

<p style="text-align: center;">TOWN OF OKOTOKS 2020 OPERATING BUDGET Division Highlights</p>
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DIVISION: Community Services

Aquatics, Community Programs and Events, Culture and Historical Services, Community Wellness (including Okotoks transit), Recreation Client Services, Recreation Facilities

CHANGES IN STAFFING LEVELS

86.94 FTE for 2020 (includes 0.66 FTE annualization for Okotoks Transit, Community Wellness and Rec. Facilities)

CHANGED OR ENHANCED CORE SERVICES

- Full operational year of Okotoks Transit system (total cost \$0.720M) Funding for Okotoks Transit is currently shown in the Community Services budget within Community Access budget (subsidized taxi program) (+0.373M)
- Preparation for hosting the 2022 Alberta Summer Games (+0.200M)
- Accommodating after school program for youth 12-16 within existing budget
- Champion Park: additional event and incorporation of day camp programs within existing budget
- Continue to implementation of the Culture Heritage and Arts Master Plan
- Continued integration of Foothills Community Centre into ongoing operations

EFFICIENCIES

- While the number opportunities for federal, provincial, and external grants is reducing, community services still researches and applies for relevant grant funding to offset expenses:
 - External grants cover 1.09 non-permanent FTE in Community Wellness budget; partnership with Healthy Okotoks Coalition to receive Summer Jobs Canada funding to support summer day camp leaders for “Nature Stay and Play”
- Cross functional support between business centres for major events for crowd control/setup/clean-up and waste management, use of preferred contractor list for plumbing and electrical, snow removal, waste management and port-a-pots.
- Culture and Heritage, and Client Services sharing staff to reduce need to hire and to cross train and aligned rates and fees to simplify service delivery.
- Annual review and analysis of the lifecycle maintenance program, deferred line painting of Pason Centennial Arena/Okotoks Recreation Centre/ Foothills Centennial Centre parking lots, replacement of aquatic starting blocks, and exterior painting of Foothills Centennial Centre
- New Recreation software allowed for the elimination of “Trumba” software (on-line facility drop-in schedule)

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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; reducing ability to pay/register for programs and services and increases the demand for social support
- Economic effects of the slow economic recovery is placing financial constraints on businesses disposable income; reducing sponsorship funding, which is currently being absorbed in the base budget.
- 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. This will be considered in conjunction with the roll out of Okotoks Transit.
- Increased urgent and complex social needs being seen by Community Wellness. This is compounded by a lack of increase in FCSS funding which is resulting in increases in requests for services and ultimately unfunded community programs.
- Grants getting are more competitive and in some cases have been eliminated (e.g. STEP, museum summer grant)

FUNDING

Rates & Fees

- No change for daily admissions to Okotoks Recreation Centre
- No change to monthly, 3 month or annual passes
- 3% increase to arena (ice) youth and adult prime and sport camp rates
- 3% increase to arena dry rates
- No increase to arena non-prime rates
- Add last minute ice rental fee (within 72 hours)-same rate as youth non-prime
- 3% increase to Swindells Rental rates
- No increase to Riley Minue rental rates
- 3% increase to all outdoor sports field rates and outdoor bookable spaces
- Remove drop-in admission for tennis court use
- 5% increase to Gymnasium rental rates
- 3% increase to meeting rooms and cultural spaces rental rates
- 3% increase to Foothills Centennial Centre rates
- Aquatic courses based on cost recovery
- No increase to Transit rates

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Levies

None

Property Tax Support

- Division is largely reliant (approximately 50%) upon tax support
- Year over year property tax support increase of \$0.120M (total expenditures including debt payments increased by \$1.340M which is offset from transfers from reserve \$0.600M, additional revenues \$0.600M, and efficiencies)

Grants (MSI, Fuel tax, specific initiatives)

- Family and Community Support Services transfer from province \$0.738M
- Elder Abuse Grants: Calgary Foundation \$0.450M +Alberta Seniors and Housing \$0.330M
- Municipal Climate Change Action Centre (MCCAC) \$.010M-\$0.750M for the Okotoks Recreation Centre
- Commitment of \$0.020M funding from Okotoks Legion for Phase 2 of Salute to our Veterans memorial expansion.

