



**THE TOWN OF OKOTOKS  
REGULAR COUNCIL MEETING  
AGENDA  
MUNICIPAL CENTRE, COUNCIL CHAMBER**

Monday, December 11, 2017

2:00 PM - In Camera Session (Closed to Public)

2:30 PM - Public Welcome

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	Pages
<b>1. CALL TO ORDER</b>	
<b>2. ADOPTION OF AGENDA</b>	
<b>3. IN CAMERA ITEMS</b>	
<p>(At Council's discretion, Council may close this portion of the meeting to the public if a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part I of the <i>Freedom of Information and Protection of Privacy (FOIP) Act.</i>)</p>	
3.1 Transitory Role in Support of the Calgary Regional Partnership and Growth Management Board (FOIP Section 24(a) and (d))	
<b>4. MINUTES OF PREVIOUS MEETING</b>	
4.1 Regular Council Meeting - November 27, 2017	5
<b>5. CHIEF ADMINISTRATIVE OFFICER'S REPORT</b>	16
<b>6. BUSINESS</b>	
6.1 2018 Operating Budget (Recommended)	17
<p>The proposed 2018 Operating Budget is presented to Council for approval.</p>	
6.2 2018 Capital Budget (Recommended)	25
<p>The proposed 2018 Capital Budget is presented to Council for approval.</p>	
6.3 2019 to 2027 Capital Financial Forecast and 2019 to 2022 Operating Budget Forecast	34
<p>The 2019 to 2027 Capital Financial Forecast and the 2019 to 2022 Operating Budget Forecast planning tools are presented for approval.</p>	

6.4	Financial Indicator Graphs	42
	The 2016 Financial Indicator Graphs prepared by Alberta Municipal Affairs are provided to municipalities on an annual basis.	
6.5	Financial Leadership Framework Development	75
	The development of a 10-Year Capital Financial Forecast and a 5-Year Operating Budget Forecast have highlighted the need for Council to enhance their current financial policies.	
6.6	Franchise Agreements / Municipal Consent and Access Fees	82
	A review of the Town of Okotoks Franchise Agreements / Municipal Consent and Access Fees is suggested.	
6.7	2017 Third Quarter Variance Report	84
	The 2017 Third Quarter Variance Report is provided to Council for information.	
6.8	Current Signage Regulations and Policies	86
	An evaluation, approach and recommendations for amendments to the Town's current signage policy is presented for Council's consideration.	
6.9	Snow and Ice Control for the Integrated Transportation Network Policy P17-04	92
	Draft Snow and Ice Control for the Integrated Transportation Network Policy P17-04 is presented to Council for consideration.	
6.10	Capital Projects Deferral and Carry Forward Policy P17-03	100
	Draft Capital Project Deferral and Carry Forward Policy P17-03 is presented to Council for consideration.	
<b>7.</b>	<b>BYLAWS</b>	
7.1	Bylaw 43-17 - Land Use Bylaw Amendment	103
	The purpose of Bylaw 43-17 is to amend Land Use Bylaw 40-98 to align with and incorporate recent changes to the <i>Municipal Government Act</i> .	
	This Bylaw is ready for first reading.	
7.2	Bylaw 09-17 - Fees, Rates, and Charges	107
	The purpose of Bylaw 09-17 is to establish fees, rates, and charges for services provided by the Town of Okotoks for 2018.	
	This Bylaw is ready for second and third readings.	

**8. DELEGATIONS / QUESTION PERIOD BY THE PUBLIC - 3:00 P.M.****8.1 Remembrance Day and Field of Crosses Recognition**

Rick Oncescu will be attendance to receive recognition for his efforts in coordinating the Field of Crosses display and Remembrance Day activities.

Foothills Composite High School teachers Virgil Green and Cyril Reschny will be in attendance to be recognized for their organization and supervision of the construction of the Field of Crosses display with their students.

**8.2 Okotoks Public Library Board**

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Tanelle Nash, Okotoks Public Library Board Chair, and Tessa Nettleton, Okotoks Public Library Director, will be in attendance to present the 2018 budget request for the Okotoks Public Library.

**9. NOTICES OF MOTION****10. MOTIONS RE NOTICES****11. CORRESPONDENCE FOR ACTION**

None

**12. COUNCILLOR INQUIRIES AND SUGGESTIONS****13. COUNCIL REPRESENTATIVE REPORTS****14. STATUTORY / NON STATUTORY HEARING(S)**

None

**15. BYLAWS / BUSINESS RELATING TO HEARING(S)**

None

**16. RESPONSES TO COUNCILLOR INQUIRIES AND SUGGESTIONS**

16.1 Councillor Christophers - Home Occupation Business Licenses

151

16.2 Councillor Christophers - Train Whistle Cessation

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**17. CORRESPONDENCE FOR INFORMATION**

17.1 Alberta Seniors Communities &amp; Housing Association, Re: Housing Management Body

157

17.2 Dr. Karen Grimsrud, Chief Medical Officer, Re: Alberta Health Services Position Statement Regarding Water Fluoridation

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17.3	Adrew Sims, The Alberta Order of Excellence, Chair, Re: Call for Nominees	170
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**18. BOARD AND COMMITTEE MINUTES**

18.1	Family and Community Support Services Advisory Committee - November 29, 2017	171
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18.2	Finance and Budget Committee - November 15, 16 and 17, 2017	175
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18.3	Finance and Budget Committee - December 6, 2017	181
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**19. ADJOURNMENT**



**TOWN OF OKOTOKS  
UNADOPTED MINUTES  
FOR THE REGULAR COUNCIL MEETING  
HELD MONDAY, NOVEMBER 27, 2017  
AT THE OKOTOKS MUNICIPAL CENTRE  
COUNCIL CHAMBER**

**COUNCIL PRESENT**

Mayor Robertson  
Councillor Christophers  
Councillor Heemeryck  
Councillor Rockley  
Councillor Sands  
Councillor Thorn  
Councillor Watrin

**STAFF PRESENT**

Elaine Vincent, Chief Administrative Officer  
Patty Huber, Legislative Services Assistant

**1. CALL TO ORDER**

Mayor Robertson called the meeting to order at 2:11 p.m.

**2. ADOPTION OF AGENDA**

MOTION 17.C.460

By Councillor Christophers

That the November 27, 2017 agenda for the Regular Meeting of Council be adopted as presented.

Carried Unanimously

**3. IN CAMERA ITEMS**

MOTION 17.C.461

By Councillor Sands

That the meeting go In Camera as the matters to be discussed during this portion of the meeting are within one of the exceptions to disclosure in Division 2 or Part I of the *Freedom of Information and Protection of Privacy (FOIP) Act* at 2:13 p.m.

Carried Unanimously

3.1 Human Resources Matter (*FOIP* Section 19(2))

MOTION 17.C.462

By Councillor Watrin

That the meeting come out of In Camera at 2:27 p.m.

Carried Unanimously

Break at 2:28 p.m. Reconvene at 2:34 p.m.

**4. MINUTES OF PREVIOUS MEETING**

4.1 Regular Council Meeting - November 14, 2017

MOTION 17.C.463

By Councillor Heemeryck

That the minutes of the Regular Council Meeting held November 14, 2017 be adopted as presented.

Carried Unanimously

**5. CHIEF ADMINISTRATIVE OFFICER'S REPORT**

Elaine Vincent, Chief Administrative Officer, reviewed the report containing information from Corporate & Strategic Services and Community Services.

MOTION 17.C.464

By Councillor Rockley

That the Chief Administrative Officer's Report for November 27, 2017 be received as information.

Carried Unanimously

**6. BUSINESS**

6.1 CP Holiday Train Temporary Road Closure Request

Mark Doherty, Community Events Specialist, reviewed the report containing the issue that a request for a temporary road closure on December 10, 2017 during the CP Holiday Train stop in Okotoks is presented for Council consideration.

MOTION 17.C.465

By Councillor Sands

That the new temporary road closure for the CP Holiday Train event on Daggett Street from Veterans Way to Northridge Drive, on Sunday, December 10, 2017 from 10:00 a.m. to 2:30 p.m. be approved.

Carried Unanimously

## 6.2 Development Permit Application - 59 Riverside Gate

Craig Davies, Development Planner, reviewed the report containing the issue that a Development Permit application has been received to amend a previously approved Development Permit issued for site and landscaping changes at 59 Riverside Gate.

### MOTION 17.C.466

By Councillor Thorn

That Development Permit Application DP114-17 (amended) for Site and Landscaping Plan Changes be approved subject to the following conditions:

1. Prior to release of the Development Permit, the Developer shall:
  - a) Submit a revised site plan detailing separation of all parking from landscaping with a continuous, vertical face concrete curb;
  - b) Remove the boulders adjacent to the gravel parking area from the site and landscaping plan.
2. Development Conditions:
  - a) The Developer shall construct the development in accordance with:
    - i. All conditions of this approval;
    - ii. The amended A0.1 Site/Landscaping Plan approved by Council on November 27, 2017.
  - b) The issuance of a development permit by the Town of Okotoks does not relieve the permit holder of the responsibility of complying with all other relevant municipal bylaws and requirements, nor excuse violation of any regulation or act, which may affect this project.
  - c) This approval is limited to the following amendments:
    - i. Three (3) deciduous trees located in the landscaped area between the gravel parking area and the south property line to reflect the existing as-built condition.
    - ii. One (1) less deciduous tree and five (5) additional shrubs.
    - iii. Replacing mulch cover with rock cover in the planting beds adjacent to Southridge Drive to reflect the existing as-built condition.
    - iv. Realigning the block paver pathway located at the southwest corner of the site to provide a more direct pedestrian route to the adjacent parcel.

Carried Unanimously

## 8. DELEGATIONS / QUESTION PERIOD BY THE PUBLIC

### 8.1 Steve Carlisle – Okotoks Small Business Owner

Steve Carlisle was in attendance to provide his concerns regarding the Town's home occupation business license policies.

### 8.2 Alberta Forest Products Association

Brock Mulligan, Director of Communications, Alberta Forest Products Association, and Ed Kulcsar, Vice President of Woodlands, Spray Lake Sawmills, were in attendance to provide information regarding forest stewardship and management.

### 8.3 Foothills Coordinated Community Response to Elder Abuse

MOTION 17.C.467

By Councillor Rockley

That the time allotted to the delegation be increased to 10 minutes.

Carried Unanimously

Julie Leggett, Elder Abuse Coordinated Community Response Facilitator, was in attendance to provide information regarding initiatives being undertaken in the community towards prevention and response to elder abuse.

### 8.4 Okotoks Arts Council

Okotoks Arts Council representative Katie Fournell was in attendance to provide a summary of results from the Wizarding World of Okotoks event.

Break at 4:00 p.m. Reconvene at 4:09 p.m.

### 8.5 Dad's Central

Rhonda Longson, Dad's Central Program Coordinator, was in attendance to provide a program summary of the past year.

## 7. **BYLAWS**

### 7.1 Bylaw 09-17 - Fees, Rates, and Charges

Ralph Ettenauer, Finance & Systems Director, and Nancy Weigel, Corporate & Strategic Services Director, reviewed the report containing the issue that the purpose of Bylaw 09-17 is to establish fees, rates, and charges for services provided by the Town of Okotoks for 2018.

MOTION 17.C.468

By Councillor Rockley

That Bylaw 09-17, a bylaw for the purpose of establishing fees, rates, and charges for services provided by the Town of Okotoks for 2018, be read a first time.

Carried Unanimously

## 9. **NOTICES OF MOTION**

None

## 10. **MOTIONS RE NOTICES**

Mayor Robertson requested that the Deputy Mayor assume the Chair. Deputy Mayor Thorn assumed the Chair at 4:40 p.m.

### 10.1 Affordable Housing in Okotoks (provided by Mayor Robertson on November 14, 2017)

MOTION

By Mayor Robertson

WHEREAS the Town of Okotoks with a population of 30,000 plus is projected to grow to 60,000 within 50-60 years; and

WHEREAS an economically and socially sustainable community needs a diverse housing stock including affordable options; and

WHEREAS the recently completed annexation of approximately 33 quarter sections of land from the MD of Foothills to the Town of Okotoks offers numerous future opportunities for innovative housing stock; and

WHEREAS the lack of Okotoks affordable housing options was identified as a serious issue during the 2017 Okotoks Municipal election; and

WHEREAS the Federation of Canadian Municipalities has recently identified the lack of affordable housing as a national concern; and

NOW THEREFORE be it resolved that the Town of Okotoks Council direct Administration to establish an ad hoc committee to examine all aspects of the affordable housing situation in Okotoks and make recommendations regarding solutions. Further, the committee will:

1. Invite committee members to participate from a broad range of stakeholders including Okotoks and region social groups, land developers, and other interested individuals.
2. Meet for a two-year period from 2018-2019. Extension of the committee term is at the will of Council.
3. Develop a committee "Terms of Reference" to be endorsed by Okotoks Town Council.
4. Report to Okotoks Town Council at six month intervals.

#### AMENDMENT TO MOTION 17.C.469

By Councillor Christophers

That the "Now Therefore" section be amended as follows:

NOW THEREFORE be it resolved that the Town of Okotoks Council direct Administration to establish an ad hoc committee to examine all aspects of the affordable housing situation in Okotoks and make recommendations regarding solutions. Further, Administration will:

1. Invite committee members to participate from a broad range of stakeholders including Okotoks and region social groups, land developers, and other interested individuals.
2. Develop a committee "Terms of Reference" to be endorsed by Okotoks Town Council.

Further, the Committee will:

3. Meet for a two-year period from 2018-2019. Extension of the committee term is at the will of Council.
4. This item will be brought back to Council for endorsement within the first quarter of 2018.
5. Report to Okotoks Town Council at six month intervals.

Carried Unanimously

**MOTION AS AMENDED 17.C.470**

By Mayor Robertson

WHEREAS the Town of Okotoks with a population of 30 000 plus is projected to grow to 60,000 within 50-60 years; and

WHEREAS an economically and socially sustainable community needs a diverse housing stock including affordable options; and

WHEREAS the recently completed annexation of approximately 33 quarter sections of land from the MD of Foothills to the Town of Okotoks offers numerous future opportunities for innovative housing stock; and

WHEREAS the lack of Okotoks affordable housing options was identified as a serious issue during the 2017 Okotoks Municipal election; and

WHEREAS the Federation of Canadian Municipalities has recently identified the lack of affordable housing as a national concern; and

NOW THEREFORE be it resolved that the Town of Okotoks Council direct Administration to establish an ad hoc committee to examine all aspects of the affordable housing situation in Okotoks and make recommendations regarding solutions. Further, Administration will:

1. Invite committee members to participate from a broad range of stakeholders including Okotoks and region social groups, land developers, and other interested individuals.
2. Develop a committee "Terms of Reference" to be endorsed by Okotoks Town Council.

Further, the Committee will:

3. Meet for a two-year period from 2018-2019. Extension of the committee term is at the will of Council.
4. This item will be brought back to Council for endorsement within the first quarter of 2018.
5. Report to Okotoks Town Council at six month intervals.

Carried Unanimously

Mayor Robertson resumed the Chair at 4:58 p.m.

## 11. CORRESPONDENCE FOR ACTION

### 11.1 Okotoks Dawgs Baseball Club - Annual Banquet & Fundraiser

#### MOTION 17.C.471

By Councillor Heemeryck

That authorization be provided for an expenditure of \$800.00 for the purchase of a table for eight (8) for the Dawgs Annual Banquet & Fundraiser to be held January 27, 2018; and an expenditure to a maximum of \$150 for a donation of a silent auction item. Source of Funds: Council Emergent/Public Relations

Mayor Robertson requested a recorded vote.

In Favour: Mayor Robertson, Councillors Christophers, Heemeryck, Sands and Watrin

Opposed: Councillors Rockley and Thorn

Carried

## 12. COUNCILLOR INQUIRIES AND SUGGESTIONS

Councillor Christophers inquired how much Administrative work would be required to research high level costs that may be involved to redirect the CP Rail line around Okotoks.

Elaine Vincent, Chief Administrative Officer, provided a response that this would be an extensive process and suggested a vote of Council to ensure consensus prior to dedicating resources towards research.

Councillor Christophers inquired if other communities provide minor versus major home occupation business licenses; and if it would be possible to have a minor home occupation business license allow up to one employee?

Councillor Christophers referenced a January 2016 Response to a Councillor Inquiry regarding train whistle cessation at public grade crossings and inquired if an estimate is readily available outlining the potential costs and approximate timeframe to complete this process, if recommended by Council.

## 13. COUNCIL REPRESENTATIVE REPORTS

Mayor Robertson, Councillors Christophers, Sands, Thorn, and Watrin reported on their activities since the last Council meeting.

**16. RESPONSES TO COUNCILLOR INQUIRIES AND SUGGESTIONS**

- 16.1 Councillor Rockley - Pedestrian Counters
- 16.2 Councillor Sands - Slippery Walking Conditions

**MOTION 17.C.472**

By Councillor Rockley

That the responses to Councillor Inquiries and Suggestions be received as information.

Carried Unanimously

**17. CORRESPONDENCE FOR INFORMATION**

None

**18. BOARD AND COMMITTEE MINUTES**

- 18.1 Municipal Planning Commission - November 16, 2017
- 18.2 Okotoks Public Library Board - October 12, 2017
- 18.3 Subdivision and Development Appeal Board - Board Order - November 15, 2017

**MOTION 17.C.473**

By Councillor Christophers

That the minutes of the Municipal Planning Commission dated November 16, 2017; the Okotoks Public Library Board dated October 12, 2017; and the Subdivision and Development Appeal Board - Board Order dated November 15, 2017 be received as information.

