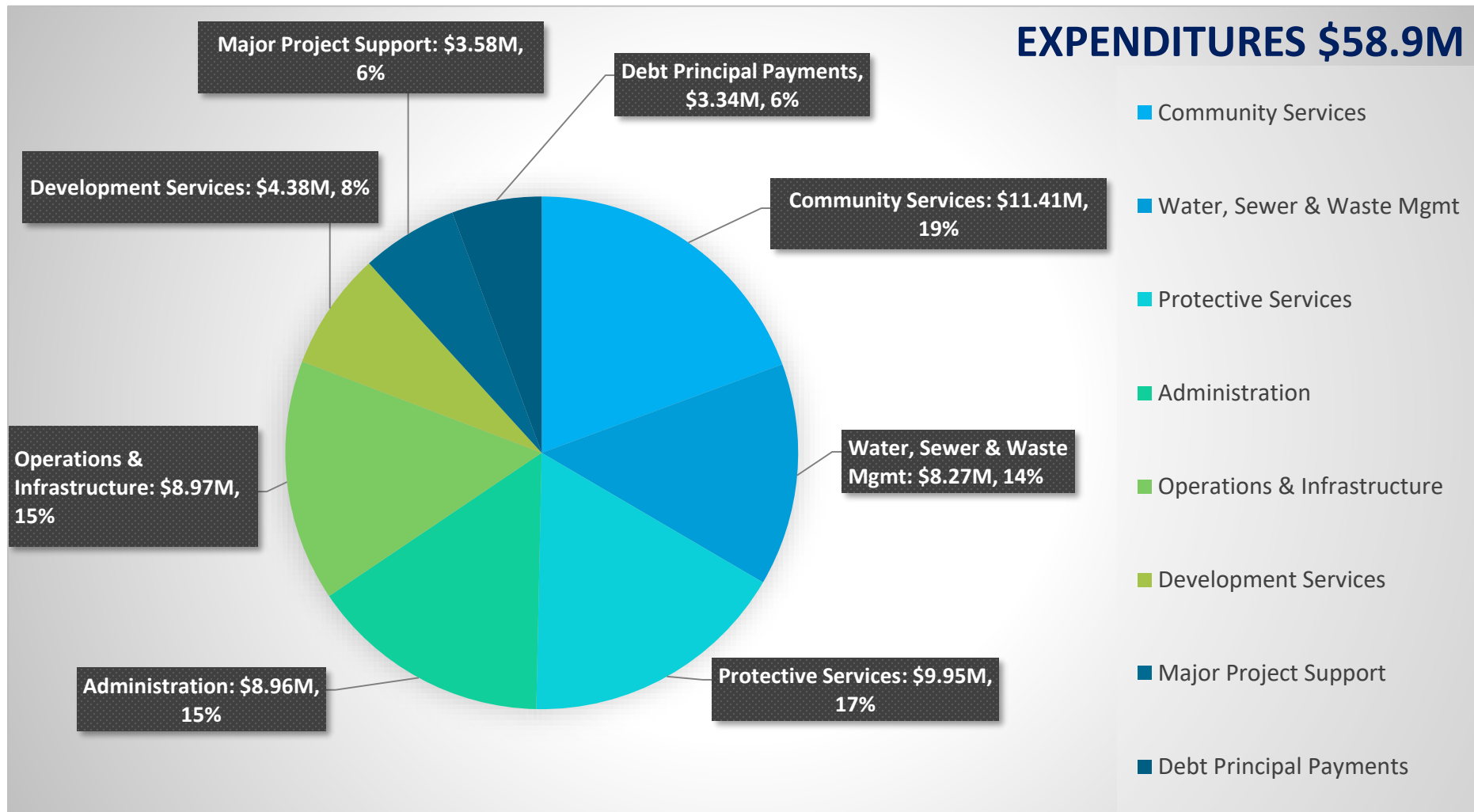
# Operating Budget: Total Expenditures by Category 2018 (\$M)



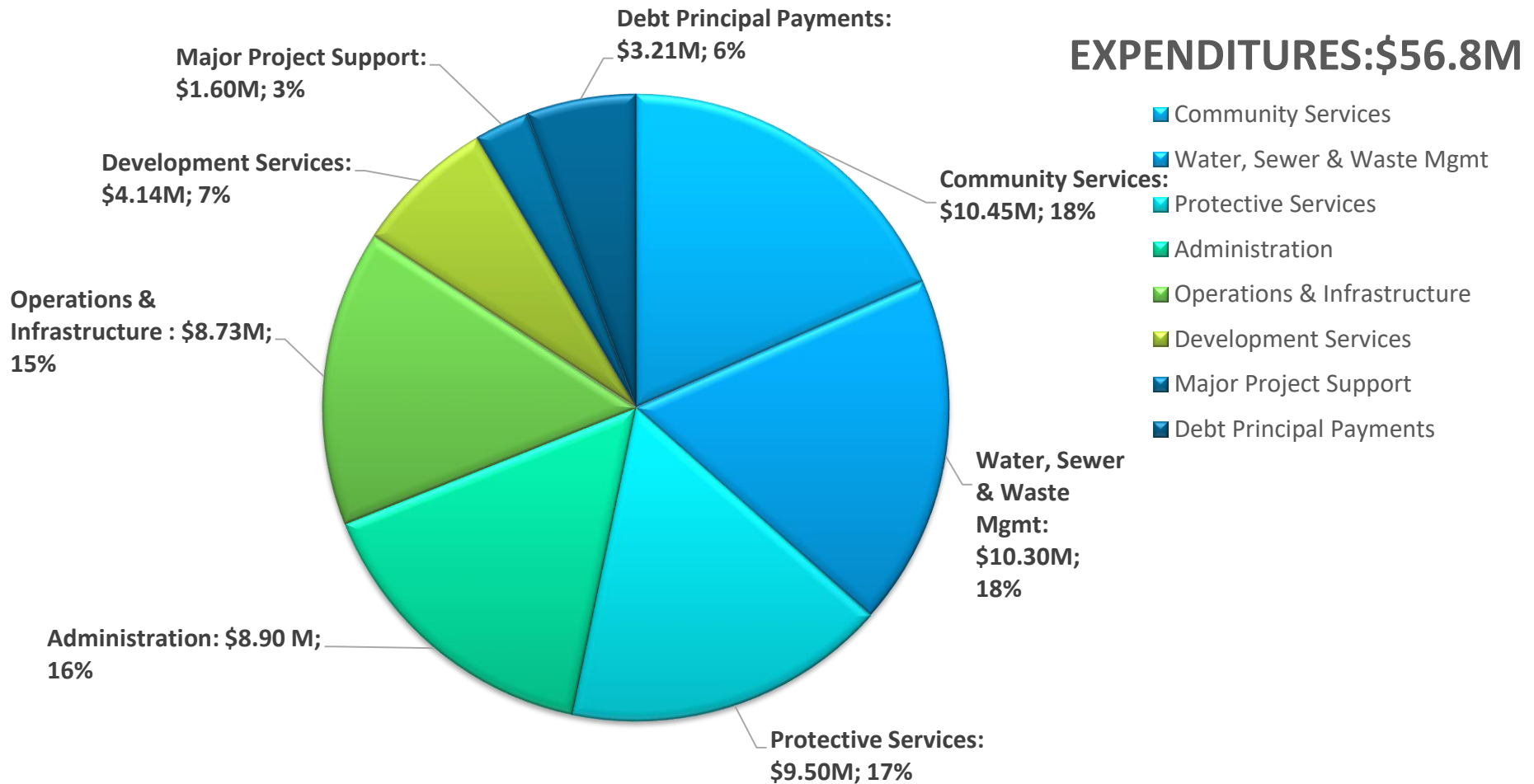
# Comparison: Total Expenditures by Category 2018-2019 (\$M)



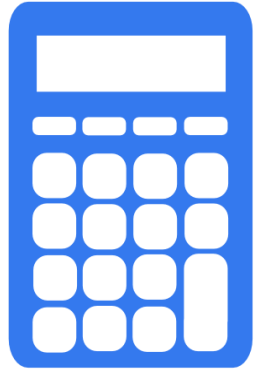
# Operating Budget: Total Expenditure by Division 2019 (\$M)



# Operating Budget: Total Expenditure by Division 2018 (\$M)



# Operating Budget Highlights



**2.00%**  
**PROPOSED TAX  
INCREASE**



**\$3.75** Per  
Month

**PROPOSED MUNICIPAL  
PROPERTY TAX  
INCREASE FOR A  
TYPICAL DWELLING  
(excluding requisitions)**

RESIDENTIAL AVERAGE (based on assessed value of \$450,000)	2019	2018
TOTAL MUNICIPAL TAXES (excluding requisitions)	\$2,327	\$2,282

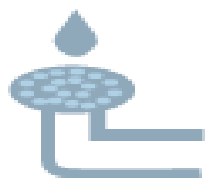
# Town of Okotoks

## Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M)

### Summary

	2018	2019	2020	2021	2022	2023
<b>REVENUES</b>						
Fine Revenue	0.580	0.530	0.538	0.603	0.608	0.612
Franchise and Concession Contracts	1.400	2.800	2.800	2.800	2.800	2.800
Licenses, Permits and Fees	1.952	1.882	1.924	1.977	1.879	1.882
Other Revenues	0.476	0.439	0.432	0.493	0.493	0.494
Penalties and Costs on Taxes	0.517	0.439	0.503	0.504	0.505	0.505
Rental Revenue	2.554	2.747	2.668	2.702	2.737	2.741
Return on Investments	1.085	0.834	0.914	1.484	2.094	1.184
Sales and User Charges	16.437	16.271	16.326	16.483	16.629	16.674
Taxes and Grants in Place	27.833	28.915	30.578	32.306	34.104	35.973
Transfers from Governments and other Organizations	3.988	3.762	3.687	3.704	3.520	3.539
<b>Total</b>	<b>56.822</b>	<b>58.858</b>	<b>60.490</b>	<b>63.054</b>	<b>65.369</b>	<b>66.403</b>
<b>EXPENDITURES</b>						
Contracted and General Services	17.874	16.225	13.807	13.413	13.455	13.415
Long Term Interest	0.666	0.520	0.369	0.253	0.221	0.189
Materials, Goods, Supplies	2.289	2.385	2.808	2.425	2.397	2.371
Other Expenditures	0.355	0.362	0.277	0.278	0.283	0.283
Purchases from Other Governments	5.001	5.071	5.220	5.483	5.751	6.005
Salaries, Wages & Benefits	22.888	24.386	27.861	28.705	29.522	30.293
Bank Charges and Short Term Interest	0.071	0.072	0.073	0.075	0.076	0.077
Utilities	2.870	2.918	3.032	3.099	3.158	3.158
<b>Total</b>	<b>52.015</b>	<b>51.939</b>	<b>53.448</b>	<b>53.731</b>	<b>54.862</b>	<b>55.791</b>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>4.808</b>	<b>6.919</b>	<b>7.042</b>	<b>9.323</b>	<b>10.507</b>	<b>10.613</b>
Debt Principal	3.205	3.336	3.155	0.840	0.835	0.704
Transfers to / (from) Other Functions						
Transfers to (from) Capital Reser	3.843	3.434	3.738	8.333	9.522	9.759
Transfers to (from) Operating Reser	-2.240	0.150	0.150	0.150	0.150	0.150
<b>Tax Support</b>						
<b>Amortization</b>	<b>9.229</b>	<b>9.698</b>				