ONE TIME OPERATING EXPENSES & CAPITAL

One Time Operating Expenses

- Project 71010 - Aquatics Swindle circulation system filter/piping replacement: \$0.309M
- Project 72045 - Retrofit older set of Okotoks Recreation Centre Lobby washrooms: \$0.100M
- Project 72046 - Ice Plant Cooling Tower at Okotoks Recreation Centre: \$0.200M
- Project 72047 - Energy Efficiencies base on MCCAC project: \$0.180M (town share of up to 25% town/75% grant)

Capital Projects

None

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

	2019	2020	2021	2022	2023	2024
REVENUES						
Other Revenues	0.100	0.099	0.096	0.099	0.100	0.100
Rental Revenue	2.177	2.175	2.215	2.257	2.193	2.216
Sales and User Charges	1.678	1.735	1.770	1.802	1.832	1.849
Transfers from Governments and other Organizations	1.935	2.489	2.373	2.126	2.083	2.140
Total	5.890	6.498	6.454	6.284	6.208	6.304
EXPENDITURES						
Contracted and General Services	2.663	3.648	3.618	3.511	3.125	3.242
Long Term Interest	0.160	0.070	0.000	0.000	0.000	0.000
Materials, Goods, Supplies	0.636	0.705	0.645	0.643	0.654	0.662
Other Expenditures	0.329	0.299	0.318	0.290	0.244	0.290
Purchases from Other Governments	0.646	0.698	0.758	0.773	0.788	0.805
Salaries, Wages & Benefits	6.002	6.326	6.376	6.422	6.452	6.471
Bank Charges and Short Term Interest	0.041	0.043	0.044	0.045	0.046	0.044
Utilities	0.929	0.976	0.987	0.999	1.010	1.021
Total	11.406	12.765	12.745	12.683	12.319	12.535
EXCESS OF REVENUES OVER EXPENDITURES	-5.516	-6.267	-6.291	-6.399	-6.111	-6.230
Debt Principal	1.757	1.847	0.000	0.000	0.000	0.000
Transfers to (from) Other Functions	0.257	0.265	0.253	0.245	0.249	0.321
Transfers to (from) Capital Reserve	-1.332	-1.403	0.000	0.000	0.000	0.000
Transfers to (from) Operating Reserve	0.000	-0.654	-0.645	-0.895	-0.537	-0.525
Tax Support for: Community Services	-6.198	-6.323	-5.899	-5.749	-5.823	-6.026
Amortization	1.520	1.748	1.725	1.705	1.688	1.657

<p style="text-align: center;">TOWN OF OKOTOKS 2020 OPERATING BUDGET Division Highlights</p>
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DIVISION: Protective Services

Municipal Support Services for RCMP, Fire Services, Disaster Services and Municipal Enforcement Services

CHANGES IN STAFFING LEVELS

45.75 FTE's for 2020 (includes 3.0 new FTE in Fire Services)

CHANGED OR ENHANCED CORE SERVICES

- Efficiencies identified within executive management structure of Fire Services.
- Increased capacity of Fire Services delivery from Southside Emergency Services Fire Station through appropriate staffing levels.
- Improved service delivery during peak times and Compliance Officer role realized within existing resources in Municipal Enforcement Team.
- RCMP contracted services (25 officers) will accommodate the continuance of the School Resource Officer (SRO) program.

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.

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.
- All Protective Services divisions have focused on promoting community engagement and ownership in areas of personal and family safety as well as overall community safety and wellbeing. These efforts include enhanced visibility, public relations activities and follow-up resources to neighbourhoods experiencing critical events. Continued focus on emergency preparedness, including seasonal safety messaging, SCAN emergency alert sign-up, household emergency preparation (72 hour kits and fire safety) are ongoing. Our RCMP have been partnering with neighbouring enforcement agencies to proactively address property crime and prolific offender enforcement.

<p style="text-align: center;">TOWN OF OKOTOKS 2020 OPERATING BUDGET Division Highlights</p>
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- Municipal Enforcement has heightened their focus on increasing compliance rates through education and engagement. Continuing our successful and highly sought after practicum student program has contributed to enhanced visibility in our river valley, open spaces and downtown foot patrols. This has impacted collection of revenues.

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.
- Provincial policing grants continue to be applied.