Carried Unanimously

Recess at 5:39 p.m. Reconvene at 7:00 p.m.

**14. STATUTORY / NON STATUTORY HEARING(S)****14.1 Public Hearing for Bylaw 37-17 - Land Use Bylaw Amendment**

Mayor Robertson opened the Public Hearing for Bylaw 37-17 at 7:01 p.m.

Colleen Thome, Development Officer, reviewed the report containing the issue that the purpose of Bylaw 37-17 is to amend Land Use Bylaw 40-98 to allow the site specific discretionary use of Retail Store-Warehouse at 112 Southbank Boulevard (units 1-5) within the South Business Industrial District.

Mayor Robertson called 3 times for presentations in favour of the proposed bylaw and there were none.

Mayor Robertson called 3 times for presentations in objection to the proposed bylaw and there were none.

Mayor Robertson called for questions from Council of Administration regarding the proposed bylaw and the questions were answered.

MOTION 17.C.474

By Councillor Thorn

That the Public Hearing for Bylaw 37-17 close at 7:23 p.m.

Carried Unanimously

**15. BYLAWS / BUSINESS RELATING TO HEARING(S)**

## 15.1 Bylaw 37-17 - Land Use Bylaw Amendment

Administration advised that Bylaw 37-17 is ready for second and third readings.

**MOTION 17.C.475**

By Councillor Rockley

That Bylaw 37-17, a bylaw for the purpose of amending Land Use Bylaw 40-98 to allow the site specific discretionary use of Retail Store-Warehouse at 112 Southbank Boulevard (units 1-5) within the South Business Industrial District, be read a second time.

Carried

**MOTION 17.C.476**

By Councillor Sands

That Bylaw 37-17, a bylaw for the purpose of amending Land Use Bylaw 40-98 to allow the site specific discretionary use of Retail Store-Warehouse at 112 Southbank Boulevard (units 1-5) within the South Business Industrial District, be read a third time and passed.

Carried

**19. ADJOURNMENT**

**MOTION: 17.C.477**

By Councillor Christophers

That the November 27, 2017 Regular Council Meeting adjourn at 7:44 p.m.

Carried Unanimously

**Council**  
December 11, 2017

## **CHIEF ADMINISTRATIVE OFFICER'S REPORT**

### **CAO - CORPORATE SUPPORT**

#### Santa Tracker

Fire Services has just launched a new web application for the Santa Tracker for the Christmas Eve Parade. The Parade runs throughout town starting at 5:00 pm through to 8:00 pm. The web application will be live on the Town's website in the next few days and will be promoted via social media, newspaper, eNews and electronic display board via the Communications Team.

Here is the link for actual location of Santa!!!! <http://santa.okotoks.ca>

The Santa tracker will track Santa as he rides through town on the Fire truck. Here's to getting excited.....Santa's coming to town!!!!

Compiled by:  
Chief Administrative Officer's Office  
December 7, 2017



## **2018 OPERATING BUDGET (RECOMMENDED)**

### **Issue**

The proposed 2018 Operating Budget is presented to Council for approval.

### **Motion Proposed by Administration**

That the 2018 Operating Budget as identified in the 2018 Recommended Operating Budget: Revenues and Expenditures - Summary of All Function Areas, excluding the Corporate Communications Budget program, and excluding the Corporate Advertising Budget, be approved as recommended by the Finance and Budget Committee; and

That the Recommended 2018 Operating Projects in the amount of \$3.915 Million, with funding sources as identified in the 2018 Major Operating Projects Budget Summary, be approved as recommended by the Finance and Budget Committee; and

That the 2018 Corporate Communications Operating Budget program in the amount of \$0.809 Million be approved as recommended by the Finance and Budget Committee; and

That the 2018 Corporate Advertising Budget in the amount of \$0.225 Million be approved as recommended by the Finance and Budget Committee.

### **Report, Analysis and Financial Implications**

The theme of this year's budget is "Maintaining the Balance". Where possible, Administration has endeavoured to move forward on vision, while maintaining service levels and commitments.

The 2018 Operating Budget is a sound and responsible approach to delivering the services expected by residents. The budget was prepared following the 2018 Service Priorities and Budget Guidelines which were developed and previously approved by Council.

The Guidelines incorporate principles including the responsibility to protect infrastructure, maintain a safe community, support those in need when required, and carefully manage the phased-in expansion of municipal infrastructure to meet growing community needs, while accounting for anticipated 2018 growth levels. The Town plans its capital needs and funds these requirements through a combination of prudent reserve and grant management, thereby minimizing the use of long term debt. Contributions to reserves for future needs means that the Town has added no tax funding debt to implement the 2018 Operating Budget and to deliver the services and programs desired by the community.

Highlights of the 2018 Operating Budget include the following service enhancements:

- 24/7 operation of the Southside Fire Hall when development occurs;
- Adoption of a policy to clear the sidewalks adjacent downtown municipal premises and 7 days/week primary pathway snow clearing;
- Local public transit implementation; and
- Opening of the new Pason Centennial Arena facilities.

The 2018 Budget was prepared in accordance with the Town's Fiscal Principles, Practices and Policies approved by Council. Over three days in November, the Strategic Leadership Team presented the proposed budget at public meetings to the Finance and Budget Committee and Members of Council. The Committee appreciated the support and expertise of the two public members present, as they reviewed the budget and its implications.

The Municipal Price Index (MPI) is the municipal version of the Consumer Price Index. It recognizes that the bag of goods that municipalities purchase is different than the goods purchased by the majority of consumers. For the Calgary region, the 2017 Municipal Price Index calculated from October 2016 to October 2017 is currently at 1.3 %.

### Budget Summary

**Municipal Taxation** - The 2018 recommended Operating Budget represents an overall 3% increase in the property tax amount for municipal purposes only. The owner of a typical home will pay approximately \$68 more per year (\$5.83 per month) in municipal taxes in 2018.

**Revenue** - Tax revenue represents 38% of total revenue required to meet the Town's annual Operating and Capital Budgets. Other sources of funding include Grants 12%, Sales and User Charges 34%, Town Reserves 7%, and Debt 9%. Sales and User Charges include utility charges, licenses and permits, facility rentals and program fees.

**Utilities** - In general, an aggregate increase of 4.24% across four utilities (water, sanitary sewer, storm, and waste management) will be realized in 2018. For the average customer, this amounts to an increase of \$9.45 per bi-monthly billing period or \$56.70 per year.

**Permits and Licenses** - The 2018 Budget was based on Fees, Rates, and Charges Bylaw 09-17.

**Recreation and Cultural User Fees** - A minor increase in rental rates for all recreation and cultural facilities will be realized. There will be no change in drop-in/single admission rates. Rental rates continue to be mid-market in comparison to similar facilities.

In accordance with the Master Shared Services Agreement, the MD of Foothills is required to pay for fire, recreation, recycling, library, and cemetery services provided

by the Town to MD residents. The MD's 2018 contribution for these services is projected to be \$1.675M which is comparable to 2017.

Expenditures - The Town is challenged with managing increasing costs that result from both growth and inflation. Major increases in operating costs for 2018 attributable to growth include:

- Expansion of the Pason Centennial Arena operating costs;
- Contribution to the MD of Foothills for annexed lands;
- Providing core services to another forecasted 200 homes and 1,000 residents; and
- Opening the south side fire hall to coincide with growth in the south.

The impact of inflation and contractual obligation for goods and services purchased by the Town to provide municipal services continues in 2018. The Town continues to implement strategies to manage these cost pressures rather than passing them on to Town residents in the form of higher taxes and user fees. These strategies include, but are not limited to:

- Improved processes in most Business Centres;
- Use of partnerships and practicum personnel;
- Incorporation of a 1.5% vacancy factor in both Town staff and RCMP contract services to reflect historic activity;
- Facility maintenance focused on energy efficiencies;
- Investment in equipment to provide more efficient services (garbage collection, snow removal);
- Enhanced investment returns in alignment with policy;
- Aggregate futures energy procurement (electricity, natural gas and fuel).

As a result of these strategies, cost savings in the amount of \$0.717 Million were achieved in the 2018 Operating Budget. There is no impact to external service levels with these changes.

The Town's Debt Management Policy supports the responsible management of the Town's financial resources. Regulations prescribing municipal debt limits have been established by the Province. Further, Council has imposed limitations at 75% of those set by the Province. The Town plans its capital needs and, through a combination of reserve and debt management, minimizes the use of long term debt. The Town is currently accessing 29% of its self-imposed available debt limit, and 31% of its available debt servicing limit.

The Town maintains both Operating and Capital Reserves. The Operating Reserves are used to address lifecycle maintenance, temporary cash flow shortages, emergencies, unanticipated economic downturns and one-time opportunities. The Capital Reserves are mainly used to support the Town's long term capital planning. The 2018 Budget maintains the Town's commitment to saving for asset management through contributions to major capital reserves and reflects continuation of capturing assessment growth in the requisition funded reserve contribution levels of \$5.355 Million, including:

- General Recapitalization Reserve \$2.665 Million;

- Recreation Facilities Reserve \$2.131 Million;
- Cultural Facilities Reserve \$0.559 Million.

Major Operating Projects - Major projects included in the 2018 Operating Budget total \$1.172 Million and non-operating projects of \$2.743 Million for a total of \$3.915 Million. These projects are largely lifecycle maintenance and infrastructure replacements that are funded by Town's reserve funds and grants.

Municipal Taxes Payable - Overall municipal taxes payable on a typical residential property, including the general municipal property tax, along with the recapitalization, recreation facilities, and cultural facilities reserve contributions result in an annual municipal property tax increase of 3% overall from 2017, equal to \$68 annually or \$5.63 per month for a typical dwelling.

### Strategic Plan Goals

<input type="checkbox"/>	Manage Community Growth	<input checked="" type="checkbox"/>	Provide Strong Governance
<input type="checkbox"/>	Provide Quality Community Infrastructure	<input type="checkbox"/>	Healthy and Safe Community
<input type="checkbox"/>	Maintain Organizational Excellence	<input checked="" type="checkbox"/>	Foster Economic Vitality
		<input type="checkbox"/>	Promote Environmental Stewardship

### Governing Policies/Bylaws/Legislation or Agreements

The Town of Okotoks financial policies and the *Municipal Government Act*.

### Public Engagement/Communication Strategy

The 2018 Budget will be well advertised in a wide variety of media, including newspaper, radio, the Town's website, and various publications.

### Alternatives for Consideration

n/a

### CAO Comments

I support the 2018 Budget as presented. The 2018 Budget is responsible and meets Council's budget guidelines and continues to provide the services residents expect, need, and enjoy while prudently integrating cost saving opportunities that do not affect service levels.

### Attachment(s)

1. Revenues and Expenses Budget 2018
2. Operating Projects Budget 2018
3. Non-Operating Projects Budget 2018
4. Where the Money Comes From/Where the Money Goes

Prepared by:  
Strategic Leadership Team  
December 5, 2017

**Town of Okotoks**  
**Revenues & Expenditures - 2018 Budget with 2019-2022 Forecast (\$M's)**

	Budget 2017	Budget 2018	Forecast			
			2019	2020	2021	2022
<b>REVENUES</b>						
Fines	0.580	0.580	0.585	0.590	0.595	0.600
Franchise and Concession Contracts	1.400	1.400	2.800	2.800	2.800	2.800
Licenses,Permits and Fees	1.516	1.952	1.762	1.974	1.977	1.879
Other Revenues	0.494	0.476	0.473	0.470	0.470	0.471
Penalties and Costs on Taxes	0.522	0.517	0.503	0.503	0.504	0.505
Rental Revenue	2.002	2.554	2.583	2.658	2.727	2.818
Returns on Investment	1.185	1.085	1.034	0.984	0.934	0.834
Sales and User Charges	15.593	16.437	17.104	17.229	17.867	18.490
Taxes and Grants in Place	27.346	27.833	28.948	30.095	31.291	32.534
Transfers from Governments and other Organizations	3.412	3.467	3.285	3.221	3.250	3.265
	54.057	56.301	59.077	60.524	62.414	64.194
<b>EXPENDITURES</b>						
Contracted and General Services	13.149	14.486	15.101	14.749	14.871	14.895
Long Term Interest	0.807	0.666	0.520	0.502	1.060	1.173
Materials, Goods, Supplies	2.028	2.289	2.035	2.066	2.101	2.131
Other Expenditures	0.461	0.355	0.325	0.326	0.327	0.327
Purchases from Other Governments	5.383	5.001	5.181	5.255	5.506	5.893
Salaries, Wages & Benefits	21.841	22.888	23.758	24.453	25.231	26.008
Bank Charges and Short Term Interest	0.062	0.071	0.072	0.072	0.073	0.074
Utilities	2.584	2.870	2.933	2.995	3.062	3.121
	46.316	48.627	49.924	50.419	52.231	53.623
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>						
	7.741	7.648	9.153	10.105	10.183	10.571
<b>Debt Prinicpal</b>						
Debt Prinicpal	3.098	3.205	3.601	3.509	2.773	3.180
<b>Transfers to/from Other Functions</b>						
Transfers to/from Other Functions	0.000	0.000	0.000	0.000	0.000	0.000
<b>Transfers to/from Other Funds</b>						
Transfers to/from Other Funds	5.293	4.401	5.409	6.452	7.266	7.247
<b>CONTRIB TO CAPITAL RESERVE</b>						
CONTRIB TO CAPITAL RESERVE	7.616	7.616	8.007	8.543	9.405	9.735
<b>CONTRIB FROM CAPITAL RESERVE</b>						
CONTRIB FROM CAPITAL RESERVE	-2.323	-3.215	-2.598	-2.091	-2.139	-2.487
<b>Transfers to/from Reserves</b>						
Transfers to/from Reserves	-0.651	0.069	0.144	0.144	0.144	0.144
<b>CONTRIB TO OPERATG RESERVE</b>						
CONTRIB TO OPERATG RESERVE	0.505	0.559	0.559	0.559	0.559	0.559
<b>CONTRIB FROM OPERATG RESERVE</b>						
CONTRIB FROM OPERATG RESERVE	-1.156	-0.490	-0.415	-0.415	-0.415	-0.415
<b>Tax Support</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Amortization</b>	<b>8.347</b>	<b>9.229</b>				



## Summary of Business Cases - Operating Projects Budget Year: 2018

Business Centre	Operating Project Name	Business Case Number	Costing Center	Account	2018 PROJECT FUNDING SOURCES	Total 2018	FYI
						(\$M's)	Previously Approved
110 Legislative & Policy (BC #110)	Council	110 - Council Strategic Initiatives	100 - Council & Council Emergent	259 - CONTRACTS-OTHER	Reserve Cap - Gen Recap (941R)	0.050	
						<b>0.050</b>	
130 Financial Services (BC # 130)	130 - Procurement & Asset Management Charter	130 Procurement & Asset Mgmt	020 - Financial Services - Administration	259 - CONTRACTS-OTHER	Reserve Cap - Gen Recap (941R)	0.090	
						<b>0.090</b>	
140 Information & Business Solutions (BC # 140)	IT Infrastructure Updates	140 - IT Infrastructure	020 - Information & Business Solutions - Administration	524 - SUPPLIES-EQUIP/FURN/TOOL 529 - SUPPLIES - OTHER	Reserve Cap - Gen Recap (941R) Reserve Cap - Gen Recap (941R)	0.078 0.050	
						<b>0.128</b>	
140 Information & Business Solutions (BC #140)	GIS mapping	140 - Data collection	030 - GIS & Mapping	259 - CONTRACTS-OTHER	Reserve Op - Survey Control (920R)	0.030	
						<b>0.030</b>	
190 Environment & Sustainability (BC # 190)	Transit	190 - Transit pilot deficit for CPR	020 - Enviro & Sustain - Administration	259 - CONTRACTS-OTHER	Reserve Cap - Gen Recap (941R)	0.060	
		190 - Transit pilot Potential Service Offering	020 - Enviro & Sustain - Administration	259 - CONTRACTS-OTHER	Reserve Cap - Gen Recap (941R)	0.150	
		190 - Autonomous pilot for transit	020 - Enviro & Sustain - Administration	259 - CONTRACTS-OTHER	Reserve Cap - Gen Recap (941R)	0.075	
		190 - Town's additional cost for transit	020 - Enviro & Sustain - Administration	259 - CONTRACTS-OTHER	Reserve Cap - Gen Recap (941R)	0.024	
	Eco Efficiency	190 - Contribution for Habitat for Humanity	020 - Enviro & Sustain - Administration	259 - CONTRACTS-OTHER	Eco Efficiency Reserve - Eco Efficiency Reserve (941R)		0.010
					<b>0.309</b>	<b>0.010</b>	
190 Environment & Sustainability (BC # 190)	Climate Change Action Plan - 2 Phases	190 - CCACTIONPLAN - Phase 1	020 - Environment & Sustainability - Administration	237 - PROFESSIONAL FEES - OTHER	Grant MSI Ops (843R) Reserve Cap - Gen Recap (941R)	0.080 0.020	
						<b>0.100</b>	
370 Storm Sewer (BC # 370)	Water Rate Structure and Review	410;420;370 Water Rates (W.S.SW.)	020 - Storm Sewer - Administration	259 - CONTRACTS-OTHER	Reserve Op - Water (920R)	0.015	
						<b>0.015</b>	
410 Utility - Water (BC # 410)	Water Rate Structure and Review	410;420;370 Water Rates (W.S.SW.)	020 - Utility - Water Administration	259 - CONTRACTS-OTHER	Reserve Op - Water (920R)	0.030	
						<b>0.030</b>	
420 Utility - Sewer (BC # 420)	Water Rate Structure and Review	410;420;370 Water Rates (W.S.SW.)	020 - Utility - Sewer Administration	259 - CONTRACTS-OTHER	Reserve Op - Water (920R)	0.030	
						<b>0.030</b>	
620 Economic Development (BC # 620)	Predictive Analysis	620 Predictive Analysis	020 - Economic Development - Administration	259 - CONTRACTS-OTHER	Reserve Cap - Gen Recap (941R)	0.025	
						<b>0.025</b>	
630 Engineering Services (BC # 630)	Off-Site Levy Review (STUDY)	630 Offsite Levy Study	020 - Engineering Services - Administration	259 - CONTRACTS-OTHER	Reserve Cap - Gen Recap (941R)	0.030	
						<b>0.030</b>	
660 Development Services (Land) (BC # 660)	Corporate Lands strategy for Municipal Owned Properties- /Municipal Reserves	660-Capital Planning for Municipal Owned Properties- /Municipal Reserves	020 - Development Services - Administration 660	239 - PROFESSIONAL FEES - GENERAL	Reserve Cap - Gen Recap (941R)	0.075	
						<b>0.075</b>	
700 Recreation Client Services (BC # 700)	Champion Park Operating Model Analysis	700 -Champion Park Operating Model Study	110 - Recreation Client Services - Rec Facilities, MD Foothills	259 - CONTRACTS-OTHER	Reserve Cap - Gen Recap (941R)	0.050	
						<b>0.050</b>	
710 Aquatics (BC # 710)	Pool Maintenance - General	710- Pool Maintenance - General	020 - Aquatics- Administration	259 - CONTRACTS-OTHER	Reserve Cap - Gen Recap (941R)	0.178	
						<b>0.178</b>	
750 Parks (BC # 750)	Tree Replacement	750 Downtown Black Ash Replacement	060 - Parks - Urban Forest	259 - CONTRACTS-OTHER 519 - SUPPLIES-OTHER GENERAL	Reserve Cap - Gen Recap (941R) Reserve Cap - Gen Recap (941R)	0.024 0.008	
						<b>0.032</b>	
<b>Total Operating Projects funded by Reserves and Grants</b>						<b>1.172</b>	<b>0.010</b>



