

<p>TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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DIVISION: Protective Services

(Municipal Support Services for RCMP, Fire Services, Emergency Management and Municipal Enforcement Services)

CHANGES IN STAFFING LEVELS

42.75 FTE's for 2019

CHANGED OR ENHANCED CORE SERVICES

- Full year of Fire Services delivery from SES Fire Station #2
- RCMP contracted services (25 officers) will accommodate the continuance of the School Resource Officer (SRO) program

CHANGES IN SERVICE LEVELS & SERVICE LEVEL PRIORITY

- Full year of Fire Services delivery from SES Fire Station #2

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 services in order 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.

<p style="text-align: center;">TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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EFFICIENCIES

- 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.
- Protective Services continue to provide support to other business centres around special event planning, community initiatives and day to day business.
- Updating Community Emergency Management Plan (CEMP) and development and coordination of the municipal Business Continuity Plans.

FUNDING

RATES & FEES

- None

LEVIES

- None

PROPERTY TAX SUPPORT

- Division reliant upon tax support

RESERVE CONTRIBUTION

- None

GRANTS (MSI, Fuel tax, specific initiatives)

- Provincial grants are available for training initiatives in fire and disaster services.
- The Provincial policing grants continue to be applied.

OPERATING & CAPITAL PROJECTS

CAPITAL – Washer & dryer for Station #2 fire turn out gear (\$18K)

- - Fill station for Station #2 for Self-contained Breathing Apparatus (\$45K)
- - Replacement of radar speed spy (\$10K)

Town of Okotoks
Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)
Protective Services

	2018	2019	2020	2021	2022	2023
REVENUES						
Fine Revenue	0.580	0.590	0.598	0.603	0.608	0.612
Licenses, Permits and Fees	0.116	0.117	0.119	0.122	0.124	0.127
Other Revenues	0.000	0.000	0.000	0.000	0.000	0.000
Rental Revenue	0.102	0.103	0.103	0.103	0.103	0.103
Sales and User Charges	0.264	0.252	0.253	0.254	0.256	0.256
Transfers from Governments and other Organizations	1.170	1.301	1.310	1.322	1.334	1.350
Total	2.322	2.363	2.384	2.404	2.426	2.448
EXPENDITURES						
Contracted and General Services	0.388	0.447	0.460	0.439	0.433	0.435
Long Term Interest	0.240	0.223	0.204	0.186	0.166	0.147
Materials, Goods, Supplies	0.206	0.250	0.249	0.237	0.221	0.221
Purchases from Other Governments	3.860	3.971	4.089	4.345	4.607	4.861
Salaries, Wages & Benefits	4.812	5.057	5.148	5.224	5.244	5.248
Bank Charges and Short Term Interest	0.001	0.001	0.001	0.001	0.001	0.001
Total	9.506	9.948	10.151	10.431	10.672	10.913
EXCESS OF REVENUES OVER EXPENDITURES	-7.274	-7.585	-7.768	-8.027	-8.247	-8.465
Debt Principal	0.493	0.511	0.529	0.548	0.531	0.386
Transfers to / (from) Other Functions	0.622	0.690	0.696	0.700	0.704	0.714
Transfers to / (from) Capital Reserves	0.000	0.000	0.000	0.000	0.000	0.000
Transfers to (from) Operating Reser	0.000	0.000	0.000	0.000	0.000	0.000
Tax Support for: Protective Services	-8.390	-8.786	-8.993	-9.275	-9.481	-9.566
Amortization	0.499	0.536	0.536	0.536	0.536	0.536

<p style="text-align: center;">TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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DIVISION: **Community Services**
(Aquatics, Community Programs and Events, Culture and Historical Services, Community Wellness, Recreation Client Services, Recreation Facilities)

CHANGES IN STAFFING LEVELS

85.46 FTE for 2019 (includes 5.26 new FTE for additional hours for PCA and FCC facilities, Transit and Programs)

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)

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.

<p style="text-align: center;">TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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EFFICIENCIES

- 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.