ONE TIME OPERATING EXPENSES & CAPITAL PROJECTS

One Time Operating Expenses

None

Capital Projects

- Project 15 - Thermal Imaging Camera \$0.030M
- Project 57 - Hazmat / Incident Support Unit \$0.100M
- Project 87 - Fire multi purpose training structure \$0.100M

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

	2019	2020	2021	2022	2023	2024
REVENUES						
Fine Revenue	0.590	0.598	0.603	0.608	0.612	0.612
Licenses, Permits and Fees	0.117	0.106	0.106	0.106	0.106	0.106
Other Revenues	0.000	0.000	0.000	0.000	0.000	0.000
Rental Revenue	0.103	0.103	0.103	0.103	0.103	0.103
Sales and User Charges	0.252	0.268	0.269	0.276	0.276	0.281
Transfers from Governments and other Organizations	1.301	1.417	1.429	1.441	1.457	1.457
Total	2.363	2.492	2.510	2.534	2.554	2.559
EXPENDITURES						
Contracted and General Services	0.447	0.447	0.433	0.442	0.451	0.463
Long Term Interest	0.223	0.204	0.186	0.166	0.147	0.136
Materials, Goods, Supplies	0.250	0.202	0.191	0.212	0.224	0.203
Purchases from Other Governments	3.971	4.016	4.373	4.698	5.015	5.347
Salaries, Wages & Benefits	5.057	5.439	5.572	5.652	5.714	5.719
Bank Charges and Short Term Interest	0.001	0.002	0.002	0.002	0.002	0.002
Total	9.948	10.311	10.756	11.172	11.554	11.871
EXCESS OF REVENUES OVER EXPENDITURES	-7.585	-7.819	-8.246	-8.638	-9.000	-9.312
Debt Principal	0.511	0.529	0.548	0.531	0.386	0.269
Transfers to / (from) Other Functions	0.690	0.765	0.736	0.743	0.759	0.765
Tax Support for: Protective Services	-8.786	-9.112	-9.530	-9.911	-10.144	-10.347
Amortization	0.536	0.619	0.610	0.603	0.630	0.627

DIVISION: **Infrastructure and Operations**
Transportation Services, Fleet, Parks, Cemetery and Facilities
Maintenance

STAFFING LEVEL

38.59 FTE in 2020 (includes 0.66 FTE annualization for Parks and Transportation)

CHANGED OR ENHANCED CORE SERVICES

- Growth areas - Newly developed campus plaza, boulevards and sports field. Public lands turned over from developers in Mountainview, Air Ranch, and lands acquired in River Valley (former bible camp)
- Begin to utilize a facility condition index program to enable an asset management program that will reference future and ongoing funding requirements
- Commence a utilization and justification review in Fleet Services area

EFFICIENCIES

- Utility locates for storm, water and wastewater utilities performed by dispatching one individual
- Pathway condition assessment work completed in 2019 will guide pathways repairs in 2020
- Cross-functional and internal cross training to increase resiliency and response to deliver core services as well as support internal projects
- Strategic procurement and contract tendering with a focus toward the creation of multi-year contracts, service delivery stability and cost savings integrating water services
- Expand tablet-based preventative maintenance programs across the Division
- Upgrade to direct credit card authorization/system for bulk water purchases- (point of sale) reducing significant administration efforts on many small accounts

CHALLENGES

- After hours calls – emergent and non-emergent
- Often resources to support capital and one-time projects detract from day to day operations
- Continued acquisitions and growth in assets without corresponding resources
- Growth in Town footprint is resulting in slower service delivery that dispatches out of a centralized location (Operations Centre) and identifying need for future satellite Public Works facilities to provide more timely service delivery to outlying areas and bring efficiency and cost savings
- Increasing frequency and duration of extreme weather events create challenges for scheduling and administration and core service delivery

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

ONE TIME OPERATING EXPENSES & CAPITAL PROJECTS

One Time Operating Expenses

- Project 75036 - Tennis & Pickleball courts acrylic resurfacing - \$0.100M

Capital Projects

- Project 25 - Downtown Vitalization Ph4 Triangle Park design - \$0.077M
- Project 49 - Fleet Program - \$0.564M
- Project 71 - Northridge Drive Urbanization Off Leash Area - \$0.275M
- Project 79 - Beach Volleyball courts - \$0.100M (timing pending Summer Games Bid)
- Project 236 - South Railway Street paving improvement - \$0.100M
- Project 237 - Sheep River Park parking lot improvement - \$0.100M
- Project 238 - Riverside Park parking lot improvements / expansion - \$0.150M