## Summary of Business Cases - Non-Operating Projects Budget Year: 2018 - Funded by Reserves

Business Centre	Operating Project Name	Business Case Number	Costing Center	Account	2018 PROJECT FUNDING SOURCES	Total 2018 (\$M's)
000 General Municipal (BC #000)*	Annexation Cost \$200K/yr to 2025	MD of Foothills annual annexation fee	020 - Administration	355 - PURCHASES-OTHER GOVERNMENTS	Reserve Op - Tax Stabilization (920R)	0.201
						<b>0.201</b>
330 Facilities Maintenance (BC #330)*	LED Lighting	LED lighting upgrade	020 - Stockton Block	252 - CONTRACTS-BLDG MAINTENANCE	Reserve Cap - Gen Recap (941R)	0.008
	Library plank flooring, etc	Library plank flooring, etc	040 - Library Building	252 - CONTRACTS-BLDG MAINTENANCE	Reserve Cap - Gen Recap (941R)	0.036
	Asphalt, Camera, RF Readers	Asphalt \$30K, Security Camera 9 camera's \$28K, RF readers for gate opener \$4.5K	050- Operations Shop	252 - CONTRACTS-BLDG MAINTENANCE	Reserve Cap - Gen Recap (941R)	0.063
	Security camera upgrade	Security camera upgrade	130 - OAG	252 - CONTRACTS-BLDG MAINTENANCE	Reserve Cap - Gen Recap (941R)	0.011
	Plank Flooring, Photo Eye	Plank Flooring in AHS \$15K, Photo eye on truck \$5K	160 - Fire Station #1	252 - CONTRACTS-BLDG MAINTENANCE	Reserve Cap - Gen Recap (941R)	0.020
	Camera system upgrade, Rear Entrance, Card readers	Camera upgrade \$10K, Rear entrance heating \$3K, Card readers in stairwells \$5.4K	250 - Muncipal Centre	252 - CONTRACTS-BLDG MAINTENANCE	Reserve Cap - Gen Recap (941R)	0.018
	Dawgs Stadium & Tourmaline Field	Parking lot lights \$7.5K, Stadium irrigation \$10K; Waste Water upgrade \$57.5K	280 - Dawgs Stadium & Tourmaline Field	252 - CONTRACTS-BLDG MAINTENANCE	Reserve Cap - Gen Recap (941R)	0.075
	FCC - Methance monitoring, HVAC, etc	FCC - Methane monitoring, HVAC, etc	290 - Foothills Centennial Centre	259 - CONTRACTS-OTHER 274 - INSURANCE, ETC	Reserve Op - FCC (920R)	0.065
	SRESC slab heating & gym	SRESC slab heating & gym A/C	300 - Southridge Emergency Centre Services	252 - CONTRACTS-BLDG MAINTENANCE	Reserve Cap - Gen Recap (941R)	0.005
					<b>0.301</b>	
410 Utility - Water*	Rehab work Epcor Contract	EPCOR rehab work as per contract	090 - Water Transmission	259 - CONTRACTS-OTHER	Reserve Cap - Water & Sewer (941R)	0.130
	Rehab work Epcor Contract	EPCOR rehab work as per contract	100 - Water Special Projects	259 - CONTRACTS-OTHER	Reserve Cap - Water & Sewer (941R)	0.275
						<b>0.405</b>
630 Engineering Services (BC #630)*	Survey Control	Survey Control fees	061 - Development	920 - CONTRIB TO OPERATG RESERVE	Reserve Op - Survey Control (920R)	0.020
	Development control	Development control subdivision applications	066 - Subdivision	920 - CONTRIB TO OPERATG RESERVE	Reserve Op - Eng (920R)	0.100
						<b>0.120</b>
660 Land Development Services (BC #660)*	Environmental monitoring	660 Enviro monitoring SRESB/Pason/Nexen/etc	020 - Development Services - Administration	237 - PROFESSIONAL FEES - OTHER	Reserve Cap - Gen Recap (941R)	0.120
						<b>0.120</b>
720 Recreation Facilities (BC # 720)*	ORC - BUILDING MAINTENANCE	720 ORC BLDG MAINT	060 - Recreation Facilities - Murray	252 - CONTRACTS-BLDG MAINTENANCE	Reserve Cap - Gen Recap (941R)	0.020
			080 - Recreation Facilities - Main Areas	252 - CONTRACTS-BLDG MAINTENANCE	Reserve Cap - Gen Recap (941R)	0.015
	PCA FACILITY MAINTENANCE	720 PCA Fac Maint	090 - Indoor Recreation Facilities - Centennial Arena	253 - CONTRACTS-MACHINE	Reserve Cap - Gen Recap (941R)	0.050
			090 - Indoor Recreation Facilities - Centennial Arena	255 - REPAIRS-GENERAL	Reserve Cap - Gen Recap (941R)	0.012
	PCA LED LIGHTING	720 PCA LED LIGHTING	090 - Indoor Recreation Facilities - Centennial Arena	524 - SUPPLIES-EQUIP/FURN/TOOL	Reserve Cap - Gen Recap (941R)	0.020
			090 - Indoor Recreation Facilities - Centennial Arena	524 - SUPPLIES-EQUIP/FURN/TOOL	Reserve Cap - Gen Recap (941R) Grant MSI Ops (843R)	0.010 0.140
					<b>0.267</b>	
720 Recreation Facilities (BC #720)*	ORC	Debt Principle repayment	080 -Main Areas	910 - DEBT RETIRE PRINCIPAL	Reserve Cap - Rec Facilities (941R)	1.264
						<b>1.264</b>
750 Parks (BC #750)*	Snow Removal	7 day snow removal policy	080 -Pathways Main	259 - CONTRACTS-OTHER	Reserve Cap - Gen Recap (941R)	0.065
						<b>0.065</b>
<b>Total Operating Expenses Funded by Reserves</b>						<b>2.743</b>

\* Ongoing operating expense being funded by reserves

**Town Of Okotoks  
2018 Operating Budget**

(\$ M's)

	<b>2018 Proposed Budget</b>	<b>2017 Approved Budget</b>
<b>Where the Money Comes From</b>		
<b>Operating Revenue</b>		
Municipal Taxes	27.833	27.349
Sales and User Fees	25.001	23.296
Grants	3.467	3.411
	56.301	54.056
<b>Where the Money Goes</b>		
<b>Operating Expenditures</b>		
Community Services	10.213	10.015
Water, Sewer & Waste Mgmt.	7.995	6.271
Protective Services	9.501	9.467
Administration	8.593	7.941
Operations & Infrastructure	8.398	8.498
Development Services	3.926	4.124
Major Project Support	4.470	4.642
Debt Principal Payments	3.205	3.098
	56.301	54.056



## **2018 CAPITAL BUDGET (RECOMMENDED)**

### **Issue**

The proposed 2018 Capital Budget is presented to Council for approval.

### **Motion Proposed by Administration**

That the 2018 Capital Budget, totalling \$25.83 Million, as presented in the 2018 Capital Budget Summary be approved as recommended by the Finance and Budget Committee.

### **Report, Analysis and Financial Implications**

The 2018 Capital Projects Budget Summary provides a summary of all major projects under consideration and their funding sources.

Following Council's 2018 budget guidelines, Administration identified priority capital projects in the Town's long term capital plans that could and should be completed in 2018, along with reliable cost estimates and project details, and identified the funding source. These projects enhance and maintain the Town's infrastructure as well as ensure that the appropriate levels of service will be maintained. Major projects include:

- Okotoks Community Campus – playfield development
- Highway 783 Improvements\*
- Zone 2S Distribution Mains
- Zone 3/4N Reservoir upgrade\*
- Dedicated Mains to SW Reservoir\*
- Zone 2S-3S SW Reservoir\*
- Laurie Boyd Pedestrian Bridge
- Wayfinding signage implementation\*
- Okotoks Recreation Centre – handicap access
- Interim Raw Water Capacity
- De-chlorination automation and water reuse
- Wastewater Treatment Plant upgrade
- Storm Water improvements
- Fleet Replacement Program
- Storm Utility Flushing and Vacuum Unit

(\*multi-year project)

Recommendations regarding funding sources are meant to maximize access to all external sources of available funding and to use internal reserves prudently. Availability and use of all sources of funding is summarized at the bottom of the Capital Budget Summary document. Funding sources for 2018 include:

- Town of Okotoks Reserves
- Federal Gas Tax Grant
- Municipal Sustainability Initiative Grant
- Alberta Municipal Water/Wastewater Partnership Grants (tentative)
- Cost sharing with other stakeholders (e.g. MD of Foothills)

During the 2018 Budget Presentation meetings held on November 15-17, 2017, the Finance and Budget Committee reviewed the recommended 2018 Capital and Operating Budgets. In conjunction with their review, the Committee supported the approval of the Capital Budget Summary as amended and recommended the 2018 Capital Budget be forwarded to Council for approval.

The 2018 Capital Budget as presented totals \$25.83 Million, which includes \$12.88 Million plus \$12.95 Million embedded in multi-year projects. The 2018 Capital Budget Summary includes \$0.15 Million of projects that was preapproved in the 2017 capital budget. The carry forward amounts will be brought forward once year end is completed for the approval of Council. The current estimated carry forward amount is \$8.62 Million.

#### **Strategic Plan Goals**

<input type="checkbox"/>	Manage Community Growth	<input checked="" type="checkbox"/>	Provide Strong Governance
<input type="checkbox"/>	Provide Quality Community Infrastructure	<input type="checkbox"/>	Healthy and Safe Community
<input type="checkbox"/>	Maintain Organizational Excellence	<input checked="" type="checkbox"/>	Foster Economic Vitality
		<input type="checkbox"/>	Promote Environmental Stewardship

#### **Governing Policies/Bylaws/Legislation or Agreements**

n/a

#### **Public Engagement/Communication Strategy**

The 2018 Budget will be well advertised in a wide variety of media, including newspaper, radio, the Town's website, and various publications.

#### **Alternatives for Consideration**

n/a

**CAO Comments**

I support the 2018 Capital Budget as a responsible budget to complete priority capital projects.

**Attachment(s)**

1. Capital Summary 2018 Budget
2. Capital Details 2018 Budget
3. Reserves Summary 2018 Budget

Prepared by:  
Strategic Leadership Team and  
Finance & Systems Director  
December 06, 2017

**Town of Okotoks**

**Capital Project 2018 Budget and 2019-2027 Forecast (\$M's)**

Related Project Grouping	FY: 2018 Carry Forward	FY: 2019 and beyond Carry Forward	Budget	Forecast									Total
Year			2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018-2027
<b>01 - Community Campus Total</b>	0.200	0.000	<b>0.500</b>	0.250	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.750
<b>02 - South Growth Area Total</b>	0.200	0.000	<b>2.000</b>	1.120	1.378	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4.498
<b>03 - NW Growth Area Total</b>	1.619	1.119	<b>1.350</b>	1.710	0.100	3.629	3.622	0.500	1.059	2.416	0.000	0.000	14.386
<b>04 - SW Growth Area Total</b>	0.000	0.000	<b>0.750</b>	4.276	4.627	0.000	0.000	0.000	0.000	0.000	0.000	0.000	9.653
<b>05 - Fire Hall Total</b>	0.000	0.000	<b>0.000</b>	0.063	0.030	0.000	0.000	0.000	0.000	0.000	0.250	0.350	0.693
<b>06 - Municipal Enforcement Total</b>	0.000	0.000	<b>0.030</b>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.030
<b>07 - Urban Master Plan Total</b>	0.000	0.000	<b>0.000</b>	0.000	4.634	0.710	4.084	0.000	0.000	0.200	4.072	0.000	13.700
<b>08 - Internal infrastructure Total</b>	0.000	0.000	<b>0.725</b>	1.623	3.546	3.694	3.200	1.331	1.402	1.280	1.102	2.097	19.999
<b>09 - Major Community Amenities Total</b>	0.000	0.000	<b>0.000</b>	0.000	0.000	0.000	2.000	11.718	14.036	12.000	0.000	0.000	39.754
<b>11 - Signage Total</b>	0.000	0.000	<b>0.170</b>	0.225	0.150	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.545
<b>12 - Fleet Total</b>	0.000	0.000	<b>0.375</b>	0.012	0.100	0.000	0.000	1.326	0.000	0.000	0.000	0.000	1.813
<b>12.1 - Fleet Sustain Total</b>	0.000	0.000	<b>0.256</b>	0.701	0.678	1.605	0.951	0.677	0.863	0.803	0.728	1.748	9.009
<b>13 - Cemetery Total</b>	0.470	0.000	<b>0.000</b>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>14 - Active Transportation Plan Total</b>	0.050	0.000	<b>2.700</b>	0.000	0.000	0.653	0.000	0.000	0.000	0.000	4.692	4.692	12.737
<b>15 - Rec Infra Enhancement Total</b>	1.000	0.000	<b>0.245</b>	0.941	0.178	0.178	0.203	0.178	0.941	0.075	0.075	0.075	3.087
<b>16 - Rec Master Plan Total</b>	0.277	0.000	<b>0.525</b>	0.065	0.165	0.065	0.065	1.770	0.575	0.752	0.065	0.065	4.112
<b>17 - Operation Site Total</b>	0.000	0.000	<b>0.000</b>	0.100	1.221	1.171	1.171	1.123	0.000	0.000	0.000	0.000	4.786
<b>18 - Water Total</b>	2.598	0.000	<b>2.200</b>	2.240	2.246	19.487	19.449	1.530	1.530	1.530	1.530	1.530	53.272
<b>19 - Storm Total</b>	0.120	0.000	<b>0.500</b>	1.629	0.150	0.150	0.150	0.150	0.150	0.150	0.150	1.170	4.349
<b>20 - Solid Waste Total</b>	0.000	0.000	<b>0.050</b>	0.611	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.661
<b>21 - WWTP Total</b>	0.500	0.000	<b>0.500</b>	7.000	10.707	10.707	4.000	0.000	0.000	0.000	8.160	0.000	41.073
<b>Grand Total</b>	<b>7.034</b>	<b>1.119</b>	<b>12.876</b>	<b>22.564</b>	<b>29.909</b>	<b>42.048</b>	<b>38.894</b>	<b>20.301</b>	<b>20.556</b>	<b>19.206</b>	<b>20.824</b>	<b>11.727</b>	<b>238.905</b>
Project C/F ( two projects not on List above)	0.465												
<b>Grand Total</b>	<b>7.499</b>	<b>1.119</b>	<b>12.876</b>	<b>22.564</b>	<b>29.909</b>	<b>42.048</b>	<b>38.894</b>	<b>20.301</b>	<b>20.556</b>	<b>19.206</b>	<b>20.824</b>	<b>11.727</b>	<b>238.905</b>
<b>Project that have a multi year approval embedded in them are Projects 1,11,13,14,42.</b>			<b>12.951</b>										
<b>Total Approval Request ( including multi year projects)</b>			<b>25.826</b>										
Note :													
Pre-Approved 2018 Project 20 in 2017 Budget			<b>0.150</b>										