# Operating Budget Highlights



**3.88%** average increase for

- Water
- Sewer
- Storm fees
- Waste fees



**3%** Increase for

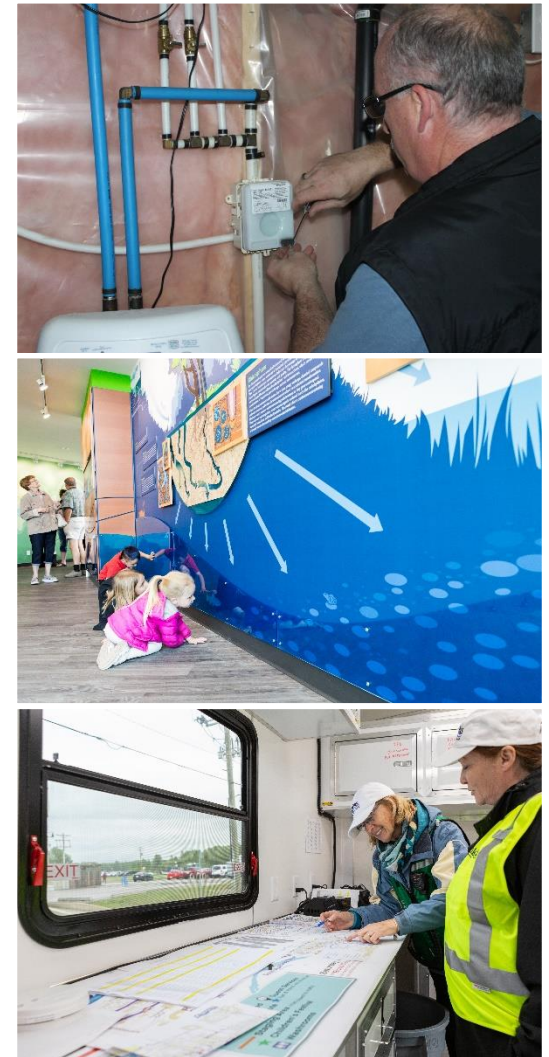
- Average 3% Facility Rental Fees
- 25¢ Daily Admission increase



# Cost Savings, Efficiencies & Effectiveness

## Examples of Corporate Efficiencies & Effectiveness Initiatives:

- Culture of continuous improvement.
- Council direction to conduct two value for money reviews per year. 2018 reviews were conducted on the water/wastewater utilities.
- Reviews of Champion Park and Economic Development are underway.
- Business Centres are required to report other efficiencies and effectiveness annually.



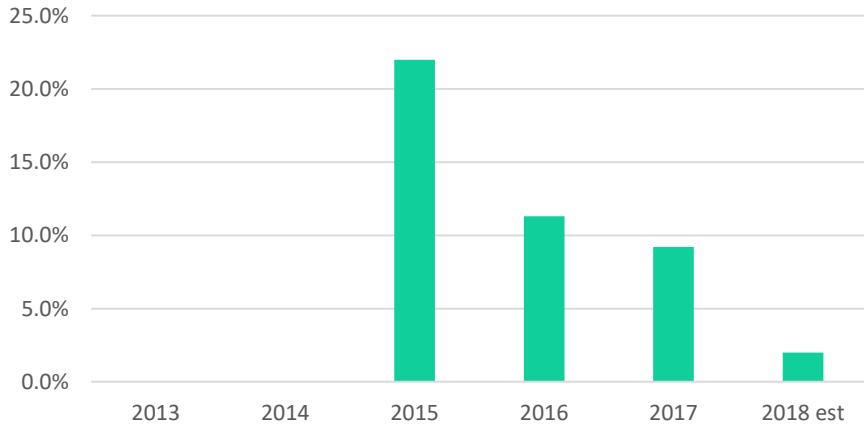
# Cost Savings, Efficiencies & Effectiveness



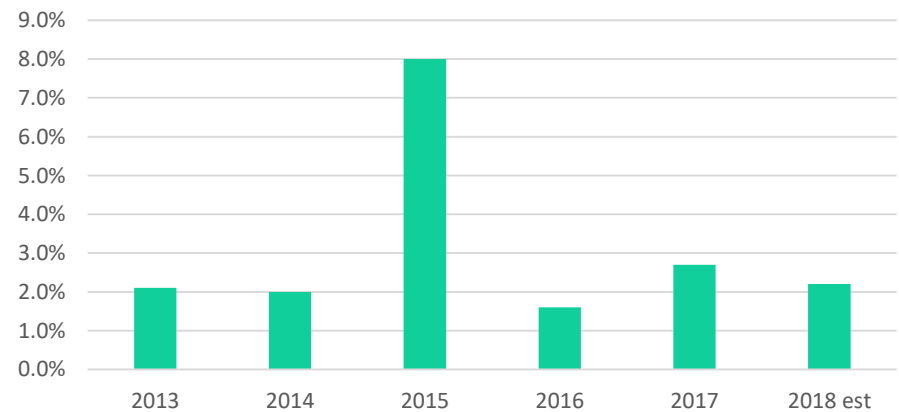
2019 OPERATING BUDGET COST SAVING EFFICIENCIES (\$M's)				
Division	Cost Savings	Cost Savings	Increased Revenue	Estimated Potential Savings
Protective Services	Practicum students in bylaw services			0.090
	RCMP contract services vacancy factor	0.280		
	Eliminate consulting fees for fire services review	0.150		
	Internal training for ICS 200 and ICS 300	0.003		
	Using farm house for some training instead of travel to Calgary all the time	0.005		
Community Services	Increase sponsorship of events		0.005	
	Increase daily ORC admission fees		0.006	
	Outdoor fields and meeting room space rate increase		0.005	
	Absorbing administration hours for facility booking related to 3 new joint use school gymnasiums		0.007	
	Applying for grant for elder abuse prevention			0.005
	10% Administration fee for 3 new joint use gymnasium coordination		0.003	
	Summer jobs Canada grant revenue from Healthy Okotoks Coalition for outdoor summer programs		0.003	
	Internal hosting of recreation facilities technical courses (instead of travel)		0.004	
Corp & Strategic Services	Corporate staff vacancy factor (1.5%)	0.360		
	Elimination of Municipal Census in 2019	0.036		
Development Services	Agency contract - inspections cost decrease	0.012		
	Travel & training reduced	0.007		
	Stationary and supplies reduced	0.002		
	Advertising and public relations	0.022		
	Legal fees	0.005		
Finance & Systems	Tower contract renegotiation		0.020	
	Absorbing computer costs for corporate staffing increases	0.010		
	Absorbing telephone costs for corporate staffing increases	0.005		
	Offering in-house and on-line training to staff on Microsoft Office and Laserfiche			0.005
	Computer training room improves training opportunities and reduces travel required to attend out of town training			0.005
Operations & Utilities	Operational modifications to the processing baler	0.030		
	Utilization of internal trades (electrician)			0.050
	Seaman Stadium LED parking lot lighting upgrade	0.019		
	Bulk organics modification	0.030		
	Added new water tank by using existing fleet vehicles	0.050		
	Nexen well revenue		0.030	
	Bulk water revenue		0.015	
	Christmas Tree chipping program	0.026		
	Utilizing internal staff rather than contract services	0.028		
	Increase non-potable water use for playfields			0.010
	Increase use of alternative groundcovers to reduce mowing/watering/herbicide			0.005
	Increase cross-functional synergies and sharing of resources to optimize efficiencies			0.010
	Re-negotiation of AHS lease at Fire Hall #1		0.010	
	E-Billing			0.010
Total		1.080	0.108	0.190

# Vacancy Factor

RCMP Vacancy Rate



Town Vacancy Rate



# 2019 Service Level Reviews



## **Service Level Review – Public Wi-Fi**

Division: *Community Services*

Business Centre: *Recreation Facilities*

Service(s) being delivered: Public Wi-Fi in our public gathering facilities – Recreation Centres, libraries, theatres, museums, and galleries will provide economic and social support to Okotoks.

## **Service Level Review**

Division: *Infrastructure and Operations*

Business Centre: *Transportation*

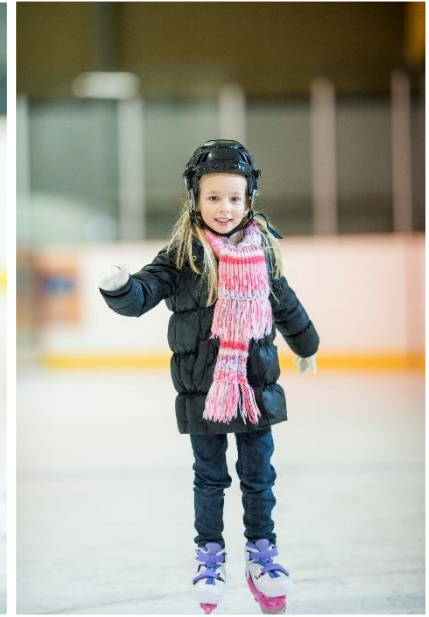
Service(s) being delivered: The Snow and Ice Control Policy establishes safe traffic flows, safe pedestrian routes and identifies priorities and levels of service for snow clearing, sanding, and snow removal activities.

# Rates & Fees for 2019

Council direction for fees and charges is provided by the Rates and Fees Bylaw.

The first reading of this bylaw will come forward at the November 26 meeting.

The second and third readings are scheduled at the same time as budget approval on December 10.



# Policies for Consideration

## Town Council Salary Changes

Town Council salary changes due to new Federal legislation effective January 1, 2019 that eliminates the 1/3 tax exemption for elected officials. The 2019 elected official salaries will achieve the same net amount as the 2018 salaries.

2019 remuneration has been included as follows:

- Mayor \$94,158
- Councillor \$43,342



## Snow and Ice Control for the Integrated Transportation Network

The community has access to an integrated and accessible transportation network. The snow and ice control program establishes safe traffic flows, safe pedestrian routes and identifies priorities and levels of service for snow clearing, sanding, and snow removal activities.