Town of Okotoks
Revenues & Expenditures - Budget - 5 Year Forecast
Operations & Infrastructure \$M

	2019	2020	2021	2022	2023	2024
REVENUES						
Licenses, Permits and Fees	0.003	0.003	0.003	0.003	0.003	0.003
Other Revenues	0.079	0.080	0.077	0.077	0.077	0.077
Penalties and Costs on Taxes	0.000	0.003	0.003	0.003	0.003	0.003
Rental Revenue	0.356	0.428	0.412	0.415	0.419	0.419
Return on Investments	0.004	0.004	0.004	0.005	0.005	0.005
Sales and User Charges	0.201	0.290	0.307	0.316	0.321	0.326
Taxes and Grants in Place	0.000	0.000	0.000	0.000	0.000	0.000
Transfers from Governments and other Organizations	0.018	0.035	0.035	0.035	0.035	0.035
Total	0.660	0.843	0.841	0.853	0.861	0.867
EXPENDITURES						
Contracted and General Services	3.086	3.419	3.346	3.198	3.299	3.377
Long Term Interest	0.012	0.003	0.000	0.000	0.000	0.000
Materials, Goods, Supplies	1.056	1.229	1.133	1.141	1.144	1.148
Other Expenditures	0.029	0.047	0.048	0.049	0.050	0.051
Purchases from Other Governments	0.000	0.000	0.000	0.000	0.000	0.000
Salaries, Wages & Benefits	2.800	2.983	2.998	3.008	3.018	3.027
Bank Charges and Short Term Interest	0.000	0.000	0.000	0.000	0.000	0.000
Utilities	1.990	1.544	1.589	1.639	1.681	1.728
Total	8.973	9.225	9.113	9.034	9.192	9.331
EXCESS OF REVENUES OVER EXPENDITURES	-8.313	-8.382	-8.272	-8.181	-8.331	-8.464
Debt Principal	0.278	0.143	0.000	0.000	0.000	0.000
Transfers to (from) Other Functions	-2.722	-2.297	-2.294	-2.240	-2.291	-2.394
Transfers to (from) Capital Reserve	0.549	0.600	0.650	0.650	0.700	0.700
Transfers to (from) Operating Reserve	0.000	-0.200	0.000	0.000	0.000	0.000
Tax Support for: Operations & Infrastructure	-6.417	-6.627	-6.628	-6.591	-6.739	-6.770
Amortization	4.607	4.806	4.914	4.891	4.861	5.012

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DIVISION: Utilities

Water, Wastewater, Storm Water and Waste Management

STAFFING LEVELS:

28.78 FTE in 2020 (note 15.0 FTE transferred from EPCOR to Town in Nov 2019)

CHANGED OR ENHANCED CORE SERVICES

- Full integration of Water and Wastewater management, maintenance and operation back to the Town.
- Continue to promote enrollment for real time water meter portal enabling residents to monitor and manage their water use.
- Continue to promote the waste app. to increase number of subscribers.
- Dedicated position as Meter Technician to improve water management and customer service.
- Optimize utilization of non-potable water within the community.
- Implement recommendations from utility costing analysis study.
- Integrate and evolve the water and wastewater utilities to align with Okotoks philosophies and requirements.
- Increase and improvement on education and promotion of utility programs.

EFFICIENCIES

- Rate stabilization for all utilities that includes:
 - Cost recovery and capital reserves for Waste Management.
 - Establishment of Transfer to Tax Support in the Storm utility.
 - Establishment of operational stabilization reserves and an increase to capital for water and wastewater.
- Rates and fees recovery costs for service and sustainability. Forecasted a 5 year structure that will generally range between 2.5% -3.5% aggregate increase across storm sewer, water, and sanitary sewer utilities.
- Direct oversight of management and maintenance of water and wastewater systems.

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.
- Managing recyclables due to the global issues.
- Managing organics as Regional locations are becoming limited.
- Coordination of lifecycle replacement and redundancy addition for the Wastewater Treatment Plant while maintaining core operational objectives.
- Aligning water management objectives with provincial expectations.