Town of Okotoks															
Capital Project 2018 Budget and 2019-2027 Forecast (\$M's)															
Pno.	Project Name	Related Project Grouping	FYI: 2018 Carry Forward	FYI: 2019 and beyond Carry Forward	Budget	Forecast								Total	
						2018	2019	2020	2021	2022	2023	2024	2025		2026
38	Okotoks Community Campus - Plaza	01 - Community Campus				0.250									0.250
40	Okotoks Community Campus - playfield development	01 - Community Campus			0.500										0.500
41	WERCC - Construction	01 - Community Campus	0.200												0.000
		<b>01 - Community Campus Total</b>	0.200	0.000	0.500	0.250	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.750
1	HWY 783 Improvements (Hwy 7 South) T-8	02 - South Growth Area			0.250	1.120	1.378								2.748
2	Zone 2S Distribution Mains (W10)	02 - South Growth Area	0.200		1.750										1.750
		<b>02 - South Growth Area Total</b>	0.200	0.000	2.000	1.120	1.378	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4.498
3	North Railway Sanitary Capacity Expansion SAN 1-2-3	03 - NW Growth Area	0.400												0.000
4	Northridge Drive Urbanization (T7) ( added Signage project for \$275K)	03 - NW Growth Area				0.360		3.629	3.622						7.610
5	NRail Sanitary Upgrade (Crystal Ridge Dr to Fisher Gate) (SAN 9)	03 - NW Growth Area									0.420				0.420
6	NRail Sanitary Upgrade (Fisher Gate to WWTP) (SAN 10)	03 - NW Growth Area									0.639				0.639
7	Riverside Drive Sanitary Sewer Upgrade (San 4, 5)	03 - NW Growth Area	0.150	0.050											0.000
8	Riverside Drive West Sanitary Upgrade (Northridge Dr to Center Ave) (SAN 7)	03 - NW Growth Area										0.971			0.971
9	Riverside Drive West Sanitary Upgrade (SAN 6)	03 - NW Growth Area										0.288			0.288
10	South Railway St. Sanitary Upgrade (Center Ave to Lineham Dr) (SAN 8)	03 - NW Growth Area										1.157			1.157
11	Zone 3N/4N Reservoir Upgrade (W6)	03 - NW Growth Area			1.350	1.350									2.700
12	Zone 4N Dedicated Mains (W9)	03 - NW Growth Area	1.069	1.069											0.000
105	Tennis/Parking additions on North Reservoir site	03 - NW Growth Area					0.100								0.100
106	Pathway System around North Reservoir site	03 - NW Growth Area								0.500					0.500
		<b>03 - NW Growth Area Total</b>	1.619	1.119	1.350	1.710	0.100	3.629	3.622	0.500	1.059	2.416	0.000	0.000	14.386
13	Dedicated Mains to SW Reservoir (W8)	04 - SW Growth Area			0.250	0.961	1.039								2.250
14	Zone 2S-3S SW Reservoir (W4)	04 - SW Growth Area			0.500	3.315	3.587								7.403
		<b>04 - SW Growth Area Total</b>	0.000	0.000	0.750	4.276	4.627	0.000	0.000	0.000	0.000	0.000	0.000	0.000	9.653
15	Fire Equipment - thermal imaging	05 - Fire Hall					0.030								0.030
16	Fire Equipment extradition	05 - Fire Hall												0.100	0.100
17	Turnout gear washer/dryer	05 - Fire Hall				0.018									0.018
18	Fill Station Self contained breathing apparatus	05 - Fire Hall				0.045									0.045
19	Emergency Services (Fire, Police EMS) Building - (New)	05 - Fire Hall												0.000	0.000
20	Fire AFFRCS Radios	05 - Fire Hall	0.000												0.000
21	Fire Utility Truck	05 - Fire Hall													0.000
22	Self-contained Breathing Apparatus SCBA	05 - Fire Hall											0.250	0.250	0.500
		<b>05 - Fire Hall Total</b>	0.000	0.000	0.000	0.063	0.030	0.000	0.000	0.000	0.000	0.000	0.250	0.350	0.693
23	OME Capital- Speed Sentry Devices	06 - Municipal Enforcement			0.030										0.030
		<b>06 - Municipal Enforcement Total</b>	0.000	0.000	0.030	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.030

Town of Okotoks															
Capital Project 2018 Budget and 2019-2027 Forecast (\$M's)															
Pno.	Project Name	Related Project Grouping	FYI: 2018 Carry Forward	FYI: 2019 and beyond Carry Forward	Budget	Forecast								Total	
						Year	2018	2019	2020	2021	2022	2023	2024		2025
24	Downtown Plaza	07 - Urban Master Plan					4.072	0.200	4.084						8.356
25	Triangle Park development - Event Spaces (in alignment with downtown revival)	07 - Urban Master Plan						0.510							0.510
61	Downtown Vitalization Phase 4 N Railway Reconstruction	07 - Urban Master Plan										0.200	4.072		4.272
65	Veteran's Way Pedestrian Corridor Phase C (T4B)	07 - Urban Master Plan					0.562								0.562
		<b>07 - Urban Master Plan Total</b>	0.000	0.000	<b>0.000</b>	0.000	4.634	0.710	4.084	0.000	0.000	0.200	4.072	0.000	13.700
26	Financial System & Asset Management Replacement	08 - Internal infrastructure				1.000	2.054	2.000	2.000						7.054
27	Furnishing	08 - Internal infrastructure			<b>0.150</b>	0.150									0.300
28	Information Technology Upgrade	08 - Internal infrastructure			<b>0.575</b>	0.473	1.492	1.133	1.200	1.331	1.402	1.280	1.102	1.097	11.084
29	IT Infrastructure Upgrades	08 - Internal infrastructure													0.000
30	Municipal Centre - 2nd Floor Expansion	08 - Internal infrastructure												1.000	1.000
32	Solar System - ORC PV Project	08 - Internal infrastructure						0.561							0.561
33	Solar System - PCA	08 - Internal infrastructure													0.000
		<b>08 - Internal infrastructure Total</b>	0.000	0.000	<b>0.725</b>	1.623	3.546	3.694	3.200	1.331	1.402	1.280	1.102	2.097	19.999
34	Library - Expansion - General Municipal	09 - Major Community Amenities									2.036				2.036
35	Multi Purpose Recreation Centre - phase 1 w/Land	09 - Major Community Amenities													0.000
36	Multi Purpose Recreation Centre - phase 2	09 - Major Community Amenities													0.000
37	Performing Arts Centre w/Land	09 - Major Community Amenities							2.000	11.718	12.000	12.000			37.718
		<b>09 - Major Community Amenities Total</b>	0.000	0.000	<b>0.000</b>	0.000	0.000	0.000	2.000	11.718	14.036	12.000	0.000	0.000	39.754
42	Ec Dev- Wayfinding implementation	11 - Signage			<b>0.070</b>	0.200									0.270
43	New entry signage at adjusted Town boundaries	11 - Signage			<b>0.100</b>										0.100
44	Olde Towne Okotoks Gateway Feature	11 - Signage				0.025	0.150								0.175
		<b>11 - Signage Total</b>	0.000	0.000	<b>0.170</b>	0.225	0.150	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.545
45	Aerial Apparatus (new unit) 100'	12 - Fleet								1.326					1.326
53	OME Equipment - Ranger off road electric vehicle	12 - Fleet				0.012									0.012
57	Regional Hazmat trailer	12 - Fleet					0.100								0.100
58	Storm Utility Flushing and Vacuum Unit	12 - Fleet			<b>0.375</b>										0.375
		<b>12 - Fleet Total</b>	0.000	0.000	<b>0.375</b>	0.012	0.100	0.000	0.000	1.326	0.000	0.000	0.000	0.000	1.813
46	Aerial Apparatus unit 1010 75'	12.1 - Fleet Sustain												1.020	1.020
47	Fire Engine Pumper Apparatus unit 1004	12.1 - Fleet Sustain						0.663							0.663
48	New Unit -Replacement Bush Buggy B82 (2004) unit 1003	12.1 - Fleet Sustain									0.200				0.200
49	New Fleet Program	12.1 - Fleet Sustain			<b>0.256</b>	0.611	0.613	0.612	0.611	0.612	0.663	0.663	0.663	0.663	5.966
50	New Unit -Replacement Command truck (8Charlie) unit 1012	12.1 - Fleet Sustain							0.075						0.075
51	New Unit -Replacement Command truck (8Delta) unit 1016	12.1 - Fleet Sustain									0.075				0.075
52	OME Capital-Radar Trailer Replacement	12.1 - Fleet Sustain				0.030									0.030

Town of Okotoks															
Capital Project 2018 Budget and 2019-2027 Forecast (\$M's)															
Pno.	Project Name	Related Project Grouping	FYI: 2018 Carry Forward	FYI: 2019 and beyond Carry Forward	Budget	Forecast								Total	
						2018	2019	2020	2021	2022	2023	2024	2025		2026
54	OME Fleet Replacement	12.1 - Fleet Sustain				0.060	0.065	0.130	0.065	0.065		0.065	0.065	0.065	0.580
55	ORC Olympia Replacement	12.1 - Fleet Sustain						0.200							0.200
56	PCA Olympia Replacement	12.1 - Fleet Sustain							0.200						0.200
		<b>12.1 - Fleet Sustain Total</b>	0.000	0.000	<b>0.256</b>	0.701	0.678	1.605	0.951	0.677	0.863	0.803	0.728	1.748	9.009
59	Cemetery Cremation Garden Development	13 - Cemetery	0.020												0.000
60	Cemetery Lands Acquisition	13 - Cemetery	0.450												0.000
		<b>13 - Cemetery Total</b>	0.470	0.000	<b>0.000</b>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
62	Laurie Boyd Pedestrian Bridge (T3) new Project - construction	14 - Active Transportation Plan	0.050		<b>2.700</b>										2.700
63	Thirty Second (32ND) STREET PHASE 2 Top Lift paving of Business Park	14 - Active Transportation Plan						0.653							0.653
64	Transportation Improvements (T- MISC) - 2026 to 2035 Range	14 - Active Transportation Plan											4.692	4.692	9.384
		<b>14 - Active Transportation Plan Total</b>	0.050	0.000	<b>2.700</b>	0.000	0.000	0.653	0.000	0.000	0.000	0.000	4.692	4.692	12.737
31	Seaman's Stadium	15 - Rec Infra Enhancement			<b>0.135</b>	0.178	0.178	0.178	0.178	0.178	0.177	0.075	0.075	0.075	1.425
66	Cedar Grove playground	15 - Rec Infra Enhancement			<b>0.060</b>										0.060
67	Community garden - north side	15 - Rec Infra Enhancement							0.025						0.025
68	Crescent Point Regional Field House	15 - Rec Infra Enhancement													0.000
69	Elisabeth Street (Waller Land) - Biophysical and day use	15 - Rec Infra Enhancement			<b>0.050</b>										0.050
70	Inclusive Playground Upgrade	15 - Rec Infra Enhancement													0.000
71	Off leash dog - South/North	15 - Rec Infra Enhancement				0.764					0.764				1.527
72	Outdoor Day use area (Old Spoiler/Waller)	15 - Rec Infra Enhancement			<b>0.000</b>	0.000									0.000
73	Water Spray Park Phase 2	15 - Rec Infra Enhancement													0.000
74	Centennial Arena Expansion/Multi Purpose/Ice Surface	15 - Rec Infra Enhancement	1.000												0.000
		<b>15 - Rec Infra Enhancement Total</b>	1.000	0.000	<b>0.245</b>	0.941	0.178	0.178	0.203	0.178	0.941	0.075	0.075	0.075	3.087
75	ORC - handicap access to curling rink 2nd floor and community room	16 - Rec Master Plan			<b>0.500</b>										0.500
76	Playground Replacement - Recurring	16 - Rec Master Plan				0.065	0.065	0.065	0.065	0.065	0.065	0.065	0.065	0.065	0.585
77	Recreation Software Replacement	16 - Rec Master Plan	0.277												0.000
78	Ball diamonds - 2	16 - Rec Master Plan									0.510				0.510
79	Beach volleyball courts	16 - Rec Master Plan										0.075			0.075
80	Day Use Area & Parking Lot Expansion	16 - Rec Master Plan			<b>0.025</b>										0.025
81	Day use in conjunction with MR space with d'Arcy/wedderburn lands	16 - Rec Master Plan					0.025			0.025					0.050
82	Large ball diamonds	16 - Rec Master Plan								0.510					0.510
83	Out door Tennis /Pickleball courts/outdoor basketball/outdoor floor hockey	16 - Rec Master Plan										0.612			0.612
84	South side skate board park or pocket parks	16 - Rec Master Plan								1.020					1.020
85	Toboggan hills day use in conjunction with MR space with d'Arcy/wedderburn lands	16 - Rec Master Plan					0.075			0.150					0.225

Town of Okotoks															
Capital Project 2018 Budget and 2019-2027 Forecast (\$M's)															
Pno.	Project Name	Related Project Grouping	FYI: 2018 Carry Forward	FYI: 2019 and beyond Carry Forward	Budget	Forecast								Total	
						Year	2018	2019	2020	2021	2022	2023	2024		2025
		<b>16 - Rec Master Plan Total</b>	0.277	0.000	<b>0.525</b>	0.065	0.165	0.065	0.065	1.770	0.575	0.752	0.065	0.065	4.112
86	Operations Shop - Phase 2 - Shop Modernization	<b>17 - OpSite</b>				0.100	1.121	1.121	1.121	1.123					4.586
87	Training structure in Okotoks	<b>17 - OpSite</b>					0.100	0.050	0.050						0.200
		<b>17 - Operation Site Total</b>	0.000	0.000	<b>0.000</b>	0.100	1.221	1.171	1.171	1.123	0.000	0.000	0.000	0.000	4.786
88	Dechlorination automation and water reuse (Operations) New Scope (W3)	<b>18 - Water</b>			<b>0.500</b>										0.500
89	Deep Utility & Surface Improvement Program	<b>18 - Water</b>	0.765												0.000
90	Deep Utility Replacement Program (Water/Sewer 50/50 Utility Funded)	<b>18 - Water</b>			<b>0.150</b>	1.527	1.532	1.530	1.527	1.530	1.530	1.530	1.530	1.530	13.916
91	Interim Raw Water Capacity (W1)(Operations)	<b>18 - Water</b>			<b>1.350</b>										1.350
92	Pipeline Regional Water Solution (W2)	<b>18 - Water</b>	0.200					17.957	17.922						35.879
93	Raw Water Wells CW-31	<b>18 - Water</b>													0.000
94	Snow Dump Land and Development	<b>18 - Water</b>			<b>0.200</b>	0.713	0.715								1.627
95	Water Conservation & Leak Detection System Phase 3 2017	<b>18 - Water</b>													0.000
96	Water Treatment Plant Footbridge	<b>18 - Water</b>	1.633												0.000
		<b>18 - Water Total</b>	2.598	0.000	<b>2.200</b>	2.240	2.246	19.487	19.449	1.530	1.530	1.530	1.530	1.530	53.272
39	Okotoks Community Campus - Stormwater Pond Contribution	<b>19 - Storm Improvements</b>												1.020	1.020
97	Cimarron PUL Stormwater Outfall Installation	<b>19 - Storm Improvements</b>	0.120												0.000
98	Northridge Drive Storm Improvements and pump purchase	<b>19 - Storm Improvements</b>				1.018									1.018
99	Poplar Overland Storm Route	<b>19 - Storm Improvements</b>				0.611									0.611
100	Storm System Renewal	<b>19 - Storm Improvements</b>					0.150	0.150	0.150	0.150	0.150	0.150	0.150	0.150	1.200
101	Storm Water Improvement Projects (Miscellaneous deficiencies)	<b>19 - Storm Improvements</b>			<b>0.500</b>										0.500
		<b>19 - Storm Total</b>	0.120	0.000	<b>0.500</b>	1.629	0.150	0.150	0.150	0.150	0.150	0.150	0.150	1.170	4.349
102	Green Carts	<b>20 - Solid Waste</b>			<b>0.050</b>										0.050
103	Waste Management - Regional MRF / Collection program	<b>20 - Solid Waste</b>				0.611									0.611
		<b>20 - Solid Waste Total</b>	0.000	0.000	<b>0.050</b>	0.611	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.661
104	Wastewater Treatment Plant Upgrade (Operations) (San 27-31)	<b>21 - WWTP</b>	0.500		<b>0.500</b>	7.000	10.707	10.707	4.000				8.160		41.073
		<b>21 - WWTP Total</b>	0.500	0.000	<b>0.500</b>	7.000	10.707	10.707	4.000	0.000	0.000	0.000	8.160	0.000	41.073
		<b>Grand Total</b>	7.034	1.119	<b>12.876</b>	22.564	29.909	42.048	38.894	20.301	20.556	19.206	20.824	11.727	238.905

Town of Okotoks  
 Funding Sources for Operating and Capital Projects 2018-2022  
 (\$M's)