FUNDING

RATES & 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

LEVIES

- None

<p>TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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PROPERTY TAX SUPPORT

- Division is largely reliant upon tax support

GRANTS (MSI, Fuel tax, specific initiatives)

- Family and Community Support Services transfer from province
- Grants for solar on arena

OPERATING & CAPITAL PROJECTS

CAPITAL PROJECTS

- Complete Champion Park operating model/service level analysis
- Lifecycle maintenance for PCA and ORC (includes Murray and Curling rink roof restoration, Replace Murray, Piper and Curling Rink computer control centre; Upgrade Swindles' circulation and filtration systems)
- Corporate Lands Strategy
- Solar Systems at Recreational Centres
- Complete Pason Centennial Arena Expansion (deficiencies and warranties)

Town of Okotoks
Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)
Community Services

	2018	2019	2020	2021	2022	2023
REVENUES						
Other Revenues	0.077	0.100	0.096	0.096	0.097	0.097
Rental Revenue	2.001	2.177	2.113	2.144	2.176	2.177
Sales and User Charges	1.634	1.678	1.678	1.709	1.741	1.759
Transfers from Governments and other Organizations	1.986	1.935	1.929	1.930	1.731	1.731
Total	5.698	5.890	5.816	5.879	5.745	5.764
EXPENDITURES						
Contracted and General Services	1.969	2.653	2.973	2.903	2.936	2.887
Long Term Interest	0.246	0.160	0.070	0.000	0.000	0.000
Materials, Goods, Supplies	0.715	0.636	0.568	0.577	0.584	0.586
Other Expenditures	0.324	0.329	0.244	0.245	0.248	0.249
Purchases from Other Governments	0.645	0.646	0.698	0.700	0.702	0.702
Salaries, Wages & Benefits	5.648	6.002	6.104	6.134	6.143	6.149
Bank Charges and Short Term Interest	0.040	0.041	0.042	0.043	0.043	0.044
Utilities	0.866	0.929	0.929	0.947	0.965	0.965
Total	10.454	11.397	11.629	11.547	11.622	11.581
EXCESS OF REVENUES OVER EXPENDITURES	-4.756	-5.506	-5.813	-5.668	-5.877	-5.817
Debt Principal	1.687	1.757	1.847	0.000	0.000	0.000
Transfers to (from) Other Functi	0.200	0.257	0.233	0.236	0.238	0.240
Transfers to (from) Capital Reser	-1.739	-1.332	-1.403	0.000	0.000	0.000
Transfers to (from) Operating Reser	0.000	0.000	0.000	0.000	0.000	0.000
Tax Support for: Community Services	-4.905	-6.189	-6.491	-5.905	-6.115	-6.058
Amortization	1.552	1.520	1.520	1.520	1.520	1.520

<p style="text-align: center;">TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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DIVISION: **Development Services**
(Planning, Economic Development, Engineering, Assessment, and
Inspection (Safety Codes) Services)

CHANGES IN STAFFING LEVELS

27.68 FTE in 2019 (includes 1.34 FTE in Engineering)

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: Continue 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, improve relations with the business community; and to focus resources on business readiness.

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.

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- 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

- Inclusion of contract staffing component with major capital project budgets as necessary to undertake priority infrastructure projects including the 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 development to allow increased ability to adapt to changing workloads) and to ensure uniform consideration and priority for economic development objectives and stakeholders.

FUNDING (general comments)

RATES & FEES

- Planning: Some increases in planning application fees to allow for increased cost recovery on certain applications. These increases are generally in line with other municipalities in the region.

LEVIES

- Offsite Levies Bylaw to be updated based on MGA provisions for community facility costs, and alignment with downtown economic development strategic priorities, while ensuring the Town's current and long term financial health.

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PROPERTY TAX SUPPORT

- Division partially reliant upon tax support; Engineering supported in part by review & inspection fees, utility fees and capital projects.