<p>TOWN OF OKOTOKS 2020 OPERATING BUDGET Division Highlights</p>
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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)

- Provincial grants may be available

ONE TIME OPERATING EXPENSES & CAPITAL PROJECTS

One Time Operating Expenses

None

Capital Projects

- Projects 104 - Wastewater Treatment Plant Upgrade 2020- \$11.720M

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

	2019	2020	2021	2022	2023	2024
REVENUES						
Licenses, Permits and Fees	0.002	0.002	0.002	0.002	0.002	0.002
Other Revenues	0.300	0.000	0.000	0.000	0.000	0.000
Penalties and Costs on Taxes	0.081	0.110	0.110	0.110	0.110	0.110
Sales and User Charges	13.681	14.506	14.994	15.485	15.979	16.486
Transfers from Governments and other Organizations	0.294	0.133	0.133	0.133	0.133	0.133
Total	14.358	14.750	15.238	15.730	16.224	16.730
EXPENDITURES						
Contracted and General Services	6.397	3.090	3.171	3.250	3.329	3.391
Long Term Interest	0.086	0.061	0.038	0.027	0.015	0.003
Materials, Goods, Supplies	0.178	0.773	0.776	0.780	0.783	0.786
Other Expenditures	0.000	0.000	0.000	0.000	0.000	0.000
Purchases from Other Governments	0.221	0.227	0.234	0.241	0.248	0.256
Salaries, Wages & Benefits	1.389	3.091	3.109	3.122	3.124	3.125
Bank Charges and Short Term Interest	0.000	0.000	0.000	0.000	0.000	0.000
Utilities	0.000	0.794	0.796	0.799	0.801	0.804
Total	8.271	8.036	8.125	8.219	8.301	8.364
EXCESS OF REVENUES OVER EXPENDITURES	6.087	6.714	7.113	7.511	7.923	8.366
Debt Principal	0.567	0.592	0.247	0.259	0.270	0.140
Transfers to / (from) Other Functions	1.954	1.559	1.565	1.573	1.603	1.623
Transfers to (from) Capital Reserve	2.266	2.873	3.498	3.803	4.094	4.566
Transfers to (from) Operating Reserve	0.300	0.031	0.076	0.077	0.077	0.077
Tax Support for: Utilities	1.000	1.658	1.727	1.801	1.879	1.961
Amortization	2.554	2.983	3.027	2.960	3.019	3.675

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DIVISION: Development Services

Planning, Economic Development, Engineering, Assessment, and Inspection (Safety Codes) Services.

CHANGES IN STAFFING LEVELS

28.34 FTE in 2020 (includes 0.66 FTE annualization for Engineering)

CHANGED OR ENHANCED CORE SERVICES

- New Municipal Development Plan and Land Use Bylaw to align with strategic priorities of Council
- 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 and Water Allocation Policy 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
- Increased staff commitment to regional collaboration role in ongoing leadership and support within Calgary Metropolitan Region Board.
- Red tape reduction, Downtown Urban Design, and innovative business retention and attraction, strategic property acquisitions, data collection and analysis
- Assessment/Inspections: Continue to develop and refine assessment resources to meet growth demands and expand strategic support for land use and economic development initiatives.
- Increase Economic Development service levels while integrating Economic Development into Planning, Engineering, Assessment and Inspection Services to achieve effective coordination, streamline processes, and develop the Town's role in supporting existing businesses, improving relationships and focusing resources on business readiness.

EFFICIENCIES

- Assessment Notice and property owner negotiation process to reduce costly appeals and time.
- Increased cross training of staff (e.g. staff able to process different application types to allow increased ability to adapt to changing workloads) and to ensure uniform consideration and priority for economic development objectives and stakeholders.
- Developing a single application form for change of use applications that encompasses development permit, building permit and business license.