	2016 Funding Remaining	2017 Funding Remaining	2018		Funding Remaining	2019			2020			2021			2022		
			2018 Contributions	Uses		2019 Contributions	Uses	Funding Remaining	2020 Contributions	Uses	Funding Remaining	2021 Contributions	Uses	Funding Remaining	2022 Contributions	Uses	Funding Remaining
<b>Grants</b>																	
Grant 431-120-030 MSI Operating	0.117	-0.032	0.208	0.270	-0.094	0.208	0.000	0.114	0.208	0.000	0.322	0.208	0.000	0.530	0.208	0.000	0.738
Grant 431-320-010 BMTG/SIP/ATU	0.907	0.622		0.000	0.622		0.000	0.622		0.000	0.622		0.000	0.622		0.000	0.622
Grant 431-320-030 GTF	1.911	2.626	1.500	1.440	2.686	1.500	3.460	0.726	1.500	1.819	0.408	1.500	1.679	0.229	1.500	1.614	0.116
Grant 431-320-040 MSI Cap	7.157	3.059	5.500	3.775	4.784	5.500	2.083	8.201	5.500	7.618	6.082	5.500	4.404	7.178	5.500	7.284	5.394
Grant 431-410-010 AMWWP(pipeline)		0.000			0.000			0.000			0.000	9.876	9.876	0.000	9.857	9.857	0.000
<b>Subtotal Grants</b>	<b>10.092</b>	<b>6.274</b>	<b>7.208</b>	<b>5.485</b>	<b>7.997</b>	<b>7.208</b>	<b>5.543</b>	<b>9.662</b>	<b>7.208</b>	<b>9.437</b>	<b>7.433</b>	<b>17.084</b>	<b>15.959</b>	<b>8.558</b>	<b>17.065</b>	<b>18.754</b>	<b>6.869</b>
<b>Reserves:</b>																	
Reserve 710-100-100 Council Emergent Matters	0.050	0.050			0.050			0.050			0.050			0.050			0.050
Reserve 710-110-040 Tax Rate Stabilization	2.100	1.700		0.200	1.500		0.200	1.300		0.200	1.100		0.200	0.900		0.200	0.700
Reserve 710-120-100 Gen Continuing Prj	0.040	0.000			0.000			0.000			0.000			0.000			0.000
Reserve 710-170-010 Health Spending Account	0.138	0.138			0.138			0.138			0.138			0.138			0.138
Reserve 710-170-020 Benefit Program Contingency	0.384	0.384	0.002		0.386	0.002		0.389	0.002		0.391	0.002		0.393	0.002		0.395
Subtotal Administration	2.712	2.272	0.002	0.200	2.074	0.002	0.200	1.876	0.002	0.200	1.678	0.002	0.200	1.480	0.002	0.200	1.283
Reserve 710-610-010 Survey Control Network	0.138	0.108	0.020	0.050	0.078	0.020	0.050	0.048	0.020	0.050	0.018	0.020	0.050	-0.012	0.020	0.050	-0.042
Reserve 710-610-020 Land Use Plan	0.100	0.000			0.000			0.000			0.000			0.000			0.000
Reserve 710-610-030 OSL Planning	0.040	0.000			0.000			0.000			0.000			0.000			0.000
Reserve 710-610-060 Long Range Plan	0.100	0.000			0.000			0.000			0.000			0.000			0.000
Reserve 710-630-010 Engineering Inspection	0.540	0.518	0.097	0.100	0.515	0.097	0.100	0.511	0.097	0.100	0.508	0.097	0.100	0.505	0.097	0.100	0.502
Subtotal Planning/Development	0.918	0.625	0.117	0.150	0.592	0.117	0.150	0.559	0.117	0.150	0.526	0.117	0.150	0.493	0.117	0.150	0.459
Reserve 710-330-020 Foothills Centennial Centre	0.465	0.465	0.065	0.065	0.465	0.065	0.065	0.465	0.065	0.065	0.465	0.065	0.065	0.465	0.065	0.065	0.465
Reserve 710-750-010 Parks Cont Prjs	0.050	0.050			0.050			0.050			0.050			0.050			0.050
Subtotal Recreation	0.515	0.515	0.065	0.065	0.515	0.065	0.065	0.515	0.065	0.065	0.515	0.065	0.065	0.515	0.065	0.065	0.515
Reserve 710-210-020 Policing	0.300	0.140			0.140			0.140			0.140			0.140			0.140
Reserve 710-260-010 Emergency Mgmt	0.011	0.011			0.011			0.011			0.011			0.011			0.011
Subtotal Protective	0.311	0.151	0.000	0.000	0.151	0.000	0.000	0.151	0.000	0.000	0.151	0.000	0.000	0.151	0.000	0.000	0.151
Reserve 4-710-320-010 Public Transportation	0.029	0.029			0.029			0.029			0.029			0.029			0.029
Reserve 4-710-320-030 Snow Removal	0.250	0.250			0.250			0.250			0.250			0.250			0.250
Subtotal Transportation	0.279	0.279	0.000	0.000	0.279	0.000	0.000	0.279	0.000	0.000	0.279	0.000	0.000	0.279	0.000	0.000	0.279
Reserve 710-270-010 Safety Codes	0.060	0.060			0.060			0.060			0.060			0.060			0.060
Subtotal Safety	0.060	0.060	0.000	0.000	0.060	0.000	0.000	0.060	0.000	0.000	0.060	0.000	0.000	0.060	0.000	0.000	0.060
Reserve 710-410-010 Water License Acq	-0.473	-3.333	0.375		-2.958	0.375		-2.583	0.375		-2.208	0.375		-1.833	0.375		-1.458
Reserve 710-410-020 Utility Rate Stabilization	0.144	0.144		0.075	0.069		0.000	0.069		0.000	0.069		0.000	0.069		0.000	0.069
Reserve 710-410-030 EPCOR Contract	0.048	0.048			0.048			0.048			0.048			0.048			0.048
Reserve 710-440-010 Recycling	0.288	0.288			0.288			0.288			0.288			0.288			0.288
Subtotal Utility	0.008	-2.852	0.375	0.075	-2.552	0.375	0.000	-2.177	0.375	0.000	-1.802	0.375	0.000	-1.427	0.375	0.000	-1.052
Reserve 710-510-010 FCSS	0.007	0.007			0.007			0.007			0.007			0.007			0.007
Subtotal Other	0.007	0.007	0.000	0.000	0.007	0.000	0.000	0.007	0.000	0.000	0.007	0.000	0.000	0.007	0.000	0.000	0.007
<b>Subtotal Operating Reserves</b>	<b>4.809</b>	<b>1.057</b>	<b>0.559</b>	<b>0.490</b>	<b>1.126</b>	<b>0.559</b>	<b>0.415</b>	<b>1.270</b>	<b>0.559</b>	<b>0.415</b>	<b>1.414</b>	<b>0.559</b>	<b>0.415</b>	<b>1.558</b>	<b>0.559</b>	<b>0.415</b>	<b>1.702</b>
Reserve 760-310-010 Machinery	0.853	0.675	0.483	0.256	0.903	0.650	0.611	0.942	0.675	0.713	0.904	0.700	0.612	0.992	0.700	0.686	1.006
Reserve 760-314-020 Eco Efficiency	0.480	0.341	0.071		0.411	0.075		0.486	0.080		0.566	0.085		0.651	0.090		0.741
Reserve 760-320-010 Transportation OSL	-0.927	-0.377	0.000	0.250	-0.627	0.094	1.480	-2.013	0.649	1.940	-3.305	1.282	3.629	-5.651	2.088	3.622	-7.184
Reserve 760-320-015 Transportation Interim	5.325	5.325		0.000	5.325		0.000	5.325		0.000	5.325		0.000	5.325		0.000	5.325
Reserve 760-330-010 Public Facilities	3.837	2.848			2.848			2.848			2.848			2.848			2.848
Reserve 760-370-010 Storm Sewer	0.266	-0.173		0.000	-0.173		0.000	-0.173		0.000	-0.173		0.000	-0.173		0.000	-0.173
Reserve 760-370-020 Storm Sewer Replace	2.128	2.326	0.572	0.500	2.398	0.572	0.000	2.970	0.572	0.150	3.392	0.572	0.150	3.814	0.572	0.150	4.236
Reserve 760-660-040 Land	-1.019	0.237		0.000	0.237			0.237			0.237			0.237			0.237
Subtotal Transportation	10.943	11.202	1.126	1.006	11.322	1.391	2.091	10.622	1.976	2.803	9.795	2.639	4.391	8.044	3.450	4.457	7.037
Reserve 760-120-010 Gen Recap	9.805	7.755	2.065	1.590	8.230	2.085	0.926	9.389	2.272	0.951	10.710	2.165	1.691	11.184	2.145	0.443	12.886
Reserve 760-120-015 General Interim	0.395	0.395			0.395			0.395			0.395			0.395			0.395
Subtotal Administration	10.201	8.151	2.065	1.590	8.625	2.085	0.926	9.784	2.272	0.951	11.105	2.165	1.691	11.579	2.145	0.443	13.281
Reserve 760-410-010 Water OSL	2.286	-1.260	0.000	5.700	-6.960	2.850	5.626	-9.736	5.663	4.627	-8.699	5.126	8.081	-11.654	6.354	8.065	-13.365
Reserve 760-410-015 Water Interim	0.425	0.425		0.000	0.425			0.425			0.425			0.425			0.425
Reserve 760-410-020 Water & Sewer	2.816	-0.852	1.735	0.755	0.128	1.915	2.645	-0.602	2.214	2.651	-1.039	3.133	1.940	0.154	3.458	1.942	1.670
Reserve 760-420-010 Sanitary Sewer OSL	2.619	2.719	0.000	0.500	2.219	2.769	7.000	-2.012	3.750	10.707	-8.969	8.853	10.707	-10.822	10.707	4.000	-4.115
Subtotal Water/Wastewater	8.146	1.033	1.735	6.955	-4.187	7.533	15.271	-11.925	11.627	17.984	-18.282	17.113	20.727	-21.897	20.518	14.007	-15.386
Reserve 760-720-060 Rec Facilities	1.848	-0.948	2.131	1.264	-0.081	2.147	1.332	0.734	2.163	1.332	1.565	2.179	1.419	2.326	2.195	1.719	2.802
Reserve 760-740-040 Cultural Facilities	2.938	3.592	0.559	0.000	4.151	0.563	0.000	4.714	0.567	0.000	5.281	0.571	0.000	5.852	0.575	2.000	4.427
Reserve 760-750-020 Sale of MR Lands	0.102	0.102		0.000	0.102			0.102			0.102			0.102			0.102
Reserve 760-750-090 Sandstone Park Development	0.026	0.026		0.000	0.026			0.026			0.026			0.026			0.026
Subtotal Recreation	4.913	2.772	2.690	1.264	4.198	2.710	1.332	5.576	2.730	1.332	6.975	2.750	1.419	8.306	2.770	3.719	7.357
Reserve 760-430-020 Refuse Depn	0.202	0.202	0.000	0.202	0.000	0.000	0.202	0.000	0.000	0.202	0.000	0.000	0.202	0.000	0.000	0.000	0.202
Reserve 760-440-020 Recycling Depot	0.388	0.297		0.000	0.297			0.297			0.297			0.297			0.297
Subtotal Refuse and recycling	0.589	0.499	0.000	0.000	0.499	0.000</											



## **2019 TO 2027 CAPITAL FINANCIAL FORECAST AND THE 2019 TO 2022 OPERATING BUDGET FORECAST**

### **Issue**

The 2019 to 2027 Capital Financial Forecast and the 2019 to 2022 Operating Budget Forecast planning tools are presented for approval.

### **Motion Proposed by Administration**

That the 2019 to 2027 Capital Financial Forecast and the 2019 to 2022 Operating Budget Forecast planning tools be approved.

### **Report, Analysis and Financial Implications**

The recently amended *Municipal Government Act* now requires municipalities to prepare multiyear forecasts for both operating and capital budgets. The Town of Okotoks took this task on at the same time as preparing the 2018 budget. The operating and capital forecasts were presented to the Finance and Budget Committee and Members of Council on November 15 to 17, 2017 with general acceptance of the Plans as planning tools.

#### 2019-2027 Capital Financial Forecast

Capital costs are more manageable when considered over the long term and therefore the 2019 to 2027 Capital Financial Forecast is to be used and adopted as a planning tool. The estimates included in the Capital Financial Forecast are placeholder values for the funding expected to be required in each of the following nine years. Longer term planning allows the Town to tailor projects to the changing needs of the community and better manage finances. The Capital Financial Plan will be updated on an annual basis based on trends. Impacts like grant funding, interest rates, economic conditions, rate of land consumption, and growth will all be indicators that may require an adjustment to the 10-year Capital Financial Plan, as will changing priorities.

The Town plans its capital needs and funds these requirements through a combination of prudent reserve and grant management, thereby minimizing the use of long term debt

#### 2019-2022 Operating Budget Forecast

The 2019 to 2022 Operating Budget Forecast is balanced and in alignment with the Council approved Service Priorities and Budget Guidelines. The forecast is a sound, responsible approach to delivering the services expected by residents. The forecast represents the Towns' responsibility to protect infrastructure, maintain established service levels that contribute to a high quality of life for our residents and businesses.

Each year the forecasted plans will be refreshed to adjust to changes and reflect Council priorities and economic conditions.

**Strategic Plan Goals**

<input type="checkbox"/>	Manage Community Growth	<input checked="" type="checkbox"/>	Provide Strong Governance
<input type="checkbox"/>	Provide Quality Community Infrastructure	<input type="checkbox"/>	Healthy and Safe Community
<input type="checkbox"/>	Maintain Organizational Excellence	<input checked="" type="checkbox"/>	Foster Economic Vitality
		<input type="checkbox"/>	Promote Environmental Stewardship

**Governing Policies/Bylaws/Legislation or Agreements**

n/a

**Public Engagement/Communication Strategy**

These planning tools will be posted on the Town's website and referenced in various publications.

**Alternatives for Consideration**

n/a

**CAO Comments**

I support the approval in principle of the long term operating and capital forecasts as planning tools. These forecasts are flexible so that the organization can adapt to changes in economic conditions, growth, development, and provincial and federal commitments to long term sustainable funding. These forecasts are critical to ensuring alignment of both short and long term objectives with Council's overall financial health requirements.

**Attachment(s)**

1. Capital Summary 2019-2027 Forecast
2. Capital Details 2019-2027 Forecast
3. Revenue and Expenses 2019-2022 Forecast

Prepared by:  
Strategic Leadership Team and  
Finance & Systems Director  
December 06, 2017

**Town of Okotoks**

**Capital Project 2018 Budget and 2019-2027 Forecast (\$M's)**

Related Project Grouping	FY: 2018 Carry Forward	FY: 2019 and beyond Carry Forward	Budget	Forecast									Total		
				2018	2019	2020	2021	2022	2023	2024	2025	2026		2027	2018-2027
<b>01 - Community Campus Total</b>	0.200	0.000	<b>0.500</b>	0.250	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.750
<b>02 - South Growth Area Total</b>	0.200	0.000	<b>2.000</b>	1.120	1.378	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4.498
<b>03 - NW Growth Area Total</b>	1.619	1.119	<b>1.350</b>	1.710	0.100	3.629	3.622	0.500	1.059	2.416	0.000	0.000	0.000	0.000	14.386
<b>04 - SW Growth Area Total</b>	0.000	0.000	<b>0.750</b>	4.276	4.627	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	9.653
<b>05 - Fire Hall Total</b>	0.000	0.000	<b>0.000</b>	0.063	0.030	0.000	0.000	0.000	0.000	0.000	0.000	0.250	0.350	0.693	
<b>06 - Municipal Enforcement Total</b>	0.000	0.000	<b>0.030</b>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.030	
<b>07 - Urban Master Plan Total</b>	0.000	0.000	<b>0.000</b>	0.000	4.634	0.710	4.084	0.000	0.000	0.200	4.072	0.000	0.000	13.700	
<b>08 - Internal infrastructure Total</b>	0.000	0.000	<b>0.725</b>	1.623	3.546	3.694	3.200	1.331	1.402	1.280	1.102	2.097	0.000	19.999	
<b>09 - Major Community Amenities Total</b>	0.000	0.000	<b>0.000</b>	0.000	0.000	0.000	2.000	11.718	14.036	12.000	0.000	0.000	0.000	39.754	
<b>11 - Signage Total</b>	0.000	0.000	<b>0.170</b>	0.225	0.150	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.545	
<b>12 - Fleet Total</b>	0.000	0.000	<b>0.375</b>	0.012	0.100	0.000	0.000	1.326	0.000	0.000	0.000	0.000	0.000	1.813	
<b>12.1 - Fleet Sustain Total</b>	0.000	0.000	<b>0.256</b>	0.701	0.678	1.605	0.951	0.677	0.863	0.803	0.728	1.748	0.000	9.009	
<b>13 - Cemetery Total</b>	0.470	0.000	<b>0.000</b>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
<b>14 - Active Transportation Plan Total</b>	0.050	0.000	<b>2.700</b>	0.000	0.000	0.653	0.000	0.000	0.000	0.000	0.000	4.692	4.692	12.737	
<b>15 - Rec Infra Enhancement Total</b>	1.000	0.000	<b>0.245</b>	0.941	0.178	0.178	0.203	0.178	0.941	0.075	0.075	0.075	0.075	3.087	
<b>16 - Rec Master Plan Total</b>	0.277	0.000	<b>0.525</b>	0.065	0.165	0.065	0.065	1.770	0.575	0.752	0.065	0.065	0.065	4.112	
<b>17 - Operation Site Total</b>	0.000	0.000	<b>0.000</b>	0.100	1.221	1.171	1.171	1.123	0.000	0.000	0.000	0.000	0.000	4.786	
<b>18 - Water Total</b>	2.598	0.000	<b>2.200</b>	2.240	2.246	19.487	19.449	1.530	1.530	1.530	1.530	1.530	1.530	53.272	
<b>19 - Storm Total</b>	0.120	0.000	<b>0.500</b>	1.629	0.150	0.150	0.150	0.150	0.150	0.150	0.150	1.170	0.000	4.349	
<b>20 - Solid Waste Total</b>	0.000	0.000	<b>0.050</b>	0.611	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.661	
<b>21 - WWTP Total</b>	0.500	0.000	<b>0.500</b>	7.000	10.707	10.707	4.000	0.000	0.000	0.000	8.160	0.000	0.000	41.073	
<b>Grand Total</b>	<b>7.034</b>	<b>1.119</b>	<b>12.876</b>	<b>22.564</b>	<b>29.909</b>	<b>42.048</b>	<b>38.894</b>	<b>20.301</b>	<b>20.556</b>	<b>19.206</b>	<b>20.824</b>	<b>11.727</b>	<b>0.000</b>	<b>238.905</b>	
Project C/F ( two projects not on List above)	0.465														
<b>Grand Total</b>	<b>7.499</b>	<b>1.119</b>	<b>12.876</b>	<b>22.564</b>	<b>29.909</b>	<b>42.048</b>	<b>38.894</b>	<b>20.301</b>	<b>20.556</b>	<b>19.206</b>	<b>20.824</b>	<b>11.727</b>	<b>0.000</b>	<b>238.905</b>	
<b>Project that have a multi year approval embedded in them are Projects 1,11,13,14,42.</b>			<b>12.951</b>												
<b>Total Approval Request ( including multi year projects)</b>			<b>25.826</b>												
Note :															
Pre-Approved 2018 Project 20 in 2017 Budget			<b>0.150</b>												