# Staffing



\$22.9M 2018

\$24.4M 2019

## OUR STAFF CONSISTS OF 255 EMPLOYEES:

- 217 permanent full-time & permanent part-time positions
- 38 non-permanent positions (seasonal, on-call, temporary)



New Positions Included	FTE	Budget
IT - Network	0.67	
Environment & Sustainability	1.38	
Transit	0.60	
Projects Engineer & Administration	1.34	
Recreation Client Services	1.87	
Recreation Facilities	2.29	
Recreation Programmer	0.50	
Transportation	0.67	
Parks - Cemetery	0.67	
<b>New FTE's for 2019</b>	<b>9.99</b>	
Annualized 2018 FTEs	2.70	\$0.249 M
	<b>Total</b> 12.69	<b>\$1.5 M</b>
Annualized 2020 FTEs	2.64	\$0.232 M

*FTE = Full Time Equivalent*

*A unit of measure that is equal to the full time hours for one position*

# 2019 Budget Highlights

## Enhancements to Quality of Place

Potential Transit Vehicles:



- Local Transit
- Affordable Housing Investments
- Wastewater Plant Improvements
- Foothills Centennial Centre
- Asset Maintenance
- Implementation of the Environmental Master Plan



# The Budget Detail by Divisions

## Divisions:

- Protective Services
- Community Services
- Development Services
- Operations & Infrastructure
- Corporate & Strategic Services
- Finance & Systems
- Utilities



# The Budget Detail by Divisions

## Protective Services



# Budget Detail by Division: Protective Services

## Division: Protective Services

### Business Centres:

- Fire Services
- Disaster Services
- Municipal Enforcement Services
- Municipal Support Services – RCMP



### Strategic Direction:

Healthy and Safe Community



Organizational Excellence



**FTEs:** 42.75 FTE for 2019

**Expenditure:** \$9.95M

**Revenue:** \$2.36M

**Savings:** \$0.44M

### Changed or Enhanced Core Services:

- Full year of Fire Services delivery from SES Fire Station #2.
- RCMP contracted service will continue the School Resource Officer program.

### Changes in Service Levels & Service Level Priority:

- Responding to cannabis issues.
- Full year of Fire Services delivery from SES Fire Station #2.

# Budget Detail by Division: Protective Services

## Division Challenges:

- De-criminalization of cannabis and additional bylaws related to public consumption and smoking may impact service delivery at current staffing levels.
- As the community grows increased calls for service will necessitate an increase in staff and RCMP contract services to maintain service levels. Fire Services will continue to strive to achieve industry best practice and deliver the same level of service in the South as residents have in the North. A transition to expanded fire crews for both north and south halls will be required.

## Pressures & Sustainability:

- The Division has provided an increased focus on public safety and wellness ensuring all emergency services are included. Enhanced public relations activities include emergency preparedness promotion including seasonal safety messaging, SCAN emergency alert sign-up, household emergency preparation (72 hour kits and fire safety), and the RCMP Crime Map on the Town's website. These activities promote increased engagement with the community in a non-enforcement capacity. Plans will be developed to increase community involvement and accountability for individual and neighborhood safety.
- Maintaining practicum student levels at historic rates to assist in enhancing visibility in river valley and park patrols.
- Maintaining practicum student levels at historic rates to assist in enhancing visibility in river valley and park patrols.



# Budget Detail by Division: Protective Services

## Efficiencies/Cost Savings:

- Protective Services continues to provide support to other business centres around special event planning, community initiatives and day to day business.
- Continuation of Compliance duties to assist several business centers including business licensing, planning and development, Illegal suites, waste services, and snow removal ensuring regulatory education and compliance.
- Updating Community Emergency Management Plan (CEMP) and development and coordination of the municipal Business Continuity Plans.

## Operating & Capital Projects:

- Turn out gear washer/dryer(new) \$0.02M - Project 17
- Fill station Self Contained Breathing Apparatus \$0.05M - Project 18
- OME Capital - Radar Speed Spy Replacement \$0.01M - Project 52



# The Budget Detail by Divisions

## Community Services



# Budget Detail by Division: Community Services

## Division: Community Services

### Business Centres:

- Aquatics
- Community Programs and Events
- Culture & Historical Services
- Recreation Client Services
- Recreation Facilities
- Community Wellness
- Public Transportation



### Strategic Direction:

Organizational Excellence 

Manage Community Growth 

**FTEs:** 85.46 FTE for 2019 (includes 5.26 new FTE for additional hours for Pason Centennial Arena & the Foothills Centennial Centre, Transit and Programs)

**Expenditure:** **\$11.41M**

**Revenue:** **\$ 5.89M**

**Savings/Addt'l Revenue:** **\$ 0.04M**

### Changed or Enhanced Core Services:

- Major Cash and Scheduling System transitioned to Intelligenz software.
- Full operational year of expanded Pason Centennial Arena and expanded Client Services hours of operation at PCA.
- Accommodating scheduling for three new Joint Use School Facilities.
- Champion Park: Completion of operating model/service level analysis.
- Begin implementation of the Culture Heritage and Arts Master Plan.
- Maintain gallery and museum core hours with minor adjustments to meet historical customer preferences.

### Changes in Service Levels & Service Level Priority:

Assume operations of Foothills Centennial Centre, including bookings, financial transactions, maintenance, etc.

Two new youth projects were developed with FCSS as a funding partner in 2018 and is planned to continue in 2019 subject to continued FCSS funding. Funding for transit is currently shown in the Community Services budget within Community Access budget (subsidized taxi program).

# Budget Detail by Division: Community Services

## Division Challenges:

- Maintaining service levels and meeting resident expectations, with increasing usage/program demand.
- Economic effects of the slow economic recovery is placing financial constraints on residents disposable income, needs for social supports, and, ability to pay for programs and services.
- Community Access Program (CAP) demand is difficult to predict. As the number of seniors increases in Okotoks the need for supportive transportation options will increase.
- Continued increases in requests for the Volunteer Driver Program from residents who cannot afford the CAP or require a more supportive transportation option has put pressure on volunteers who currently donate time, mileage and wear and tear on private vehicles.



# Budget Detail by Division: Community Services

## Efficiencies/Cost Savings:

- Cross functional support between business centres for major events for crowd control/setup/clean-up and waste management, creation of preferred contractor list for plumbing and electrical, snow removal, waste management and port-a-pots.
- Partner with Healthy Okotoks Coalition to receive Summer Jobs Canada funding to support summer day camp leaders for “Nature Stay and Play”.
- Internal training utilized for emergency management course (ICS 200).
- Costs remain fairly low for the Community Access Program (CAP). Supporting the Volunteer Drivers with km reimbursement provides increased choices for residents and community engagement for a minimal cost.
- 2019/20 RFP for the CAP will not include wheelchair trips to ensure all taxi companies can bid. Using specialized non-contracted providers has resulted in increased level of service to wheelchair residents, less administrative time, and minimal budget impact.
- Partnerships with Alberta Volunteer Centre Network has provided increased opportunities to facilitate professional workshops at a minimal cost to FCSS budget for voluntary agencies, building capacity in this sector.
- 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.
- New collaborative partnerships with the Foothills Children’s Wellness Network, Foothills School Division and Big Brothers Big Sisters include funding contributions from the partners to supplement FCSS grants for innovative youth projects.

## Operating & Capital Projects:

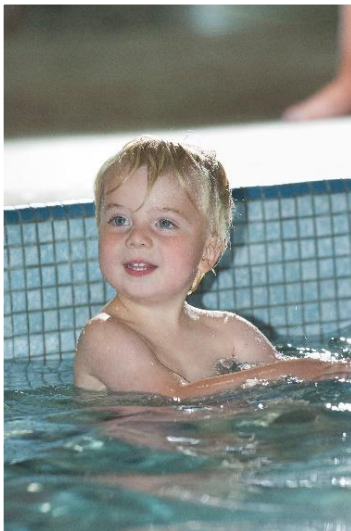
- Transit \$0.36M.
- Lifecycle maintenance for PCA and ORC (includes Murray and Curling rink roof restoration, replace Murray, Piper and Curling Rink computer control centre, and Swindle circulation and filtration systems) .
- Solar Systems at Recreational Centres - Placeholder \$0.36M - Project 127.



# Budget Detail by Division: Community Services

## User Fees:

- \$0.25 increase for daily admissions to Okotoks Recreation Centre
- No change to monthly, 3 month or annual passes
- 3% increase to Arena local prime time rates
- No increase to Arena non-prime rates
- No increase to all Aquatic rental rates
- 3% increase to all outdoor sports field rates and outdoor bookable spaces
- No increase to Gymnasium rental rates
- 3% increase to meeting rooms and cultural spaces rental rates
- Aquatic courses based on cost recovery
- Foothills Centennial Centre rates included in Rates and Fees



Sample Rates & Fees	2018	2019	Percent Increase	Market Average
Local Youth Prime Time Arena (Ice)	\$ 153.28	\$157.88	3.00%	\$ 197.13
Local Adult Prime Time Rate Arena (Ice)	\$ 225.97	\$232.75	3.00%	\$ 247.75
Local Youth Prime Time Dry Pad*	\$ 58.15	\$59.89	3.00%	\$ 78.45
Local Adult Prime Time Rate Dry Pad*	\$ 78.97	\$ 81.34	3.00%	\$ 78.45
Local Youth Prime Time Gymnasium	\$ 30.00	\$ 30.00	0.00%	\$ 68.78
RPAC - full facility*	\$ 73.86	\$ 59.99	-18.77%	n/a
Aquatic Swim Lessons -per 45 min	\$ 8.92	\$ 8.92	0.00%	\$ 8.42
Aquatic Lane Rental Riley Minue	\$ 16.99	\$ 16.99	0.00%	\$ 14.94
Local Youth Ball Diamond	\$ 30.27	\$ 31.18	3.00%	\$ 32.79
Local Youth Rectangular Field	\$ 14.51	\$ 14.95	3.00%	\$ 21.63
Local not for profit Community Room rate	\$ 20.24	\$ 20.85	3.00%	n/a

# The Budget Detail by Divisions

## Development Services



# Budget Detail by Division: Development Services

## Division: Development Services

### Business Centres:

- Planning
- Economic Development
- Engineering
- Assessment
- Inspection (Safety Codes) Services



### Strategic Direction:

**Provide Quality Infrastructure** 

**Manage Community Growth** 

**Provide Strong Governance** 



**FTEs:** 27.68 FTE in 2019 (includes 1.34 FTE in Engineering)

**Expenditure:** \$4.38M

**Revenue:** \$2.11M

**Savings:** \$ 0.05M

### Changed or Enhanced Core Services:

- Integrated Engineering support for utilities operations and long range utility planning, long term and interim water supply solutions.
- Refinements to the Off-site Levy Bylaw to align with Council's fiscal priorities by timing infrastructure projects to coincide with funding capacity, and strategic priorities for an expanded industrial land use base.
- Enhanced regional collaboration role in formation of and ongoing leadership and support within Calgary Metropolitan Region Board.
- Downtown Urban Design, and Innovative business retention and attraction, land sales strategic property acquisitions, data collection and analysis, and red tape reduction.
- Assessment/Inspections: Continued to develop and refine assessment resources to meet growth demands and expand strategic support for land use and economic development initiatives.