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.
- Regulatory and Policy Gaps: Both the Land Use Bylaw and the MDP have not been comprehensively updated for almost 20 years, resulting in need for temporary changes
- Maintaining an active leadership role in policy development and implementation for the Calgary Metropolitan Region Board

FUNDING

Rates & Fees

None

Levies

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

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)

- Provincial grants may be available

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ONE TIME OPERATING EXPENSES & CAPITAL PROJECTS

One Time Operating Expenses

- Project 32027 – Interchange Functional Plan \$0.100M
- Project 61004 - Land Use Bylaw rewrite \$0.100M
- Project 62020 - Strategic Initiative \$0.100M (red tape reduction and business retention and expansion action plan)

Capital Projects

- Project 4 - Northridge Drive Urbanization (T7) \$0.750M
- Project 61 - Downtown Vitalization Phase 4 N. Railway Reconstruction \$0.150M
- Project 65 - Veterans Way Phase C Pedestrian Corridor \$0.550M
- Project 115 - Alberta and Maple Street Deep Utility Improvement \$1.200M

Town of Okotoks
Revenues & Expenditures - Budget - 5 Year Forecast
Development Services (\$M)

	2019	2020	2021	2022	2023	2024
REVENUES						
Licenses, Permits and Fees	1.755	1.615	1.665	1.765	1.765	1.765
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	0.280	0.253	0.253	0.253	0.261	0.261
Transfers from Governments and other Organizations	0.000	0.000	0.000	0.000	0.000	0.000
Total	2.107	1.940	1.990	2.090	2.098	2.098
EXPENDITURES						
Contracted and General Services	1.172	1.293	0.822	0.825	0.806	0.808
Materials, Goods, Supplies	0.028	0.030	0.030	0.030	0.030	0.030
Purchases from Other Governments	0.032	0.034	0.034	0.034	0.034	0.034
Salaries, Wages & Benefits	3.134	3.278	3.315	3.343	3.351	3.353
Bank Charges and Short Term Interest	0.015	0.015	0.015	0.015	0.015	0.015
Total	4.380	4.649	4.216	4.246	4.235	4.240
EXCESS OF REVENUES OVER EXPENDITURES	-2.273	-2.709	-2.226	-2.156	-2.137	-2.141
Transfers to / (from) Other Functions	-0.182	-0.219	-0.229	-0.228	-0.228	-0.227
Transfers to (from) Capital Reserve		-0.248	0.000	0.000	0.000	0.000
Transfers to (from) Operating Reserve	-0.150	-0.350	-0.100	-0.100	-0.100	-0.100
Tax Support for: Development Services	-1.941	-1.892	-1.897	-1.828	-1.808	-1.814
Amortization	0.000	0.000	0.000	0.000	0.000	0.000

<p style="text-align: center;">TOWN OF OKOTOKS 2020 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, Library,
Water Licenses and Off Site Levies debt funding

CHANGES IN STAFFING LEVELS

23.53 FTE for 2020 (includes 1.0 new FTE for Finance and 0.33 annualization for IT)

CHANGED OR ENHANCED CORE SERVICES

- Off site levy management support
- Long-term Financial Health Framework (LTFHF) staged implementation
- Completion of redundancy on the corporate fiber network
- Implementation of Asset Management and Procurement functions to serve corporate needs including Geographic Information System (GIS) enhancements
- Assessment of Enterprise Risk Management strategy
- Development and assessment of Enterprise Resource Planning (ERP) platform strategy
- Enhancement of network security controls (for internal and external uses).
- Provide additional focused security training for all network end users

EFFICIENCIES

- Expansion 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
- Implementation of Asset Management functionality for Water and Wastewater assets will support integration of the operations back to the Town
- Implementation of an Information Technology (IT) support Help desk tool and optimization of processes
- Implementation of the fiber ring provides the town with best practices for network redundancy.

CHALLENGES

- Legislative requirements, continued demands for enhanced financial reporting and inquiries requiring more dynamic systems and innovation
- Developing strategies to meet the evolving needs of financial internal systems and process reviews, enhancements (including ERP system maintenance), streamlining, budget and forecast modelling
- Integration of Asset Management and GIS
- Off site levy, external shared services, and insurance monitoring and management support
- Managing and tracking grant and cash flow reporting requirements

<p style="text-align: center;">TOWN OF OKOTOKS 2020 OPERATING BUDGET Division Highlights</p>
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- Increased IT security demands as a result of the threats posed by cyber-attacks, as Municipal Governments have become a larger target.
- Additional IT infrastructure for new facilities (i.e.: Water Treatment Plant, Wastewater Treatment Plant, Foothills Centennial Centre) added to the network
- Managing demand from all business centers for new technology tools
- Integrating Long Term Financial Health Framework