RESERVE CONTRIBUTION

- Engineering- budgeted contribution from Engineering and Inspection reserve

GRANTS (MSI, Fuel tax, specific initiatives)

- None

OPERATING & CAPITAL PROJECTS

OPERATING

- Land Use Bylaw Review (\$0.100M)
- Strategic Initiative (\$0.100M) (downtown event support, sign and façade improvement program and related downtown development strategic goals)

CAPITAL

- Completion of Wayfinding and Entry Signage (\$1.70M)
- Downtown Gateway Feature (\$0.025M)
- Northridge Drive Urbanization (T7) (\$0.360M)
- Zone 3N/4N Reservoir Upgrade (W6) (\$2.150M)
- Okotoks Community Campus – Plaza (\$0.250M)
- Olde Town Okotoks Gateway Feature (\$0.025M)
- Northridge Drive Storm Improvements and Pump Purchase (\$0.400M)
- Alberta and Maple Street Deep Utility Improvement (\$0.200M)
- North Railway Water Main Replacement (\$0.500M)

Town of Okotoks

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

Development Services

	2018	2019	2020	2021	2022	2023
REVENUES						
Licenses, Permits and Fees	1.825	1.755	1.795	1.845	1.745	1.745
Other Revenues	0.020	0.020	0.020	0.020	0.020	0.020
Rental Revenue	0.052	0.052	0.052	0.052	0.052	0.052
Sales and User Charges	0.820	0.280	0.280	0.280	0.280	0.280
Transfers from Governments and other Organizations	0.000	0.000	0.000	0.000	0.000	0.000
Total	2.717	2.107	2.147	2.197	2.097	2.097
EXPENDITURES						
Contracted and General Services	1.110	0.972	0.809	0.734	0.734	0.734
Materials, Goods, Supplies	0.029	0.028	0.028	0.028	0.028	0.028
Purchases from Other Governments	0.032	0.031	0.036	0.036	0.036	0.036
Salaries, Wages & Benefits	2.954	3.134	3.230	3.256	3.265	3.268
Bank Charges and Short Term Interest	0.015	0.015	0.015	0.015	0.015	0.015
Total	4.139	4.180	4.117	4.069	4.078	4.081
EXCESS OF REVENUES OVER EXPENDITURES	-1.422	-2.073	-1.970	-1.872	-1.981	-1.984
Transfers to (from) Other Functi	-0.192	-0.182	-0.139	-0.138	-0.138	-0.137
Transfers to (from) Capital Reser	-0.105	0.000	0.000	0.000	0.000	0.000
Transfers to / (from) Operating Reserves	-0.269	-0.150	-0.150	-0.150	-0.150	-0.150
Tax Support for: Development Services	-0.856	-1.741	-1.681	-1.584	-1.693	-1.697

<p>TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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DIVISION: **Infrastructure and Operations**
(Transportation and Fleet, Parks and Cemetery, Facilities Maintenance)

STAFFING LEVEL

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

CHANGED OR ENHANCED CORE SERVICES

- Establish facility condition index program to enable an asset management program.
- 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.

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 PLANNED

- 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.

<p>TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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FUNDING

RATES & FEES

- Included in rates and fees bylaw

LEVIES

- None

PROPERTY TAX SUPPORT

- Division largely reliant upon tax support

RESERVE CONTRIBUTION

- None

GRANTS (MSI, Fuel tax, specific initiatives)

- Provincial grants may be available

CAPITAL PROJECTS

- Fleet New Asset Program (\$0.127M)
- Fleet Asset Replacement Program (\$0.490M)
- Operations Centre, Shop Modernization and site feasibility (\$0.100M)
- Snow Dump land purchase and development (\$1.200M)
- Playground Upgrade - Tillotson Park (\$0.080M)
- Campus Plaza Construction including stormwater demonstration project (\$0.250M)
- Seaman Stadium upgrades and expansion planned to be completed prior to 2019 opening day.