### Changes in Service Levels & Service Level Priority:

- Maintain Service level while re-organizing and integrating Economic Development and Planning, Engineering, Assessment and Inspection Services to achieve more effective coordination and actively support Downtown infill opportunities and business retention; according to Council's Economic, Land Use, and Urban Design Objectives.
- In 2018, Development Services initiated an organizational restructuring of Economic Development in the context of Council's Strategic Priorities to identify gaps in service, quantitative analysis of data to understand strengths and opportunities to both retain and support expansion of existing industry sectors, and developing the Town's role in supporting existing businesses, and improve relations with the business community; and to focus resources on business readiness.

# Budget Detail by Division: Development Services

## Division Challenges:

- Leveraging staff resources, and cultivating a Division-wide Economic Development mind-set and integral roles of Engineering, Safety Codes and Planning services to achieve Council's Economic Development Strategic Priorities.
- Balancing staff resource demands among long range planning, strategic utilities planning technical support, with interim and long-term water supply objectives, and technical review of new ASPs, Outline Plans and subdivision approvals.
- Reduce Red Tape through Policies and Development Permitting processes and navigation to support small business start-ups.
- Be proactive in providing information and clear communication to the residents and business community on the intent of planning to promote community standards and values such as orderly development, minimizing conflicts between land uses, timely and appropriate public participation, and equitable processes to manage growth.

## Pressures & Sustainability:

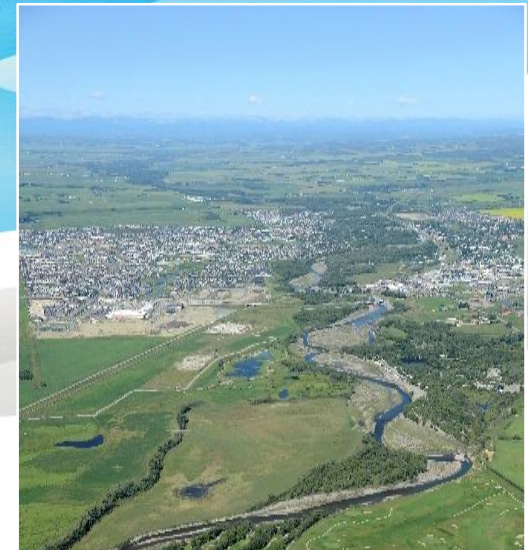
- Growth: Municipal Development Plan and Land Use Bylaw comprehensive reviews.
- Regulatory and Policy Gaps: Both the Land Use Bylaw and the MDP have not been comprehensively updated for almost 20 years.
- Public Transit: a local Public Transit service option will require contract development and on-going administrative and operational support.
- Maintaining an active leadership role in policy development and implementation for the Calgary Metropolitan Region Board.

## Efficiencies/Cost Savings:

- Inclusion of contract staffing component with major capital project budgets as necessary to undertake priority infrastructure projects including (completion of) Telus broadband/fibre optics network expansion.
- Assessment Notice and property owner negotiation process to reduce costly appeals and time.
- Increased cross training of staff (e.g. different of development to allow increased ability to adapt to changing workloads) and to ensure uniform consideration and priority for economic development objectives and stakeholders.

## Operating & Capital Projects:

- Urban Design Masterplan \$0.10M and Economic Development Plan \$0.20M
- Strategic Initiatives (downtown event support, sign and façade improvement program and related downtown development strategic goals) \$0.10M
- Northridge Drive Urbanization (T7) \$0.36M - Project 4
- Zone 3N/4N Reservoir Upgrade (W6) \$2.15M - Project 11
- Okotoks Community Campus – Plaza \$0.25M - Project 38
- Olde Town Okotoks Gateway Feature \$0.03M - Project 44
- Northridge Drive Storm Improvements \$0.40M - Project 98
- Alberta and Maple Street Deep Utility Improvement \$0.20M - Project 115
- North Railway Water Main Replacement \$0.50M - Project 118



# Downtown Okotoks

What we need to see for changes in the downtown moving forward:

- Sensitive infill Development
- Active and vibrant weekdays, evenings and weekends
- Gateway Features- Main Street and Elma
- Innovative Business Spaces ; Cafés, Restaurants, Breweries and Distilleries, Entertainment and Culture
- Business Incubation and Telecommuting
- Walkable, Barrier Free
- Collaborative
- Façade Improvement Support
- Easier Municipal Approvals and support



# Downtown Okotoks

## How the 2019 Budget Supports Downtown Change

- Gateway Feature Design Project at Northridge Drive and Elizabeth St.
- Land Use Bylaw updates to build on new 2018 provisions to allow Microbreweries, Wineries and Distilleries; adjust parking standards and fees to incent investment and cultivate a more human scale, pedestrian-friendly urban environment.
- Actively working with prospective businesses to navigate permit approvals.
- Implement a Building Façade and Signage Improvement Program.
- Collaborate with Daggett Street property owners to expand access, visibility events and connectivity to River Valley.
- Work with Elma Street Merchants to identify future enhancements.



**Downtown Okotoks projects an image of contemporary sustainability along its warm main streets that celebrate its vibrant heritage.**

# The Budget Detail by Divisions

## Corporate & Strategic Services



# Budget Detail by Division: Corporate & Strategic Services

## Division: Corporate & Strategic Services

### Business Centres:

- Corporate Communications
- Human Resources
- Environment & Sustainability
- Legislative & Policy Services
- CAO's Office & Council Budget



### Strategic Direction:

Provide Strong Governance 

Enhance Organization Excellence 

Promote Environmental Excellence 

**FTEs:** 25.65 FTE for 2019 (includes 1.38 new FTE for Environment & Sustainability).  
Division also includes expenses for 7 elected officials.

**Expenditure:** \$5.09M

**Revenue:** \$0.20M

**Savings:** \$0.40M

### Changed or Enhanced Core Services:

- Invest in land to facilitate affordable housing initiatives and work with partners to create opportunities that will meet current and future community needs.
- Begin implementing the Environmental Master Plan, including developing a Climate Change Adaptation Plan, offering commercial rebate programs, developing an eco asset inventory, and a triple bottom line analysis tool.
- Additional employee training in customer experience, public participation, new software, personal and shared accountability, peer coaching respectful workplace, process improvement and various new OH&S courses to meet changing legislation.
- Additional training to implement the Corporate Performance Management software to track strategic and master plan actions and create a corporate dashboard to show performance measures.
- The Town of Okotoks website will undergo a major refresh to provide an updated look and enhanced effectiveness, and increased advertising and supplies for public participation initiatives.

### Changes in Service Levels & Service Level Priority:

- Strategic Services staff assist with opportunities to implement Council's strategic initiatives in an effort to bring new initiatives to life. Once the projects are complete, the ongoing service is turned over to the appropriate Division and/or third party partners (e.g. transit and affordable housing projects).
- Continued implementation of public participation strategy and toolkit across organization along with using contract services to close the gap on increasing communications needs such as launching new services including marketing of transit and FCC. Additional pressures include major public participation projects such as affordable housing and master plans (MDP, CCAP and LUB).
- Continued increased programming and tours to further integrate the Environmental Education Centre into the community.

# Budget Detail by Division: Corporate & Strategic Services

## Division Challenges:

- Keeping abreast of and responding to legislative changes such as regional planning frameworks, OH&S, MGA etc.
- Moving Corporation towards electronic records and document management is a multiyear initiative.
- Continued implementation of policy framework and prioritized bylaw reviews.
- Continued implementation of public participation initiatives.
- Completing Climate Change Adaptation Plan requiring extensive internal and external stakeholder consultation, along with initiatives related to the first year implementation of the Environmental Management Plan.
- Maintaining core services and competencies in a rapidly changing world ( e.g. finding time to learn and master new software, reinvent processes and respond to increasing service demands, changing expectations and ongoing transformation of corporate culture to increase effectiveness, efficiencies and innovation).

## Efficiencies/Cost Savings:

- Elimination of the municipal census in 2019 due to low return on investment in a slower growth environment.
- Significant efforts are being placed into automating processes and digitizing document and records management which is a multiyear initiative to implement across the organization.
- Partnerships for in-kind services and donations for various environmental initiatives (e.g. environmental education centre, conservation educator initiatives) will continue.
- Continued shared resources, cross functional and internal cross-training to increase resiliency and response to increasing requests for service.

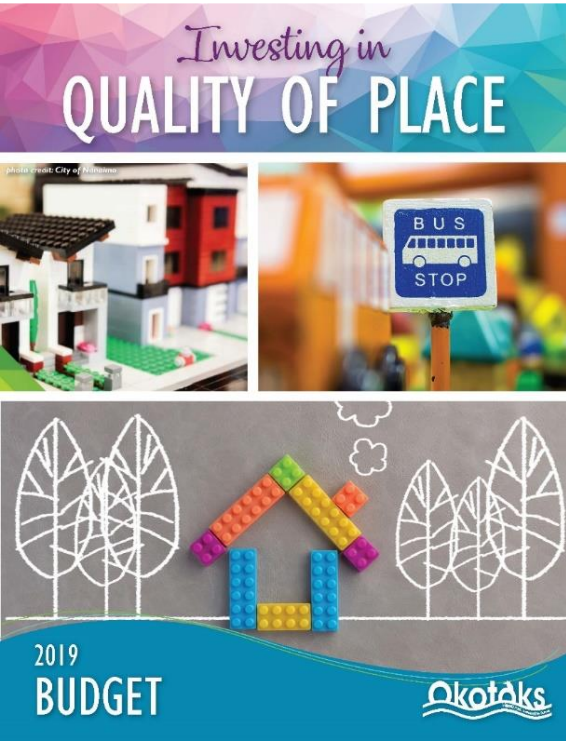
## Operating & Capital Projects:

- Water & Energy Rebate Program and Triple Bottom Line \$0.18M
- Furnishings/Renovations \$0.30M - Project 27
- Affordable Homes – Placeholder \$3.30M - Project 112
- Local transit - Placeholder \$1.40M - Project 116



# The Budget Detail by Divisions

## Infrastructure & Operations



# Budget Detail by Division: Infrastructure & Operations

## Division: Infrastructure & Operations

### Business Centres:

- Transportation & Fleet
- Parks & Cemetery
- Facilities Maintenance

**FTEs:** 37.94 FTE in 2019 (includes 1.34 new FTE in Transportation & Parks)

**Expenditure:** \$8.97M

**Revenue:** \$0.66M

**Savings:** \$ 0.12M

### Changed or Enhanced Core Services:

- Establish facility condition index program to enable an asset management program.
- Further focus, dedication and oversight of the Cemetery and Transportation Business Centre areas.
- Utilization review in Fleet Services area.
- Growth in pathway maintenance (~4%) and roads (~2%) resulting from previously maintained developer areas turned over to the Town.