FUNDING

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

Rates & Fees

- Franchise fees charged to electrical providers maintained at 18%
- Franchise fees charged to natural gas providers maintained at 16%

Levies

None

Property Tax Support

- Division is largely reliant upon tax support

Grants (MSI, Fuel tax, specific initiatives)

- Provincial grants may be available

ONE TIME OPERATING EXPENSES & CAPITAL PROJECTS

One Time Operating Expenses

- Project 66006 - Water Licenses – \$1.350M

Capital Projects

- Project 164 – AV Equipment Information Technology Upgrade - \$0.100M
- Project 165 – Information Technology Upgrade - \$0.300M

Town of Okotoks
Revenues & Expenditures - Budget - 5 Year Forecast
Finance & Systems (\$M)

	2019	2020	2021	2022	2023	2024
REVENUES						
Franchise and Concession Contracts	2.800	3.096	3.096	3.096	3.096	3.096
Licenses, Permits and Fees	0.005	0.006	0.006	0.006	0.006	0.006
Other Revenues	0.000	0.936	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	0.000	0.000	0.000	0.000	0.000
Return on Investments	0.890	0.923	0.912	0.865	0.765	0.740
Sales and User Charges	0.063	0.058	0.058	0.058	0.058	0.058
Taxes and Grants in Place	28.915	30.284	31.946	33.675	35.472	37.341
Transfers from Governments and other Organizations	0.134	0.129	0.129	0.129	0.129	0.129
Total	33.284	35.850	36.565	38.247	39.944	41.788
EXPENDITURES						
Contracted and General Services	1.143	2.117	0.774	0.776	0.787	0.798
Long Term Interest	0.006	0.262	0.332	0.508	0.491	0.475
Materials, Goods, Supplies	0.177	0.293	0.550	0.250	0.320	0.221
Other Expenditures	0.000	0.000	0.000	0.000	0.000	0.000
Purchases from Other Governments	0.202	0.203	0.203	0.203	0.203	0.203
Salaries, Wages & Benefits	2.330	2.554	2.579	2.593	2.599	2.603
Bank Charges and Short Term Interest	0.014	0.014	0.015	0.015	0.016	0.016
Total	3.872	5.444	4.452	4.345	4.417	4.315
EXCESS OF REVENUES OVER EXPENDITURES	29.412	30.406	32.114	33.902	35.528	37.474
Debt Principal	0.180	0.327	0.429	0.670	0.687	0.703
Transfers to / (from) Other Functions	0.016	-0.036	-0.038	-0.027	-0.027	-0.027
Transfers to (from) Capital Reserve	1.951	-0.062	2.548	3.257	4.209	5.188
Transfers to (from) Operating Reserve	0.000	2.645	0.848	1.528	1.829	2.341
		3.995	1.148	1.528	1.929	2.341
Tax Support for: Finance & Systems	27.265					
Amortization	0.196	0.245	0.224	0.183	0.158	0.149

<p style="text-align: center;">TOWN OF OKOTOKS 2020 OPERATING BUDGET Division Highlights</p>
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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

- 25.99 FTE for 2020 (includes 0.33 FTE annualization for Environment & Sustainability).
- Division also includes expenses for 7 elected officials.

CHANGED OR ENHANCED CORE SERVICES

- \$0.100M is included for corporate strategic initiatives, including covering additional work to populate, train and expand the corporate performance management system (Cascade) to include work performed on corporate objectives, core services and their performance measures, capital projects, contracts, grants, risk management, financial measures, etc.
- Major initiatives aligned with implementation of the Environmental Master Plan, including completing the Climate Change Adaptation Plan, eco asset inventory, and development of a triple bottom line analysis tool.
- Assist with facilitation of affordable housing initiatives by working with non-profit partners (Westwinds and Rowan House) to meet community needs
- Additional employee training in customer experience, public participation, new software, personal and shared accountability, peer coaching, respectful workplace, process improvement and various new Occupational Health & Safety courses to meet changing legislation
- Communications support for Okotoks Transit, economic development initiatives and continued implementation of public participation toolkit across the organization, including using for various major projects including the Arts & Learning Campus, Land Use Bylaw and the Climate Change Action Plan.
- 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. Okotoks Transit, the Arts & Learning Campus, water advocacy, affordable housing and urban deer task forces, facility energy studies, etc.)