Town of Okotoks
Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)
Operations & Infrastructure

	2018	2019	2020	2021	2022	2023
REVENUES						
Licenses, Permits and Fees	0.005	0.003	0.003	0.003	0.003	0.003
Other Revenues	0.079	0.079	0.077	0.077	0.077	0.077
Rental Revenue	0.340	0.356	0.341	0.344	0.348	0.351
Return on Investments	0.005	0.004	0.004	0.004	0.004	0.004
Sales and User Charges	0.237	0.201	0.213	0.219	0.225	0.225
Taxes and Grants in Place	0.003	0.000	0.000	0.000	0.000	0.000
Transfers from Governments and other Organizations	0.268	0.018	0.018	0.018	0.018	0.018
Total	0.937	0.660	0.656	0.665	0.673	0.677
EXPENDITURES						
Contracted and General Services	2.966	3.086	2.881	2.752	2.778	2.795
Long Term Interest	0.022	0.012	0.003	0.000	0.000	0.000
Materials, Goods, Supplies	0.955	1.056	1.105	1.127	1.139	1.145
Other Expenditures	0.029	0.029	0.030	0.030	0.031	0.031
Purchases from Other Governments	0.075	0.000	0.000	0.000	0.000	0.000
Salaries, Wages & Benefits	2.679	2.799	2.848	2.856	2.857	2.858
Utilities	2.003	1.990	2.104	2.152	2.193	2.194
Total	8.728	8.973	8.970	8.918	8.998	9.023
EXCESS OF REVENUES OVER EXPENDITURES	-7.921	-8.313	-8.315	-8.253	-8.325	-8.346
Debt Principal	0.268	0.278	0.143	0.000	0.000	0.000
Transfers to (from) Other Functi	-2.394	-2.722	-2.784	-2.725	-2.729	-2.757
Transfers to (from) Capital Reser	0.071	0.549	0.615	0.665	0.665	0.715
Transfers to / (from) Operating Reserves	0.000	0.000	0.000	0.000	0.000	0.000
Tax Support for: Operations & Infrastructure	-5.736	-6.417	-6.288	-6.193	-6.261	-6.304
Amortization	4.160	4.607	4.607	4.607	4.607	4.607

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DIVISION: Corporate & Strategic Services

Legislative & Policy Services, Corporate Communications, Human Resources, and Environment & Sustainability. The CAO's office and Council budget is also included.

CHANGES IN STAFFING LEVELS

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

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

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
- Completing Climate Change Adaptation Plan requiring extensive internal and external stakeholder consultation, along with first year implementation of the Environmental Management Plan and related initiatives

<p style="text-align: center;">TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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- 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 PLANNED

- 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

FUNDING (general comments)

- Inclusion of a 1.5% corporate vacancy rate that poses a reasonable risk based on historical averages.

RATES & FEES

- None

LEVIES

- None

PROPERTY TAX SUPPORT

- Division is largely reliant upon tax support

GRANTS (MSI, Fuel tax, specific initiatives)

- Anticipating a grant from FCM' for under the Municipal Climate Innovation Program for 80% of cost (max \$0.175M) to complete the municipal Climate Change Adaptation Plan.

OPERATING & CAPITAL PROJECTS

- OPERATING PROJECT –Climate Change Adaptation Plan - \$0.100M for 2018 (project started 4th quarter 2018) and \$0.100M for 2019.
- CAPITAL PROJECTS - Local transit (\$3.110M)
- Acquire land for affordable housing projects (\$1.75M), plus \$1.5M placeholder for potential infrastructure)
- Municipal Centre renovations and workstations (\$300K) to accommodate additional staff over the next several years
- Council strategic initiatives (\$250K)