### Division Challenges:

- Continuously growing challenges for Operations teams completing daily activities due to safety / traffic congestion resulting in more night time scheduling of activities.
- With continued growth in facilities, centralized building security monitoring has resulted in additional complexity and coordination.
- At times, supporting community events poses challenges with maintaining core services.

### Strategic Direction:

**Provide Quality Infrastructure** 

**Enhance Organization Excellence** 

**Manage Community Growth** 



# Budget Detail by Division: Infrastructure and Operations

## Pressures & Sustainability:

- Expanding infrastructure and community expectations are increasing. Balancing expectations and available resources is ongoing.
- Increasing frequency and duration of extreme weather events create challenges for scheduling and administration and core service delivery.

## Efficiencies/Cost Savings:

- Continued shared resources, cross-functional and internal cross training to increase resiliency and response to increasing requests for service.
- Strategic procurement and contract tendering with additional focus toward the creation of multi-year contracts, stability and cost savings.
- Tablet based preventative maintenance program, includes service requests, tracking and close-out.

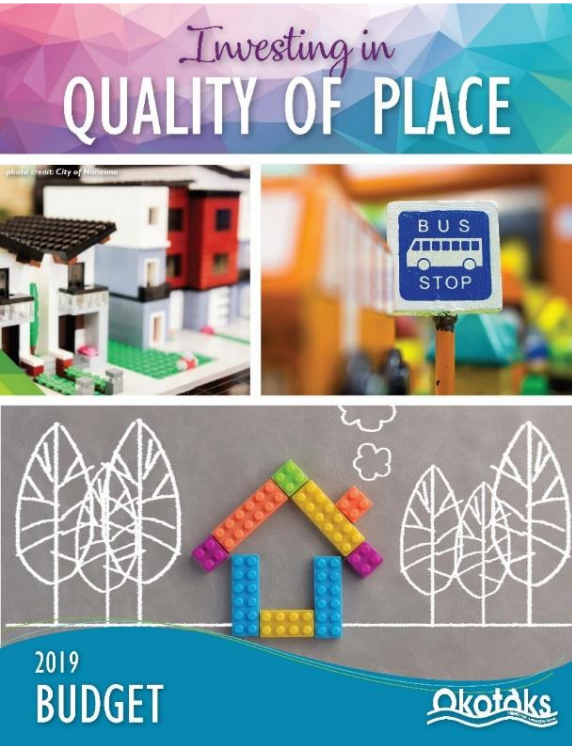
## Operating & Capital Projects:

- Tennis & Picketball court acrylic resurfacing \$0.17M
- Seaman's Stadium \$0.08M - Project 31
- Community Garden - South Side \$0.05M - Project 67
- Playground Upgrade - Tillotson Park \$0.08M - Project 76
- Operations Centre-Phase 2-Shop Modernization \$0.10M - Project 86
- Snow Dump land purchase and development \$1.00M - Project 94
- Sport Field Upgrades \$0.15M - Project 108
- New Asset Program \$0.07M - Project 125
- Asset Replacement Program \$0.49M - Project 126



# The Budget Detail by Divisions

## Utilities

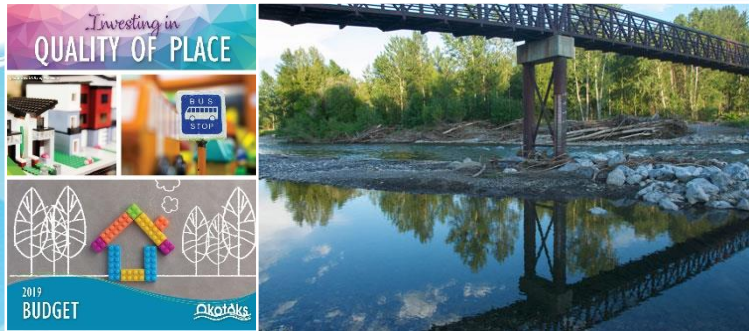


# Budget Detail by Division: Utilities

## Division: Utilities

### Business Centres:

- Water, Wastewater, Storm Water
- Waste Management



### Strategic Direction:

Provide Quality Infrastructure 

Promote Environmental Excellence 

Manage Community Growth 

FTEs: 13.78 FTE in 2019

Expenditure: \$8.27M  
Revenue: \$14.36M  
Savings: \$ 0.06M  
Additional Revenue \$0.07

### Changed or Enhanced Core Services:

- Continue to promote enrollment for real time water meter portal enabling residents to monitor and manage their water use.
- Promote the waste app with aim to increase number of subscribers.
- Implement the waste collection routes executing a 4 day schedule and 8 community zones.
- Revenues may be realized for garbage collection through external contracting agreements with regional partners.
- Expand preventative maintenance on storm system works and include a structured record management system that includes community inquiries.
- Optimize utilization of non-potable water within the community.
- Implement recommendations from utility costing analysis study.
- Actively work on the pending transition of EPCOR to Town managed water and wastewater operations.
- Increase and improvement on education and promotion of waste programs.

# Budget Detail by Division: Utilities

## Division Challenges:

- Extreme weather events are impacting water supply for outdoor water demands during prolonged hot weather and also creates stress on storm water infrastructure during major storms, leading to more flushing and cleaning efforts. Community education gaps are also contributors to outdoor water use efficiency and impacts.
- Managing recyclables due to the ban of materials exporting to China.
- Coordination of lifecycle replacement and redundancy addition for the Wastewater Treatment Plant while maintaining core operational objectives.

## Pressures & Sustainability:

- Additional and expanded amenities and infrastructure require additional resources, upgrades and repairs.
- Capacity and resources for operational maintenance and asset management will need to be addressed in future years.
- Aligning water management objectives with provincial expectations.

## Efficiencies:

- Rate stabilization for Waste Management.

## Operating & Capital Projects:

- Wastewater Treatment Plant Upgrade \$7.15M - Project 104.



# Budget Detail by Division: Utilities

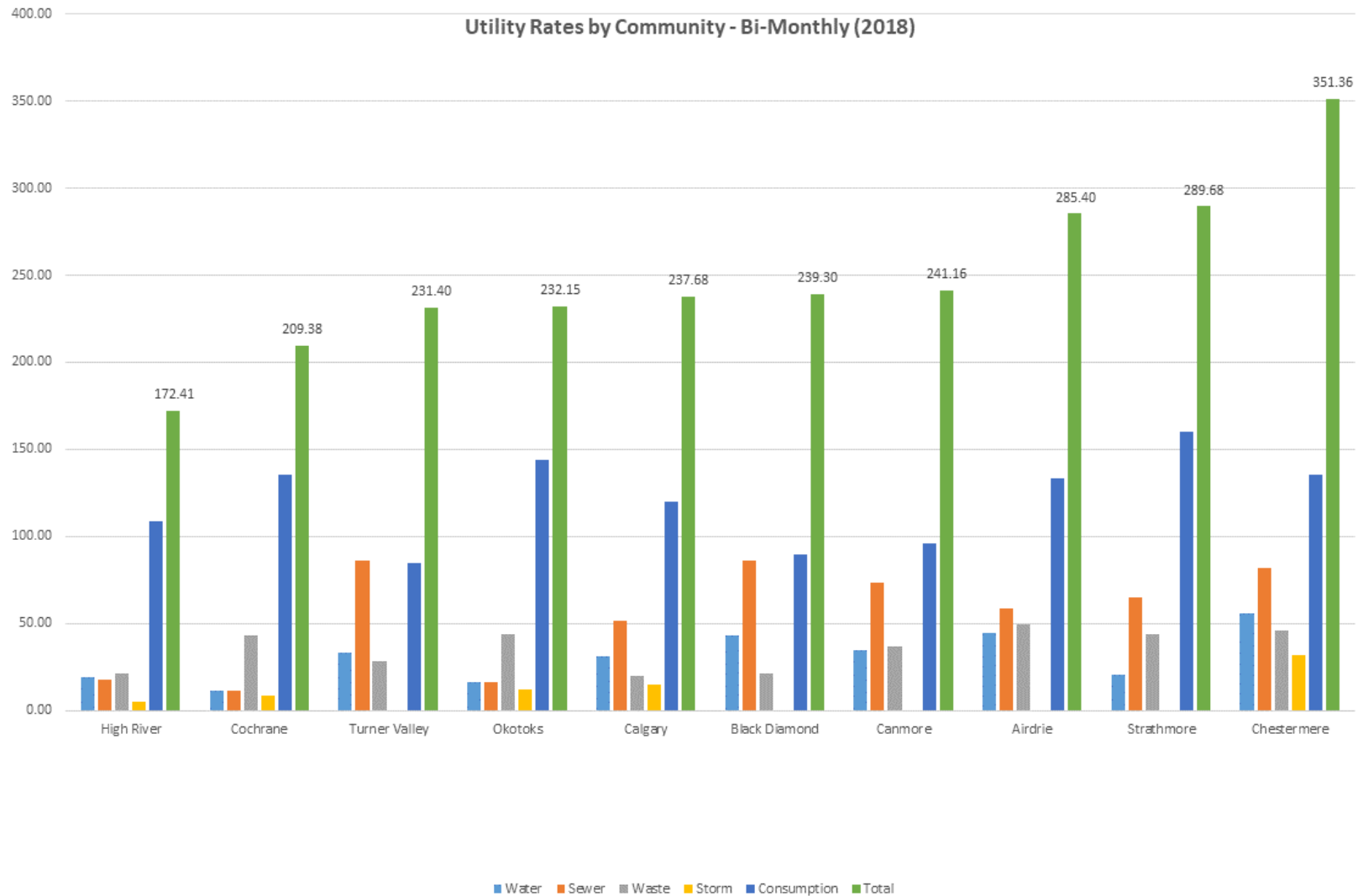
## User Fees:

Proposed increased for monthly bill based on a consumed water consumption rate of 19 cubic meter: **\$120.58** (3.88% increase).