Town of Okotoks															
Capital Project 2018 Budget and 2019-2027 Forecast (\$M's)															
Pno.	Project Name	Related Project Grouping	FYI: 2018 Carry Forward	FYI: 2019 and beyond Carry Forward	Budget	Forecast								Total	
						2018	2019	2020	2021	2022	2023	2024	2025		2026
38	Okotoks Community Campus - Plaza	01 - Community Campus				0.250									0.250
40	Okotoks Community Campus - playfield development	01 - Community Campus			0.500										0.500
41	WERCC - Construction	01 - Community Campus	0.200												0.000
		<b>01 - Community Campus Total</b>	0.200	0.000	0.500	0.250	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.750
1	HWY 783 Improvements (Hwy 7 South) T-8	02 - South Growth Area			0.250	1.120	1.378								2.748
2	Zone 2S Distribution Mains (W10)	02 - South Growth Area	0.200		1.750										1.750
		<b>02 - South Growth Area Total</b>	0.200	0.000	2.000	1.120	1.378	0.000	0.000	0.000	0.000	0.000	0.000	0.000	4.498
3	North Railway Sanitary Capacity Expansion SAN 1-2-3	03 - NW Growth Area	0.400												0.000
4	Northridge Drive Urbanization (T7) ( added Signage project for \$275K)	03 - NW Growth Area				0.360		3.629	3.622						7.610
5	NRail Sanitary Upgrade (Crystal Ridge Dr to Fisher Gate) (SAN 9)	03 - NW Growth Area									0.420				0.420
6	NRail Sanitary Upgrade (Fisher Gate to WWTP) (SAN 10)	03 - NW Growth Area									0.639				0.639
7	Riverside Drive Sanitary Sewer Upgrade (San 4, 5)	03 - NW Growth Area	0.150	0.050											0.000
8	Riverside Drive West Sanitary Upgrade (Northridge Dr to Center Ave) (SAN 7)	03 - NW Growth Area										0.971			0.971
9	Riverside Drive West Sanitary Upgrade (SAN 6)	03 - NW Growth Area										0.288			0.288
10	South Railway St. Sanitary Upgrade (Center Ave to Lineham Dr) (SAN 8)	03 - NW Growth Area										1.157			1.157
11	Zone 3N/4N Reservoir Upgrade (W6)	03 - NW Growth Area			1.350	1.350									2.700
12	Zone 4N Dedicated Mains (W9)	03 - NW Growth Area	1.069	1.069											0.000
105	Tennis/Parking additions on North Reservoir site	03 - NW Growth Area					0.100								0.100
106	Pathway System around North Reservoir site	03 - NW Growth Area								0.500					0.500
		<b>03 - NW Growth Area Total</b>	1.619	1.119	1.350	1.710	0.100	3.629	3.622	0.500	1.059	2.416	0.000	0.000	14.386
13	Dedicated Mains to SW Reservoir (W8)	04 - SW Growth Area			0.250	0.961	1.039								2.250
14	Zone 2S-3S SW Reservoir (W4)	04 - SW Growth Area			0.500	3.315	3.587								7.403
		<b>04 - SW Growth Area Total</b>	0.000	0.000	0.750	4.276	4.627	0.000	0.000	0.000	0.000	0.000	0.000	0.000	9.653
15	Fire Equipment - thermal imaging	05 - Fire Hall					0.030								0.030
16	Fire Equipment extradition	05 - Fire Hall												0.100	0.100
17	Turnout gear washer/dryer	05 - Fire Hall				0.018									0.018
18	Fill Station Self contained breathing apparatus	05 - Fire Hall				0.045									0.045
19	Emergency Services (Fire, Police EMS) Building - (New)	05 - Fire Hall												0.000	0.000
20	Fire AFFRCS Radios	05 - Fire Hall	0.000												0.000
21	Fire Utility Truck	05 - Fire Hall													0.000
22	Self-contained Breathing Apparatus SCBA	05 - Fire Hall											0.250	0.250	0.500
		<b>05 - Fire Hall Total</b>	0.000	0.000	0.000	0.063	0.030	0.000	0.000	0.000	0.000	0.000	0.250	0.350	0.693
23	OME Capital- Speed Sentry Devices	06 - Municipal Enforcement			0.030										0.030
		<b>06 - Municipal Enforcement Total</b>	0.000	0.000	0.030	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.030

Town of Okotoks															
Capital Project 2018 Budget and 2019-2027 Forecast (\$M's)															
Pno.	Project Name	Related Project Grouping	FYI: 2018 Carry Forward	FYI: 2019 and beyond Carry Forward	Budget	Forecast								Total	
						2018	2019	2020	2021	2022	2023	2024	2025		2026
24	Downtown Plaza	07 - Urban Master Plan					4.072	0.200	4.084						8.356
25	Triangle Park development - Event Spaces (in alignment with downtown revival)	07 - Urban Master Plan						0.510							0.510
61	Downtown Vitalization Phase 4 N Railway Reconstruction	07 - Urban Master Plan										0.200	4.072		4.272
65	Veteran's Way Pedestrian Corridor Phase C (T4B)	07 - Urban Master Plan					0.562								0.562
		<b>07 - Urban Master Plan Total</b>	0.000	0.000	<b>0.000</b>	0.000	4.634	0.710	4.084	0.000	0.000	0.200	4.072	0.000	13.700
26	Financial System & Asset Management Replacement	08 - Internal infrastructure				1.000	2.054	2.000	2.000						7.054
27	Furnishing	08 - Internal infrastructure			<b>0.150</b>	0.150									0.300
28	Information Technology Upgrade	08 - Internal infrastructure			<b>0.575</b>	0.473	1.492	1.133	1.200	1.331	1.402	1.280	1.102	1.097	11.084
29	IT Infrastructure Upgrades	08 - Internal infrastructure													0.000
30	Municipal Centre - 2nd Floor Expansion	08 - Internal infrastructure												1.000	1.000
32	Solar System - ORC PV Project	08 - Internal infrastructure						0.561							0.561
33	Solar System - PCA	08 - Internal infrastructure													0.000
		<b>08 - Internal infrastructure Total</b>	0.000	0.000	<b>0.725</b>	1.623	3.546	3.694	3.200	1.331	1.402	1.280	1.102	2.097	19.999
34	Library - Expansion - General Municipal	09 - Major Community Amenities									2.036				2.036
35	Multi Purpose Recreation Centre - phase 1 w/Land	09 - Major Community Amenities													0.000
36	Multi Purpose Recreation Centre - phase 2	09 - Major Community Amenities													0.000
37	Performing Arts Centre w/Land	09 - Major Community Amenities							2.000	11.718	12.000	12.000			37.718
		<b>09 - Major Community Amenities Total</b>	0.000	0.000	<b>0.000</b>	0.000	0.000	0.000	2.000	11.718	14.036	12.000	0.000	0.000	39.754
42	Ec Dev- Wayfinding implementation	11 - Signage			<b>0.070</b>	0.200									0.270
43	New entry signage at adjusted Town boundaries	11 - Signage			<b>0.100</b>										0.100
44	Olde Towne Okotoks Gateway Feature	11 - Signage				0.025	0.150								0.175
		<b>11 - Signage Total</b>	0.000	0.000	<b>0.170</b>	0.225	0.150	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.545
45	Aerial Apparatus (new unit) 100'	12 - Fleet								1.326					1.326
53	OME Equipment - Ranger off road electric vehicle	12 - Fleet				0.012									0.012
57	Regional Hazmat trailer	12 - Fleet					0.100								0.100
58	Storm Utility Flushing and Vacuum Unit	12 - Fleet			<b>0.375</b>										0.375
		<b>12 - Fleet Total</b>	0.000	0.000	<b>0.375</b>	0.012	0.100	0.000	0.000	1.326	0.000	0.000	0.000	0.000	1.813
46	Aerial Apparatus unit 1010 75'	12.1 - Fleet Sustain												1.020	1.020
47	Fire Engine Pumper Apparatus unit 1004	12.1 - Fleet Sustain						0.663							0.663
48	New Unit -Replacement Bush Buggy B82 (2004) unit 1003	12.1 - Fleet Sustain									0.200				0.200
49	New Fleet Program	12.1 - Fleet Sustain			<b>0.256</b>	0.611	0.613	0.612	0.611	0.612	0.663	0.663	0.663	0.663	5.966
50	New Unit -Replacement Command truck (8Charlie) unit 1012	12.1 - Fleet Sustain							0.075						0.075
51	New Unit -Replacement Command truck (8Delta) unit 1016	12.1 - Fleet Sustain									0.075				0.075
52	OME Capital-Radar Trailer Replacement	12.1 - Fleet Sustain				0.030									0.030

Town of Okotoks															
Capital Project 2018 Budget and 2019-2027 Forecast (\$M's)															
Pno.	Project Name	Related Project Grouping	FYI: 2018 Carry Forward	FYI: 2019 and beyond Carry Forward	Budget	Forecast									Total
						2018	2019	2020	2021	2022	2023	2024	2025	2026	
54	OME Fleet Replacement	12.1 - Fleet Sustain				0.060	0.065	0.130	0.065	0.065		0.065	0.065	0.065	0.580
55	ORC Olympia Replacement	12.1 - Fleet Sustain						0.200							0.200
56	PCA Olympia Replacement	12.1 - Fleet Sustain							0.200						0.200
		<b>12.1 - Fleet Sustain Total</b>	0.000	0.000	<b>0.256</b>	0.701	0.678	1.605	0.951	0.677	0.863	0.803	0.728	1.748	9.009
59	Cemetery Cremation Garden Development	13 - Cemetery	0.020												0.000
60	Cemetery Lands Acquisition	13 - Cemetery	0.450												0.000
		<b>13 - Cemetery Total</b>	0.470	0.000	<b>0.000</b>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
62	Laurie Boyd Pedestrian Bridge (T3) new Project - construction	14 - Active Transportation Plan	0.050		<b>2.700</b>										2.700
63	Thirty Second (32ND) STREET PHASE 2 Top Lift paving of Business Park	14 - Active Transportation Plan						0.653							0.653
64	Transportation Improvements (T- MISC) - 2026 to 2035 Range	14 - Active Transportation Plan											4.692	4.692	9.384
		<b>14 - Active Transportation Plan Total</b>	0.050	0.000	<b>2.700</b>	0.000	0.000	0.653	0.000	0.000	0.000	0.000	4.692	4.692	12.737
31	Seaman's Stadium	15 - Rec Infra Enhancement			<b>0.135</b>	0.178	0.178	0.178	0.178	0.178	0.177	0.075	0.075	0.075	1.425
66	Cedar Grove playground	15 - Rec Infra Enhancement			<b>0.060</b>										0.060
67	Community garden - north side	15 - Rec Infra Enhancement							0.025						0.025
68	Crescent Point Regional Field House	15 - Rec Infra Enhancement													0.000
69	Elisabeth Street (Waller Land) - Biophysical and day use	15 - Rec Infra Enhancement			<b>0.050</b>										0.050
70	Inclusive Playground Upgrade	15 - Rec Infra Enhancement													0.000
71	Off leash dog - South/North	15 - Rec Infra Enhancement				0.764					0.764				1.527
72	Outdoor Day use area (Old Spoiler/Waller)	15 - Rec Infra Enhancement			<b>0.000</b>	0.000									0.000
73	Water Spray Park Phase 2	15 - Rec Infra Enhancement													0.000
74	Centennial Arena Expansion/Multi Purpose/Ice Surface	15 - Rec Infra Enhancement	1.000												0.000
		<b>15 - Rec Infra Enhancement Total</b>	1.000	0.000	<b>0.245</b>	0.941	0.178	0.178	0.203	0.178	0.941	0.075	0.075	0.075	3.087
75	ORC - handicap access to curling rink 2nd floor and community room	16 - Rec Master Plan			<b>0.500</b>										0.500
76	Playground Replacement - Recurring	16 - Rec Master Plan				0.065	0.065	0.065	0.065	0.065	0.065	0.065	0.065	0.065	0.585
77	Recreation Software Replacement	16 - Rec Master Plan	0.277												0.000
78	Ball diamonds - 2	16 - Rec Master Plan									0.510				0.510
79	Beach volleyball courts	16 - Rec Master Plan										0.075			0.075
80	Day Use Area & Parking Lot Expansion	16 - Rec Master Plan			<b>0.025</b>										0.025
81	Day use in conjunction with MR space with d'Arcy/wedderburn lands	16 - Rec Master Plan					0.025			0.025					0.050
82	Large ball diamonds	16 - Rec Master Plan								0.510					0.510
83	Out door Tennis /Pickleball courts/outdoor basketball/outdoor floor hockey	16 - Rec Master Plan										0.612			0.612
84	South side skate board park or pocket parks	16 - Rec Master Plan								1.020					1.020
85	Toboggan hills day use in conjunction with MR space with d'Arcy/wedderburn lands	16 - Rec Master Plan					0.075			0.150					0.225

Town of Okotoks															
Capital Project 2018 Budget and 2019-2027 Forecast (\$M's)															
Pno.	Project Name	Related Project Grouping	FYI: 2018 Carry Forward	FYI: 2019 and beyond Carry Forward	Budget	Forecast								Total	
						2018	2019	2020	2021	2022	2023	2024	2025		2026
		<b>16 - Rec Master Plan Total</b>	0.277	0.000	<b>0.525</b>	0.065	0.165	0.065	0.065	1.770	0.575	0.752	0.065	0.065	4.112
86	Operations Shop - Phase 2 - Shop Modernization	<b>17 - OpSite</b>				0.100	1.121	1.121	1.121	1.123					4.586
87	Training structure in Okotoks	<b>17 - OpSite</b>					0.100	0.050	0.050						0.200
		<b>17 - Operation Site Total</b>	0.000	0.000	<b>0.000</b>	0.100	1.221	1.171	1.171	1.123	0.000	0.000	0.000	0.000	4.786
88	Dechlorination automation and water reuse (Operations) New Scope (W3)	<b>18 - Water</b>			<b>0.500</b>										0.500
89	Deep Utility & Surface Improvement Program	<b>18 - Water</b>	0.765												0.000
90	Deep Utility Replacement Program (Water/Sewer 50/50 Utility Funded)	<b>18 - Water</b>			<b>0.150</b>	1.527	1.532	1.530	1.527	1.530	1.530	1.530	1.530	1.530	13.916
91	Interim Raw Water Capacity (W1)(Operations)	<b>18 - Water</b>			<b>1.350</b>										1.350
92	Pipeline Regional Water Solution (W2)	<b>18 - Water</b>	0.200					17.957	17.922						35.879
93	Raw Water Wells CW-31	<b>18 - Water</b>													0.000
94	Snow Dump Land and Development	<b>18 - Water</b>			<b>0.200</b>	0.713	0.715								1.627
95	Water Conservation & Leak Detection System Phase 3 2017	<b>18 - Water</b>													0.000
96	Water Treatment Plant Footbridge	<b>18 - Water</b>	1.633												0.000
		<b>18 - Water Total</b>	2.598	0.000	<b>2.200</b>	2.240	2.246	19.487	19.449	1.530	1.530	1.530	1.530	1.530	53.272
39	Okotoks Community Campus - Stormwater Pond Contribution	<b>19 - Storm Improvements</b>												1.020	1.020
97	Cimarron PUL Stormwater Outfall Installation	<b>19 - Storm Improvements</b>	0.120												0.000
98	Northridge Drive Storm Improvements and pump purchase	<b>19 - Storm Improvements</b>				1.018									1.018
99	Poplar Overland Storm Route	<b>19 - Storm Improvements</b>				0.611									0.611
100	Storm System Renewal	<b>19 - Storm Improvements</b>					0.150	0.150	0.150	0.150	0.150	0.150	0.150	0.150	1.200
101	Storm Water Improvement Projects (Miscellaneous deficiencies)	<b>19 - Storm Improvements</b>			<b>0.500</b>										0.500
		<b>19 - Storm Total</b>	0.120	0.000	<b>0.500</b>	1.629	0.150	0.150	0.150	0.150	0.150	0.150	0.150	1.170	4.349
102	Green Carts	<b>20 - Solid Waste</b>			<b>0.050</b>										0.050
103	Waste Management - Regional MRF / Collection program	<b>20 - Solid Waste</b>				0.611									0.611
		<b>20 - Solid Waste Total</b>	0.000	0.000	<b>0.050</b>	0.611	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.661
104	Wastewater Treatment Plant Upgrade (Operations) (San 27-31)	<b>21 - WWTP</b>	0.500		<b>0.500</b>	7.000	10.707	10.707	4.000				8.160		41.073
		<b>21 - WWTP Total</b>	0.500	0.000	<b>0.500</b>	7.000	10.707	10.707	4.000	0.000	0.000	0.000	8.160	0.000	41.073
		<b>Grand Total</b>	7.034	1.119	<b>12.876</b>	22.564	29.909	42.048	38.894	20.301	20.556	19.206	20.824	11.727	238.905