Town of Okotoks

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

Corporate & Strategic Services

	2018	2019	2020	2021	2022	2023
REVENUES						
Other Revenues	0.000	0.000	0.000	0.000	0.000	0.000
Sales and User Charges	0.120	0.117	0.104	0.110	0.115	0.115
Taxes and Grants in Place	0.000	0.000	0.000	0.000	0.000	0.000
Transfers from Governments and other Organizations	0.080	0.080	0.000	0.000	0.000	0.000
Total	0.200	0.197	0.104	0.110	0.115	0.115
EXPENDITURES						
Contracted and General Services	1.637	1.837	1.711	1.535	1.428	1.340
Long Term Interest	0.033	0.032	0.030	0.029	0.028	0.026
Materials, Goods, Supplies	0.062	0.061	0.062	0.064	0.062	0.062
Other Expenditures	0.002	0.003	0.003	0.003	0.003	0.003
Salaries, Wages & Benefits	3.344	3.675	4.737	5.415	6.190	6.947
Bank Charges and Short Term Interest	0.001	0.001	0.001	0.001	0.001	0.001
Total	5.079	5.609	6.545	7.048	7.712	8.380
EXCESS OF REVENUES OVER EXPENDITURES	-4.880	-5.412	-6.440	-6.938	-7.597	-8.265
Debt Principal	0.041	0.042	0.043	0.045	0.046	0.047
Transfers to (from) Other Functi	-0.045	-0.012	-0.055	-0.039	-0.053	-0.053
Transfers to / (from) Capital Reserves	-0.353	0.000	0.000	0.000	0.000	0.000
Transfers to (from) Operating Reser	-0.060	0.000	0.000	0.000	0.000	0.000
Tax Support for: Corporate & Strategic Services	-4.462	-5.442	-6.249	-6.944	-7.590	-8.259
Amortization	0.284	0.284	0.284	0.284	0.284	0.284

<p style="text-align: center;">TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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DIVISION: Finance and Systems

Accounting services, Information and Business Solutions

Also includes budget for General Municipal

CHANGES IN STAFFING LEVELS

Total 22.0 FTE for 2019 (includes 0.67 new FTE for IT)

CHANGED OR ENHANCED CORE SERVICES

- Determining the foundation for asset management and procurement needs coordination across the organization
- Off site levy management

CHANGES IN SERVICE LEVELS & SERVICE LEVEL PRIORITY

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

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

- Addition of 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

<p>TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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FUNDING

- Funding of large capital projects are putting a strain on maintaining investment income
- The current U.S. dollar exchange rate has a negative impact on software & hardware costs.

RATES & FEES (Subject to AUC approval)

- Franchise fees charged to electrical providers to be updated to 18% from 10% Effective January 1, 2019
Franchise fees charged to natural gas providers to be updated to 16% under Method A from 5.25% under Method C effective January 1, 2019

LEVIES

- None

PROPERTY TAX SUPPORT

- Division is largely reliant upon tax support

GRANTS (MSI, Fuel tax, specific initiatives)

OPERATING & CAPITAL PROJECTS

CAPITAL

- IT capital projects - \$0.385M

Town of Okotoks
Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)
Finance & Svstems

	2018	2019	2020	2021	2022	2023
REVENUES						
Franchise and Concession Contracts	1.400	2.800	2.800	2.800	2.800	2.800
Licenses, Permits and Fees	0.005	0.005	0.005	0.005	0.005	0.005
Other Revenues	0.000	0.000	0.000	0.000	0.000	0.000
Penalties and Costs on Taxes	0.418	0.418	0.418	0.418	0.418	0.418
Rental Revenue	0.059	0.059	0.059	0.059	0.059	0.059
Return on Investments	1.080	0.890	0.910	1.480	2.090	1.180
Sales and User Charges	0.063	0.063	0.063	0.063	0.063	0.063
Taxes and Grants in Place	27.830	29.035	30.703	32.436	34.239	36.116
Transfers from Governments and other Organizations	0.214	0.134	0.134	0.134	0.134	0.134
Total	31.609	33.404	35.092	37.395	39.808	40.775
EXPENDITURES						
Contracted and General Services	1.320	1.143	1.257	1.273	1.297	1.299
Long Term Interest	0.014	0.006	0.000	0.000	0.000	0.000
Materials, Goods, Supplies	0.158	0.177	0.553	0.148	0.117	0.082
Other Expenditures	0.000	0.000	0.000	0.000	0.000	0.000
Purchases from Other Governments	0.202	0.202	0.202	0.202	0.202	0.202
Salaries, Wages & Benefits	2.103	2.330	2.391	2.408	2.410	2.410
Bank Charges and Short Term Interest	0.014	0.014	0.014	0.015	0.015	0.016
Total	3.811	3.872	4.418	4.046	4.041	4.009
EXCESS OF REVENUES OVER EXPENDITURES	27.258	29.532	30.674	33.349	35.767	36.766
Debt Principal	0.172	0.180	0.000	0.000	0.000	0.000
Transfers to / (from) Other Functions	0.047	0.016	0.007	0.007	0.017	0.017
Transfers to (from) Capital Reser	4.223	1.761	2.250	5.383	6.561	6.738
Transfers to (from) Operating Reser	-0.230	0.000	0.000	0.000	0.000	0.000
Tax Support for: Finance & Systems	23.046	27.574	28.417	27.959	29.189	30.010
Amortization	0.162	0.196	0.196	0.196	0.196	0.196