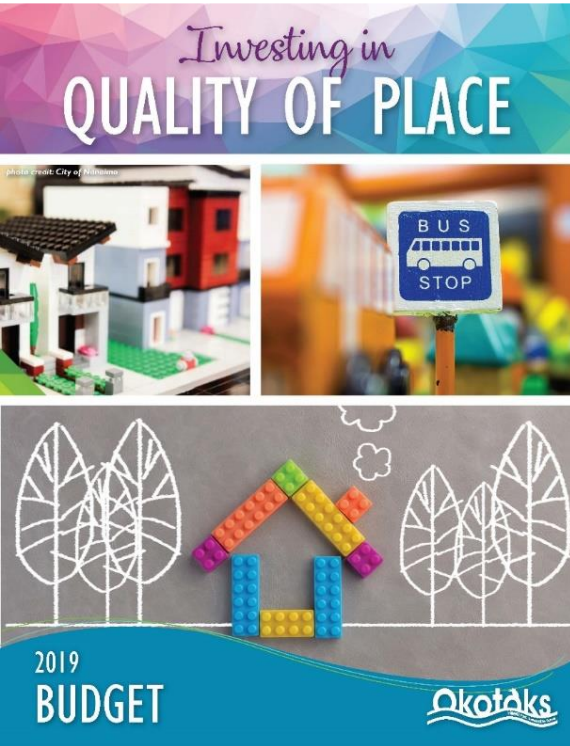
5 Year Historic Utility Rates						
Utility Rates Over Time						
	2015	2016	2017	2018	2019	
Water	66.95	69.16	76.99	80.20	81.65	1.81%
Sewer	86.84	89.71	93.16	95.80	102.35	2.83%
Storm	11.32	11.55	11.55	12.00	13.00	8.33%
Waste	39.00	41.00	41.00	44.15	44.15	0.00%
Total	204.11	211.42	222.70	232.15	241.15	3.88%
Percentage Change		3.6%	5.3%	4.24%	3.88%	
Cost per bi-monthly billing period						
Water and Sewer based on average consumption of 19 m3/month						
Waste based on provision of all services						

# Budget Detail by Division: Utilities



# The Budget Detail by Divisions

## Finance & Systems

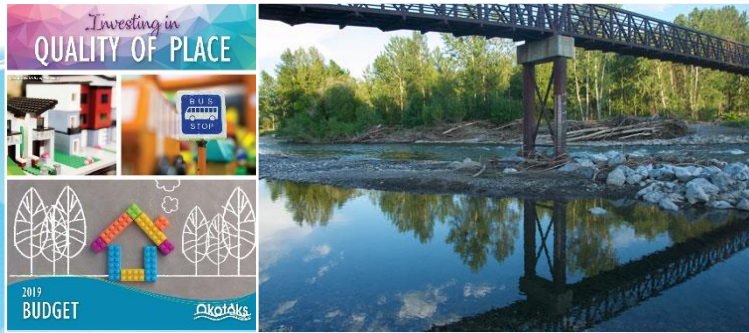


# Budget Detail by Division: Finance & Systems

## Division: Finance & Systems

### Business Centres:

- Accounting Services
- Information and Business Solutions
- Also includes budget for General Municipal



**FTEs:** Total 22.0 FTE for 2019  
(includes 0.67 new FTE for IT)

**Expenditure:** \$3.87M  
**Revenue:** \$33.28M  
**Savings:** \$ 0.02M

### Changed or Enhanced Core Services:

- Implementation of Asset Management and Procurement functions to serve corporate needs.
- Development and assessment of Enterprise Resource Planning (ERP) platform strategy.

## Strategic Direction:

Foster Economic Vitality 

Provide Strong Governance 

# Budget Detail by Division: Finance & Systems

## Division Challenges:

- Legislative requirements, continued demands for enhanced financial reporting and inquiries increased without additional resources and integrated systems.
- A need for financial internal systems and process reviews, enhancements, streamlining, budget and forecast modelling, including ERP platform maintenance to meet the needs of the Town.
- Integration of Asset Management and Purchasing functions.
- Managing and tracking grant and cash flow reporting requirements.
- Continued demand from all business centres for workflows and other technology tools to increase their efficiencies, to help them handle additional growth.

## Efficiencies/Cost Savings:

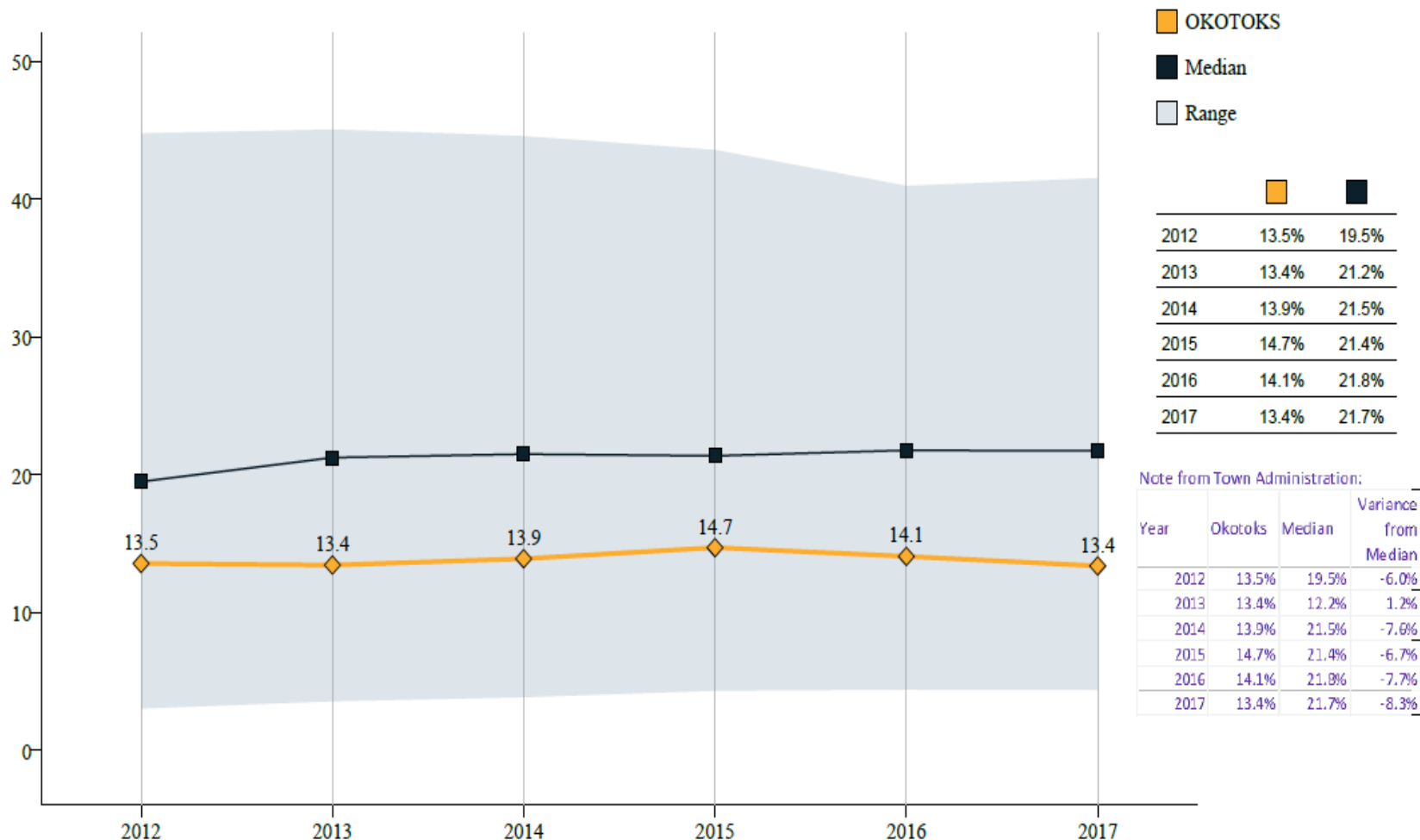
- Addition of the procurement card program required additional coordination efforts from Accounting Services with benefits to the corporation in increased efficiencies.
- Implementation of a hosted purchasing platform to streamline processes and maintain ongoing compliance to trade agreements, ensuring enterprise wide systems and processes are coordinated and improved.