## Town of Okotoks

### Revenues & Expenditures - 2018 Budget with 2019-2022 Forecast (\$M's)

	Budget 2017	Budget 2018	Forecast			
			2019	2020	2021	2022
<b>REVENUES</b>						
Fines	0.580	<b>0.580</b>	0.585	0.590	0.595	0.600
Franchise and Concession Contracts	1.400	<b>1.400</b>	2.800	2.800	2.800	2.800
Licenses,Permits and Fees	1.516	<b>1.952</b>	1.762	1.974	1.977	1.879
Other Revenues	0.494	<b>0.476</b>	0.473	0.470	0.470	0.471
Penalties and Costs on Taxes	0.522	<b>0.517</b>	0.503	0.503	0.504	0.505
Rental Revenue	2.002	<b>2.554</b>	2.583	2.658	2.727	2.818
Returns on Investment	1.185	<b>1.085</b>	1.034	0.984	0.934	0.834
Sales and User Charges	15.593	<b>16.437</b>	17.104	17.229	17.867	18.490
Taxes and Grants in Place	27.346	<b>27.833</b>	28.948	30.095	31.291	32.534
Transfers from Governments and other Organizations	3.412	<b>3.467</b>	3.285	3.221	3.250	3.265
	<b>54.057</b>	<b>56.301</b>	59.077	60.524	62.414	64.194
<b>EXPENDITURES</b>						
Contracted and General Services	13.149	<b>14.486</b>	15.101	14.749	14.871	14.895
Long Term Interest	0.807	<b>0.666</b>	0.520	0.502	1.060	1.173
Materials, Goods, Supplies	2.028	<b>2.289</b>	2.035	2.066	2.101	2.131
Other Expenditures	0.461	<b>0.355</b>	0.325	0.326	0.327	0.327
Purchases from Other Governments	5.383	<b>5.001</b>	5.181	5.255	5.506	5.893
Salaries, Wages & Benefits	21.841	<b>22.888</b>	23.758	24.453	25.231	26.008
Bank Charges and Short Term Interest	0.062	<b>0.071</b>	0.072	0.072	0.073	0.074
Utilities	2.584	<b>2.870</b>	2.933	2.995	3.062	3.121
	<b>46.316</b>	<b>48.627</b>	49.924	50.419	52.231	53.623
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>7.741</b>	<b>7.648</b>	<b>9.153</b>	<b>10.105</b>	<b>10.183</b>	<b>10.571</b>
Debt Prinicipal	3.098	<b>3.205</b>	3.601	3.509	2.773	3.180
Transfers to/from Other Functions	0.000	<b>0.000</b>	0.000	0.000	0.000	0.000
Transfers to/from Other Funds	5.293	<b>4.401</b>	5.409	6.452	7.266	7.247
CONTRIB TO CAPITAL RESERVE	7.616	<b>7.616</b>	8.007	8.543	9.405	9.735
CONTRIB FROM CAPITAL RESERVE	-2.323	<b>-3.215</b>	-2.598	-2.091	-2.139	-2.487
Transfers to/from Reserves	-0.651	<b>0.069</b>	0.144	0.144	0.144	0.144
CONTRIB TO OPERATG RESERVE	0.505	0.559	0.559	0.559	0.559	0.559
CONTRIB FROM OPERATG RESERVE	-1.156	-0.490	-0.415	-0.415	-0.415	-0.415
<b>Tax Support</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Amortization</b>	<b>8.347</b>	<b>9.229</b>				



## 2016 FINANCIAL INDICATOR GRAPHS

### **Issue**

The 2016 Financial Indicator Graphs prepared by Alberta Municipal Affairs are provided to municipalities on an annual basis.

### **Motion Proposed by Administration**

That the 2016 Financial Indicator Graphs Report be received as information.

### **Report, Analysis and Financial Implications**

The 2016 Financial Indicator Graphs prepared by Alberta Municipal Affairs are based on information provided in each municipality's annual Financial Information Return. The comparative measures included in the Financial Indicator Graphs are useful in assessing financial health, past performance, benchmarking, and establishing organizational goals. Comparative measures are included for a group of 18 municipalities ranging in population from 14,310 to 99,832 using data collected from 2011 to 2016 inclusive.

### Municipal Taxation

The Financial Indicator Graphs (see pages 1 to 3 of the attachment), confirm that Okotoks continues to trend below the group median net municipal property tax rates for the last 6 years. In 2016 the difference between Okotoks and the group median for equalized residential rates was 1% lower the group median and for equalized non-residential rates was lower by 1.1%.

In Okotoks the Non-Residential Assessment as Percentage of Total Equalized Assessment (see page 5 of the attachment) remains below the group median for the last 6 years. In 2016 the Non-Residential Assessment as Percentage of Total Equalized Assessment of Okotoks was 5.6% lower than the group median.

Net Municipal Property Taxes as a revenue source, is still one of the lowest amongst the comparable municipalities (see pages 1 and 10 of the attachment).

## Revenue

The comparison of Revenue Sources as a percentage of Total Revenue for Okotoks relative to the other municipalities are as listed below. (see page 13 of the attachment)  
In 2016:

- Tax revenue represents 37% (8% higher than the group median of 29%) of total revenue required to meet the Town's annual operating and capital budgets
- Other sources of revenue include Grants and represents 19%, (7% higher than the group median of 12%)
- Sales and User Charges represents 29% (6% higher than the group median of 23%). Sales and User Charges include utility charges, licenses and permits, facility rentals, and program fees.

## Expenses

Okotoks' Major Expenditures per Capita in all Broad Functions (General Government, Protective Services, Transportation, Environment, Recreation, and total) are consistently lower than the group median of the other municipalities for 2016 (see page 14 of the attachment).

The Town's Major Expenditures per Capita by Type (Salaries, Wages and Benefits; Materials, Goods, Supplies and Utilities; Interest and Banking; and Amortization of Tangible Capital Assets) are lower than the group median (see page 14 of the attachment). Salaries, Wages and Benefits continue to trend below the group median for the last six years and are 22.4% lower in 2016. (see page 15 of the attachment). The only exception to this trend is Contracted and General Services trending at higher of 3.4% in 2016 and lower of 3.1% in 2015 (see page 16 of the attachment).

The Town continues to trend lower than the median on Major Expenditures per capita on Amortization of Tangible Capital Assets and are lower by 41.6% in 2016 and 32.3% in 2015. (see page 19 of the attachment). The Town has one of the highest Net Book Value as a percentage of Total Capital Property Costs at 78.1% when compared to the group median of 72.5% (see page 20 of the attachment).

In summary, the Financial Indicators Graphs once again show the Town has a low cost of service, which allows the Town to maintain a low tax environment. In comparison to other municipalities, Okotoks continues to be cost competitive in terms of service provision remains below the group median on taxation.

### **Strategic Plan Goals**

<input type="checkbox"/>	Manage Community Growth	<input checked="" type="checkbox"/>	Provide Strong Governance
<input type="checkbox"/>	Provide Quality Community Infrastructure	<input type="checkbox"/>	Healthy and Safe Community
<input checked="" type="checkbox"/>	Maintain Organizational Excellence	<input type="checkbox"/>	Foster Economic Vitality
		<input type="checkbox"/>	Promote Environmental Stewardship

### **Governing Policies/Bylaws/Legislation or Agreements**

n/a

**Public Engagement/Communication Strategy**

Highlights from the 2016 Financial Indicator Graphs was presented to the Finance & Budget Committee during 2018 budget deliberations and the full results will be posted on the Town's website as public information.

**Alternatives for Consideration**

n/a

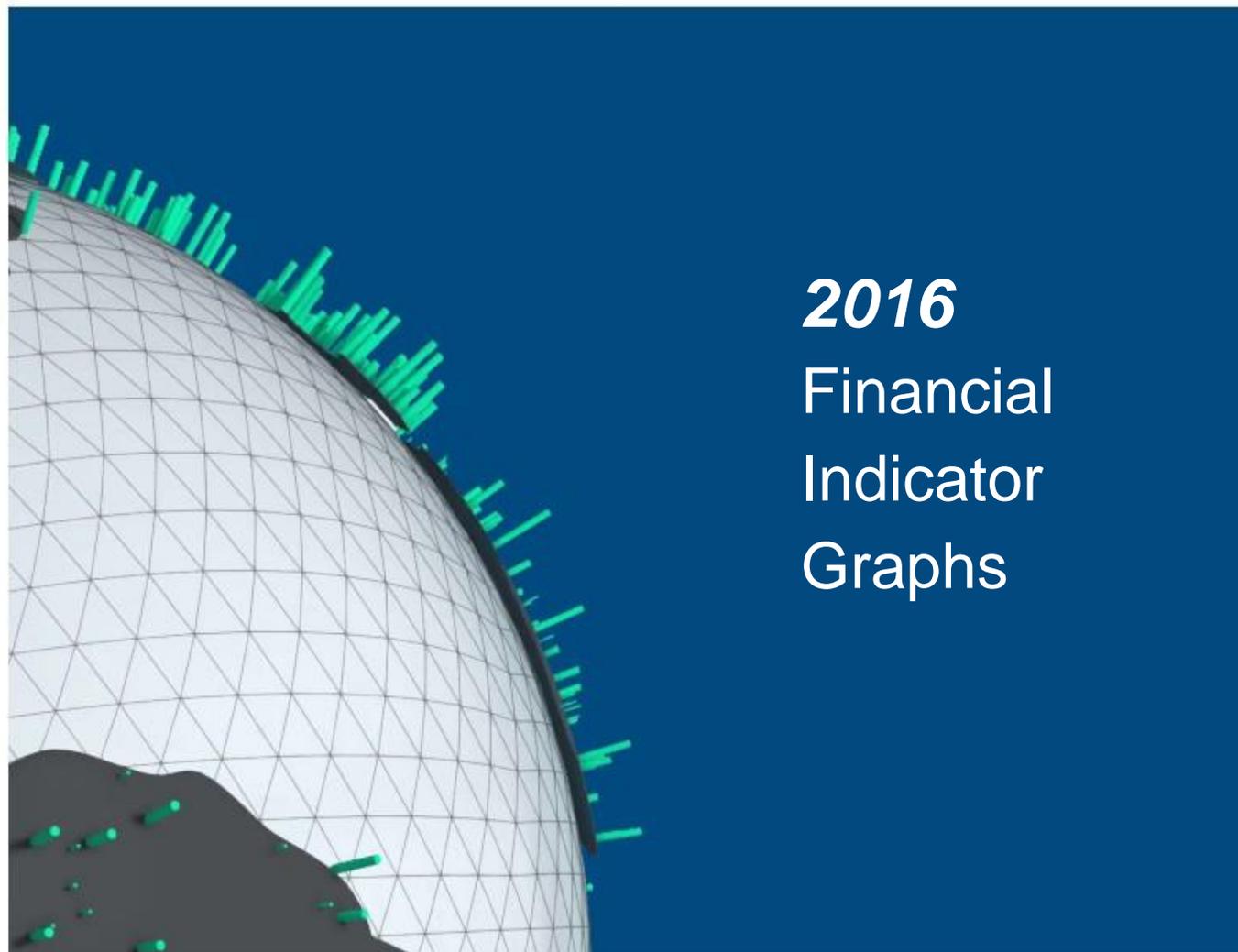
**Deputy CAO Comments**

The 2016 Financial Indicator Graphs indicate that Okotoks continues to be fiscally responsible, with lower than median taxes and expenditures.

**Attachment(s)**

1. 2016 Financial Indicator Graphs Generated for Okotoks, prepared by Government of Alberta Municipal Affairs with Okotoks Comments

Prepared by:  
Ralph Ettenauer ,CPA, CMA  
Finance & Systems Director  
December 07, 2017



# 2016 Financial Indicator Graphs

Generated for:  
OKOTOKS

## Financial Indicator Graphs

### Introduction

The financial indicator graphs are intended to serve as a tool that may assist council and administration with operational decisions. The comparative measures may be useful in assessing past performance and for budget planning. Each municipality is compared to a group of similar size urban municipalities, or to rural municipalities with similar tax base. The comparison group is shown on the last slide.

Custom graphs can be created comparing your municipality to other Alberta municipalities.

Financial Advisory Services is available to assist you in interpreting the information contained in the graphs. Please be aware that advisors will not have access to any of the custom graphs you create, but would still be able to assist with the underlying formulas and data used to create all graphs.

It should be noted that the financial indicator graphs are point-in-time documents. The system is updated daily as new information is added to the municipal financial database. As such graphs will reflect the current data set and the results will be subject to change as the database is updated and verified. However, most information from the previous reporting year will have been posted by the fall of the subsequent year.

Other points to note are:

- The range for most of the graphs is 2011 to 2016.
- Caution should be used when interpreting results as each municipality has unique characteristics affecting how it compares to the group. Also, circumstances may have changed since the December 31, 2016 reporting date.

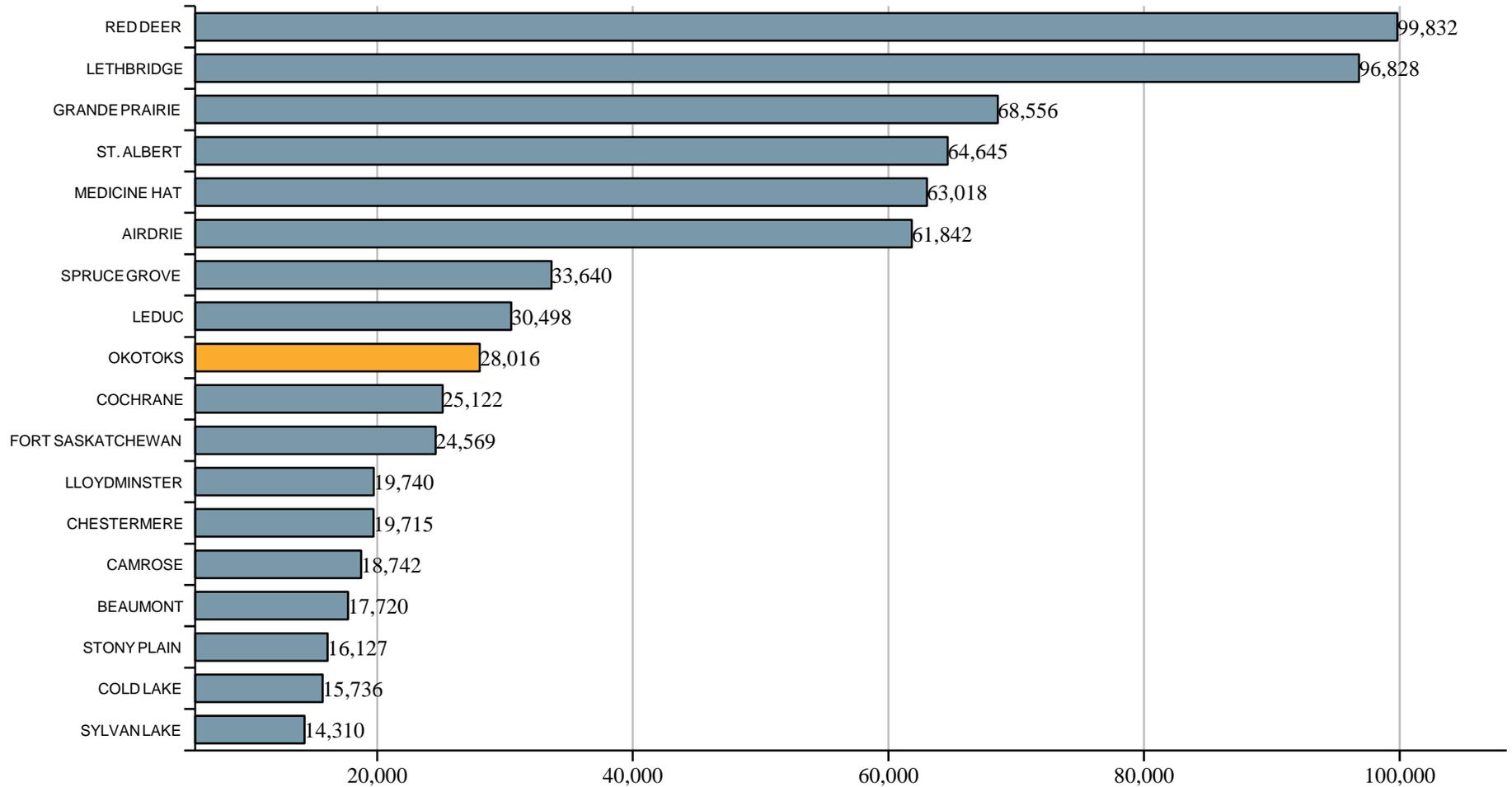
## Financial Indicator Graphs

### Introduction

#### ***Financial Indicator Graphs include:***

- o Equalized Tax Rates - Municipal/Residential/Non-Residential
- o Equalized Assessment Per Capita
- o Non-Residential Equalized Assessment as % of Total
- o Tax Collection Rate
- o Debt & Debt Service as % of the Limits
- o Long Term Debt Per Capita
- o Major Revenue Sources Per Capita
- o Major Revenue Sources As % of Total Revenue (only 2016)
- o Broad Function Expenses Per Capita (only 2016)
- o Per Capita Expenses by Major Type:
  - Salaries, Wages & Benefits
  - Contracted & General Services
  - Materials, Goods, Supplies & Utilities
  - Bank Charges & Interest
  - Amortization
- o Net Book Value As % of Capital Costs
- o Accumulated Surplus Categories, As % (only 2016)
- o Accumulated Surplus Categories, Per Capita (only 2016)
- o Ratio of Current Assets to Current Liabilities