<p style="text-align: center;">TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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DIVISION: **Utilities**
 (Water, Wastewater, Storm water and Waste Management)

STAFFING LEVELS:

13.78 FTE in 2019

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. 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.

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.

<p>TOWN OF OKOTOKS 2019 OPERATING BUDGET Division Highlights</p>
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EFFICIENCIES

- Rate stabilization for Waste Management.
- Rates and fees recovery costs for service and sustainability. General 3.88% aggregate increase across storm sewer, water, and sanitary sewer utilities.

FUNDING

RATES & FEES

- See rates and fees bylaw

LEVIES

- None

PROPERTY TAX SUPPORT

- Reliant on utility fees

RESERVE CONTRIBUTION

- None

GRANTS (MSI, Fuel tax, specific initiatives)

CAPITAL PROJECTS

- Various asset renewal projects managed by EPCOR including, water supply, sanitary lift station renewal and phase 2 of the WWTP upgrade.
- Completion of the regional waste management study.

Town of Okotoks
Revenues & Expenditures - Operating Budget - 5 Year Forecast (\$M's)
Utilities

	2018	2019	2020	2021	2022	2023
REVENUES						
Licenses, Permits and Fees	0.002	0.002	0.002	0.002	0.002	0.002
Other Revenues	0.300	0.300	0.300	0.300	0.300	0.300
Penalties and Costs on Taxes	0.099	0.081	0.085	0.086	0.087	0.087
Sales and User Charges	13.300	13.681	13.733	13.847	13.949	13.977
Transfers from Governments and other Organizations	0.270	0.294	0.297	0.300	0.303	0.306
Total	13.971	14.358	14.417	14.535	14.641	14.671
EXPENDITURES						
Contracted and General Services	8.485	6.397	3.840	3.907	3.984	4.069
Long Term Interest	0.111	0.086	0.061	0.038	0.027	0.015
Materials, Goods, Supplies	0.165	0.178	0.243	0.244	0.246	0.246
Other Expenditures	0.000	0.000	0.000	0.000	0.000	0.000
Purchases from Other Governments	0.188	0.221	0.195	0.201	0.204	0.204
Salaries, Wages & Benefits	1.349	1.389	3.404	3.412	3.413	3.413
Utilities	0.000	0.000	0.000	0.000	0.000	0.000
Total	10.297	8.271	7.743	7.803	7.873	7.947
EXCESS OF REVENUES OVER EXPENDITURES	3.674	6.087	6.674	6.732	6.767	6.725
Debt Principal	0.543	0.567	0.592	0.247	0.259	0.270
Transfers to / (from) Other Functions	1.762	1.954	2.040	1.957	1.960	1.975
Transfers to (from) Capital Reser	1.747	2.266	2.276	2.286	2.296	2.306
Transfers to (from) Operating Reser	-1.681	0.300	0.300	0.300	0.300	0.300
Tax Support for: Utilities	1.303	1.000	1.466	1.942	1.953	1.873
Amortization	2.572	2.554	2.554	2.554	2.554	2.554