## Operating & Capital Projects:

- Annexation cost - \$0.20M
- IT capital projects - \$0.39M - Project 28

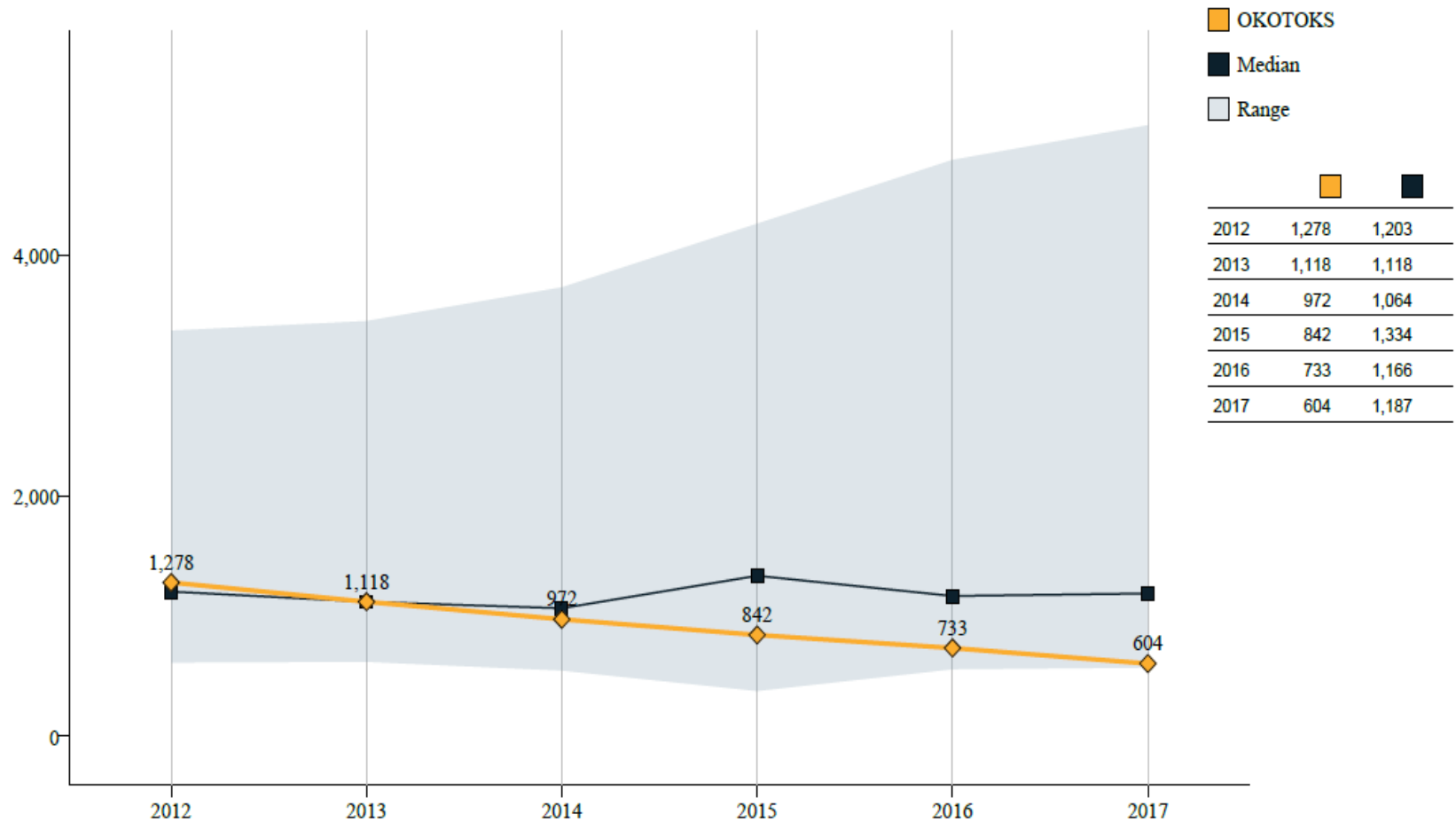


## Non-Residential Assessment as % of Total Equalized Assessment



**\*\*Okotoks is consistently lower than median for the last six years.**

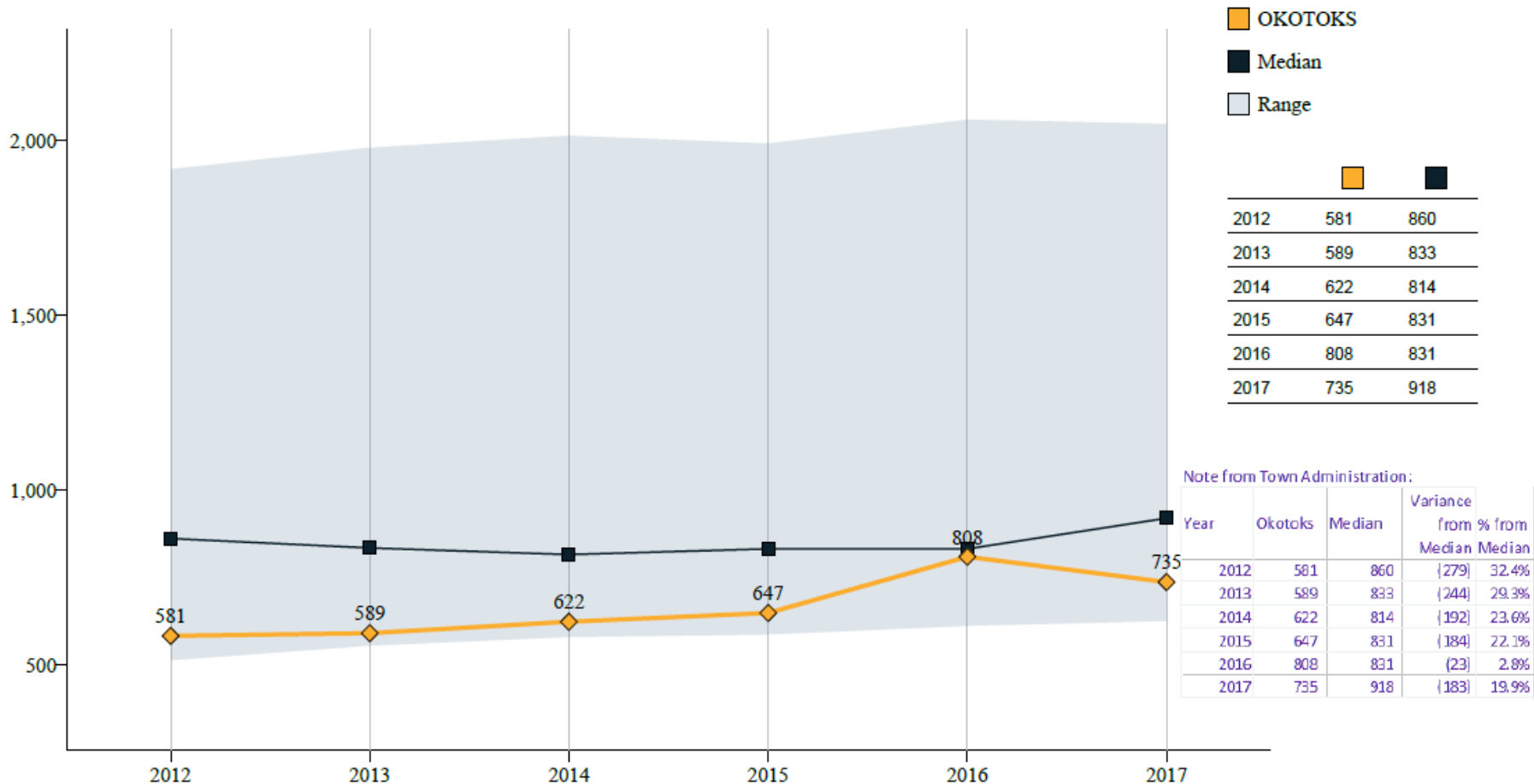
## Long Term Municipal Debt Per Capita



# Regional Comparisons

## Financial Indicator Graphs OKOTOKS

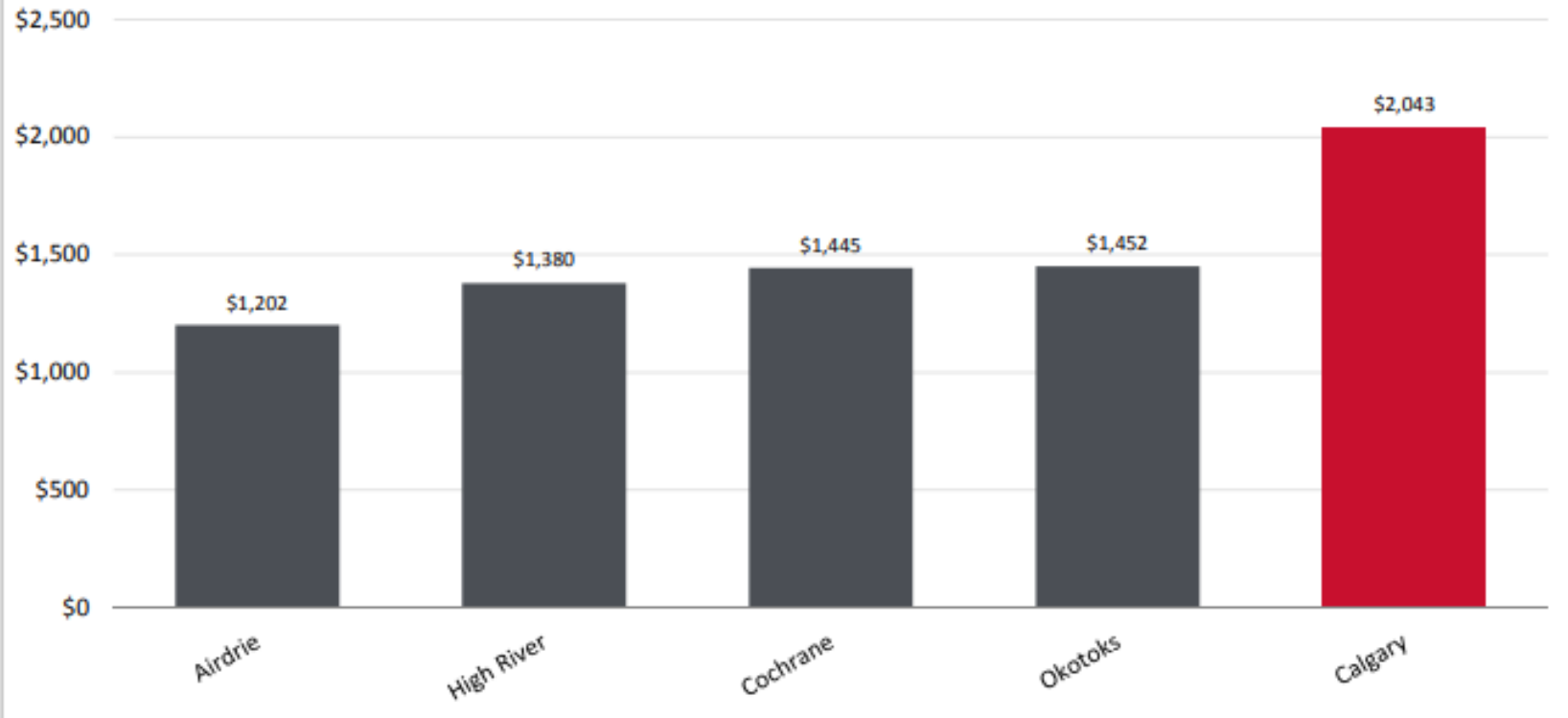
### Major Expenditures Per Capita by Type: Salaries, Wages and Benefits