EFFICIENCIES

- Elimination of the municipal census (\$0.035M) in 2020 due to low return on investment in a slower local growth environment. The 2021 Federal Census will provide an updated population and other demographic information to use for future planning.
- Grant seeking, partnerships for in-kind services and/or donations for various environmental initiatives has been successful (e.g. \$0.062M for staff and \$0.071M for interpretive signage in 2020) over the past few years. A loss of sponsorship from Epcor (\$0.025M) towards the environmental centre will require an effort to find new sponsors. There is a potential for a Municipal Climate Change Action Centre grant

<p style="text-align: center;">TOWN OF OKOTOKS 2020 OPERATING BUDGET Division Highlights</p>
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for a small scale community solar generation project that will be explored in early 2020.

- Continued shared resources, cross functional and internal cross-training to increase resiliency and response to increasing requests for service across organization.
- Significant efforts continue to streamline records management, automate processes and digitize documents across the organization along with continued implementation of policy framework and prioritized bylaw reviews.

CHALLENGES

- Keeping abreast of and responding to legislative changes such as Occupational Health & Safety, employment standards, Municipal Government Act, etc. Adapt to the changing landscape for senior government grant opportunities, as well as the increasing expectations of regional planning and servicing reviews at the Calgary Metropolitan Region Board (CMRB).
- Maintaining core services and adding new competencies in a rapidly changing world (e.g. finding time to transform corporate culture, reinvent processes and citizen experiences, respond to increasing citizen demands, learn and master new software, increase effectiveness, find efficiencies and be innovative)

FUNDING

- Inclusion of a 1.4% 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)

- \$0.062M from Municipal Climate Innovation Program for staff to complete the Municipal Climate Change Adaptation Plan.
- Energy Efficiency Alberta grant for community energy efficiency education program (\$0.071M for interpretive signage)

<p>TOWN OF OKOTOKS 2020 OPERATING BUDGET Division Highlights</p>
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ONE TIME OPERATING EXPENSES CAPITAL PROJECTS

One Time Operating Expenses

None

Capital Projects

- Project 119 - 2020 Budget includes a placeholder for a potential solar community generation project, largely funded by a provincial grant - \$1.500M

Town of Okotoks
Revenues & Expenditures - Budget - 5 Year Forecast
Corporate & Strategic Services (\$M)

	2019	2020	2021	2022	2023	2024
REVENUES						
Other Revenues	0.000	0.000	0.000	0.000	0.000	0.000
Sales and User Charges	0.117	0.155	0.110	0.115	0.115	0.115
Transfers from Governments and other Organizations	0.080	0.071	0.000	0.000	0.000	0.000
Total	0.197	0.226	0.110	0.115	0.115	0.115
EXPENDITURES						
Contracted and General Services	1.317	1.549	1.726	1.778	1.669	1.694
Long Term Interest	0.032	0.030	0.029	0.028	0.026	0.025
Materials, Goods, Supplies	0.061	0.067	0.069	0.067	0.067	0.067
Other Expenditures	0.003	0.003	0.003	0.003	0.003	0.003
Salaries, Wages & Benefits	3.675	3.804	4.330	4.453	4.558	4.609
Bank Charges and Short Term Interest	0.001	0.001	0.001	0.001	0.001	0.001
Total	5.089	5.455	6.158	6.330	6.325	6.399
EXCESS OF REVENUES OVER EXPENDITURES	-4.892	-5.229	-6.049	-6.216	-6.211	-6.284
Debt Principal	0.042	0.043	0.045	0.046	0.047	0.049
Transfers to / (from) Other Functions	-0.012	-0.036	0.008	-0.065	-0.064	-0.061
Transfers to (from) Capital Reserve	0.000	0.000	0.000	0.000	0.000	0.000
Transfers to (from) Operating Reserve	0.000	0.000	0.000	0.000	0.000	0.000
Tax Support for: Corporate & Strategic Services	-4.922	-5.237	-6.101	-6.196	-6.194	-6.272
Amortization	0.284	0.240	0.238	0.238	0.173	0.152