# Regional Comparisons

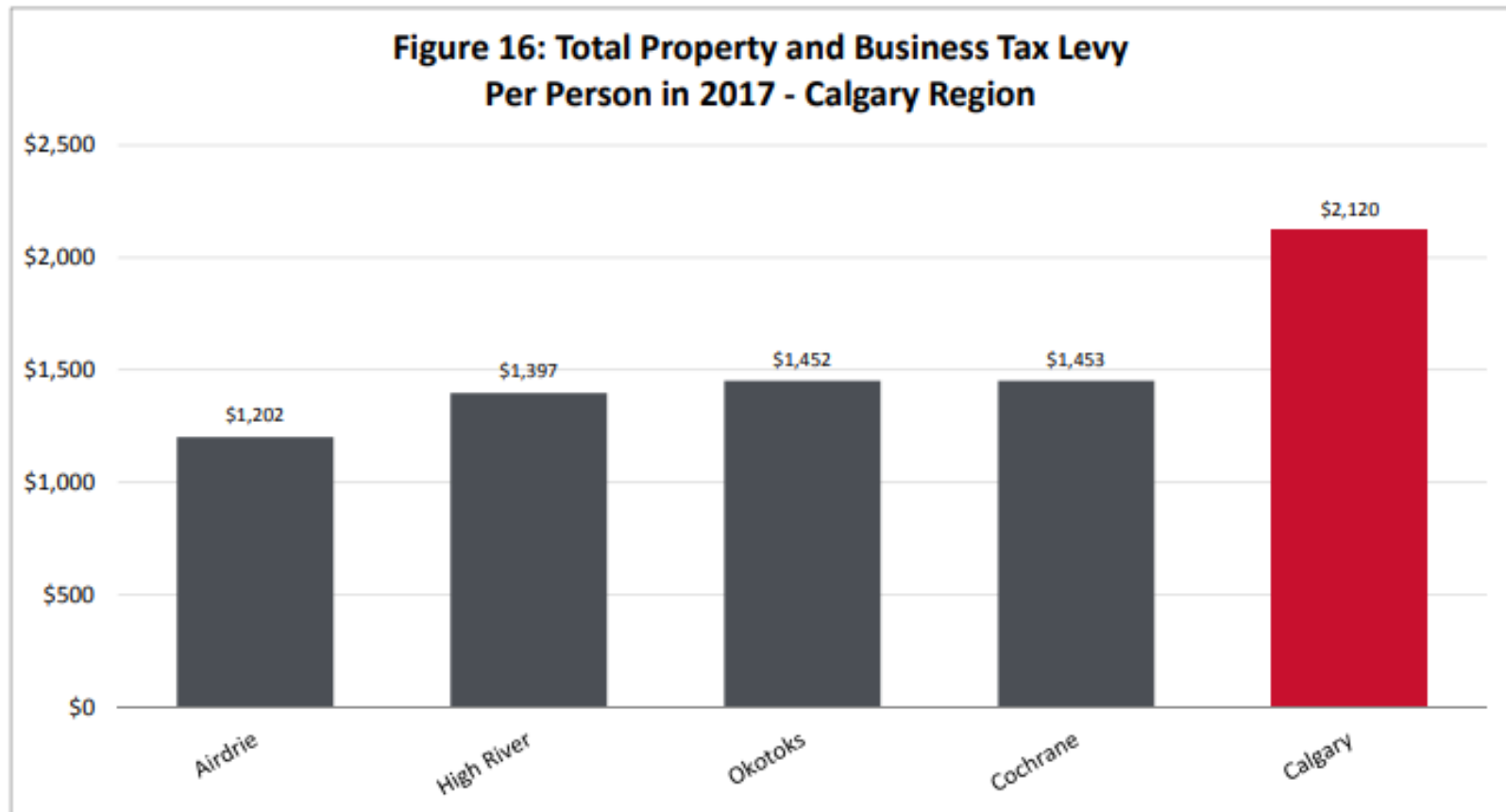
## Property and Business Tax Per Person

**Figure 14: Total Property Tax Levy Per Person in 2017  
- Calgary Region**



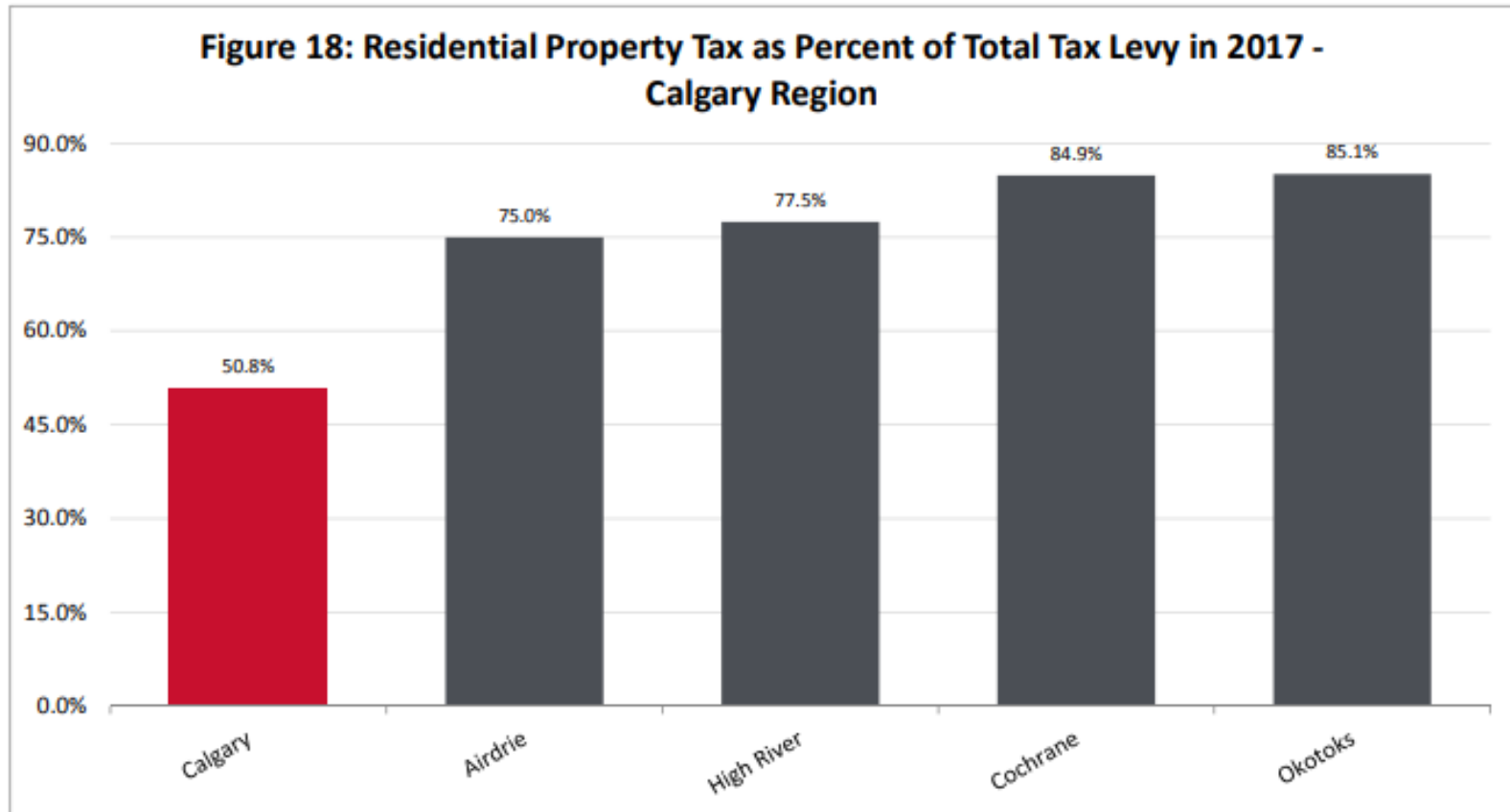
# Regional Comparisons

## Property and Business Tax Per Person



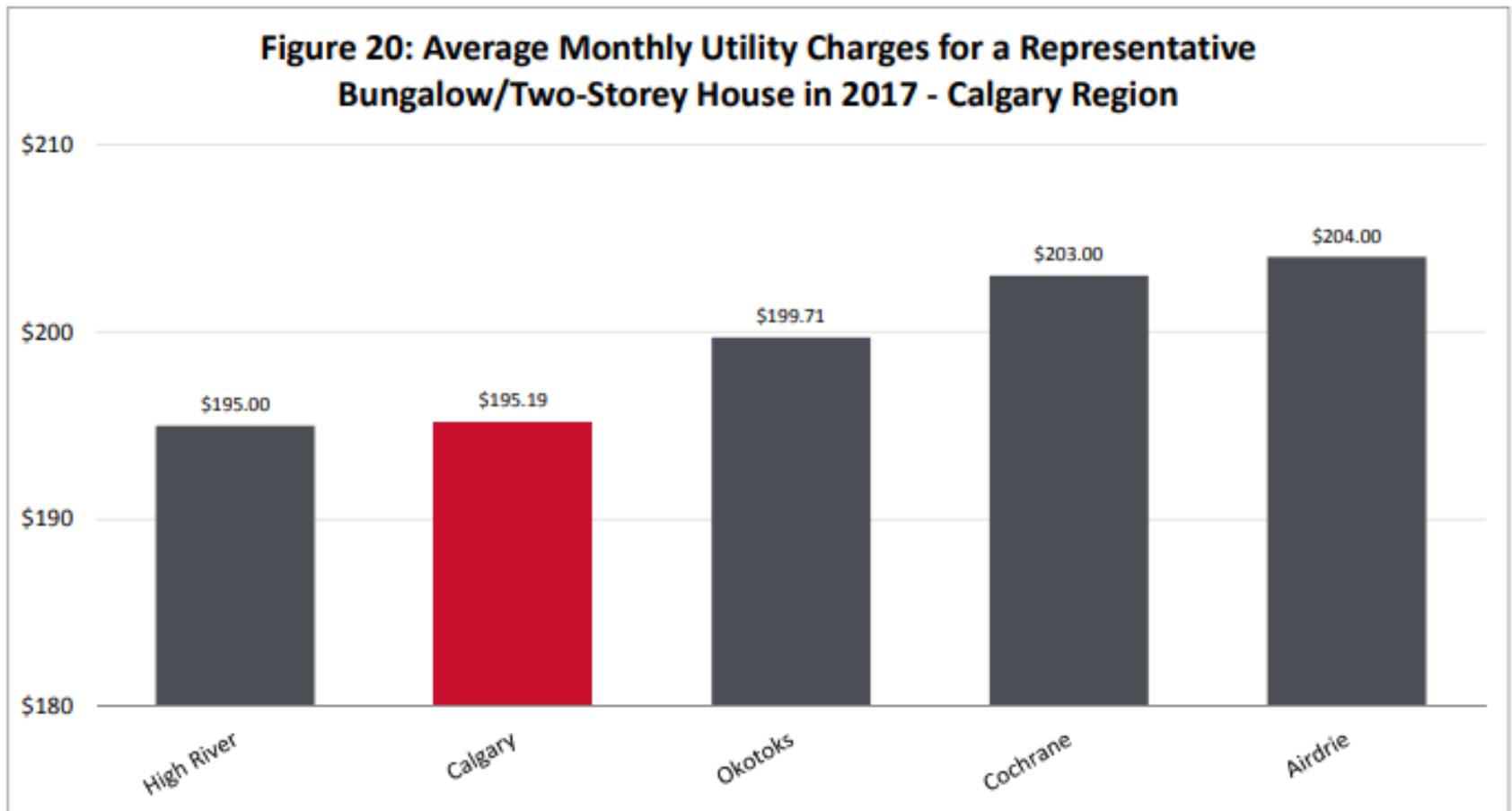
# Regional Comparisons

## Proportion of Property Tax Load Paid by Residential Properties



# Regional Comparisons

## Average Monthly Utility Charges



# Questions?