### Group Population

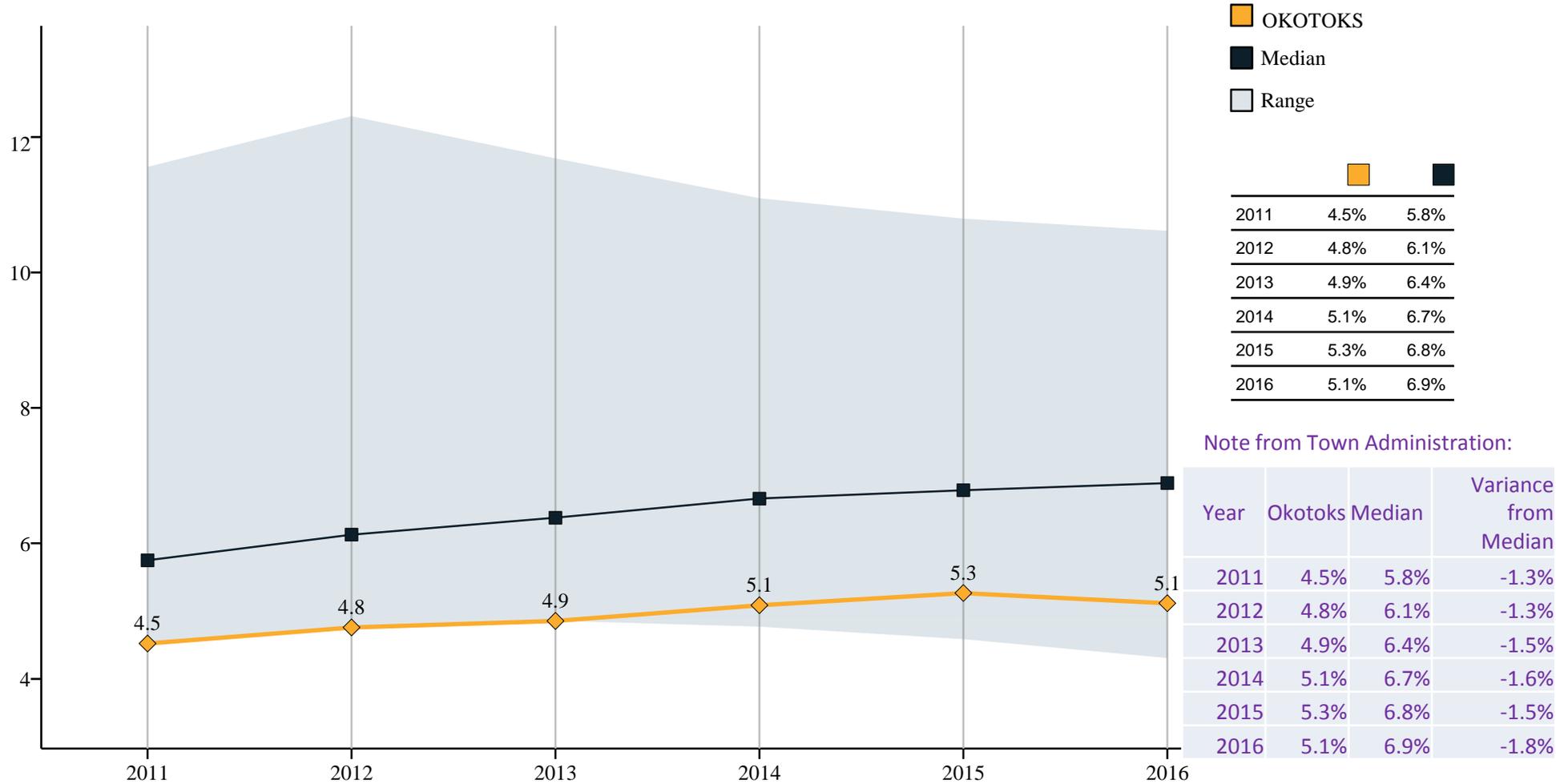


## *Equalized Assessment*

Each year, local assessors collect information on properties that have sold, including sale prices, and submit it to the province. The Assessment Services Branch of Municipal Affairs audits the information and analyzes the differences between the assessment values of sold properties and their actual sale prices. This analysis results in an overall assessment level for each assessment class (residential or non-residential) in the municipality.

Financial Indicator Graphs  
OKOTOKS

Equalized Tax Rates: Net Municipal



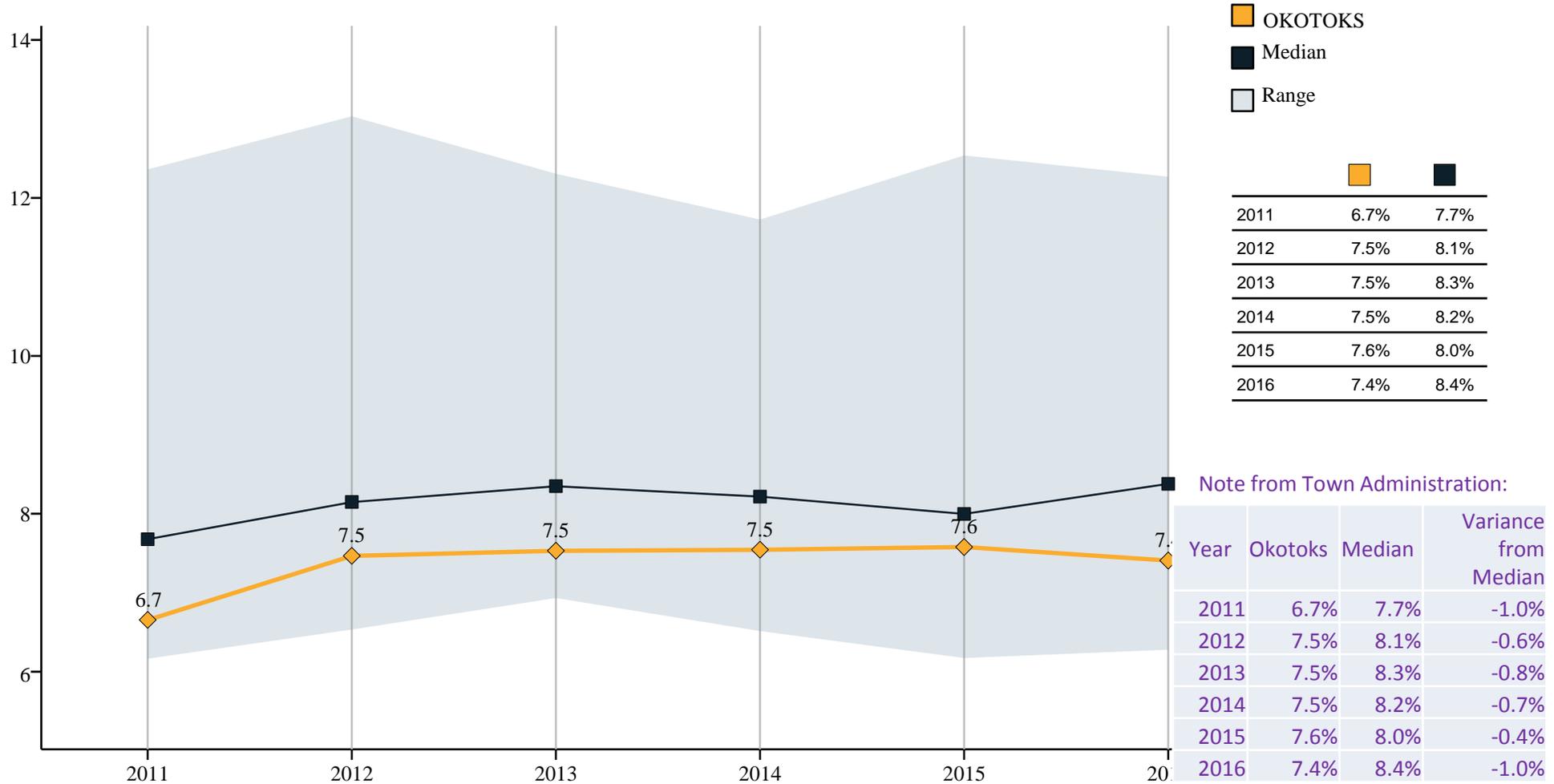
Note from Town Administration:

**Note:** Municipal Equalized Tax Rate is calculated based on total equalized assessment and net municipal property tax.

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

Financial Indicator Graphs  
OKOTOKS

Equalized Tax Rates: Residential



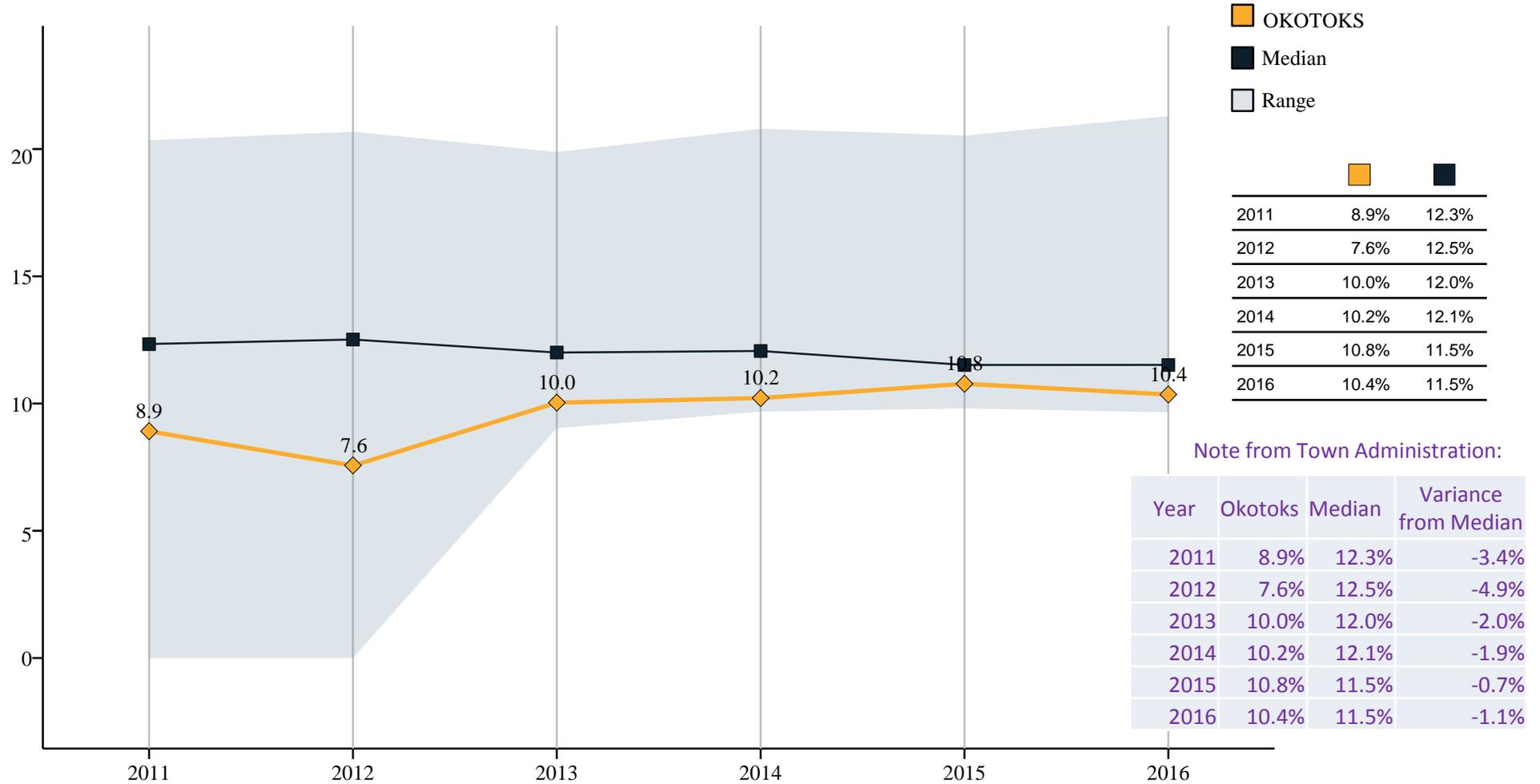
Note from Town Administration:

**Note:** Residential Equalized Tax Rate is calculated based on gross residential property taxes and residential equalized assessment.

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

Financial Indicator Graphs  
OKOTOKS

Equalized Tax Rates: Non-Residential

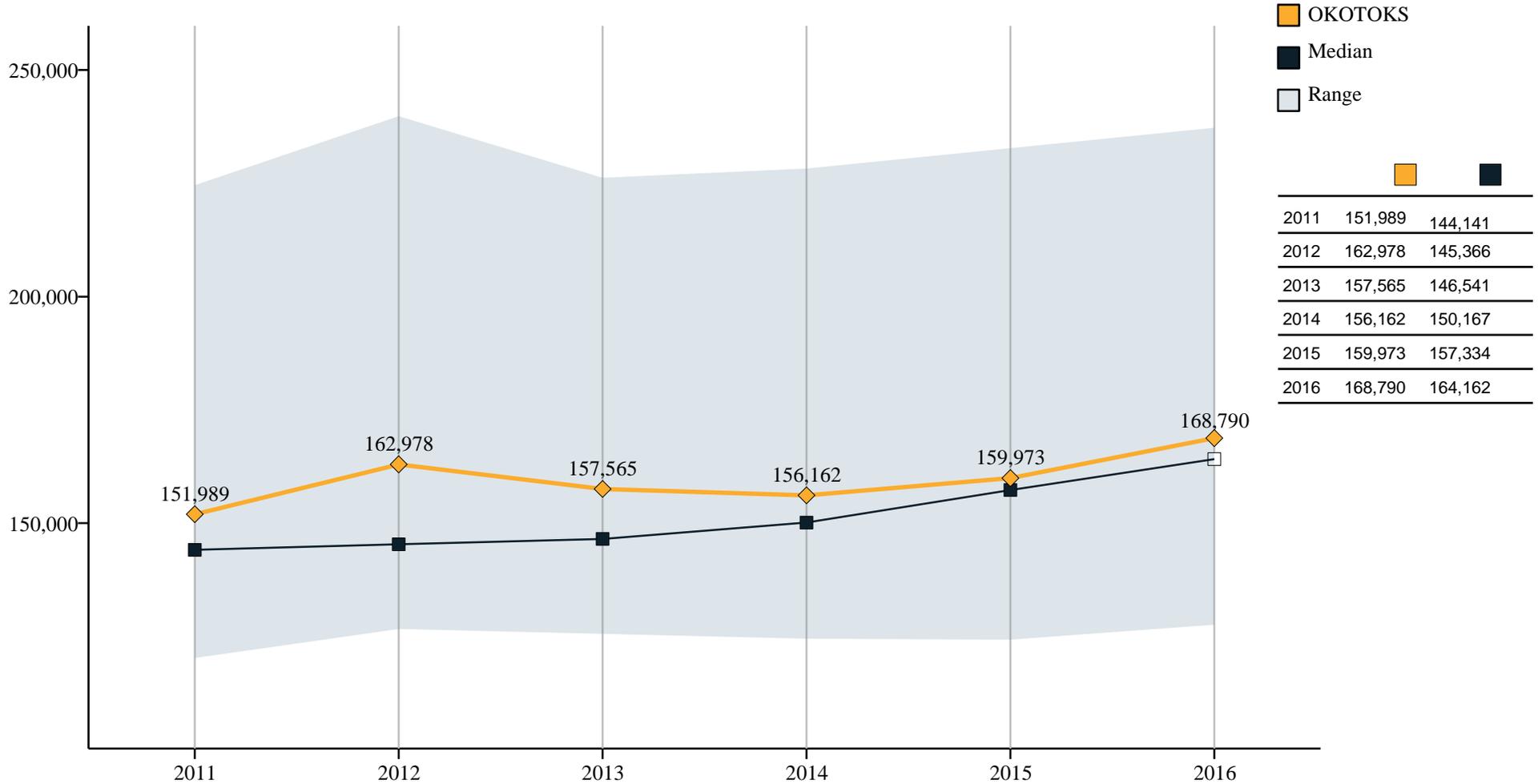


Note from Town Administration:

**Note:** Non-Residential Equalized Tax Rate is calculated based on gross non-residential property taxes and non-residential equalized assessment

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

### Total Equalized Assessment Per Capita

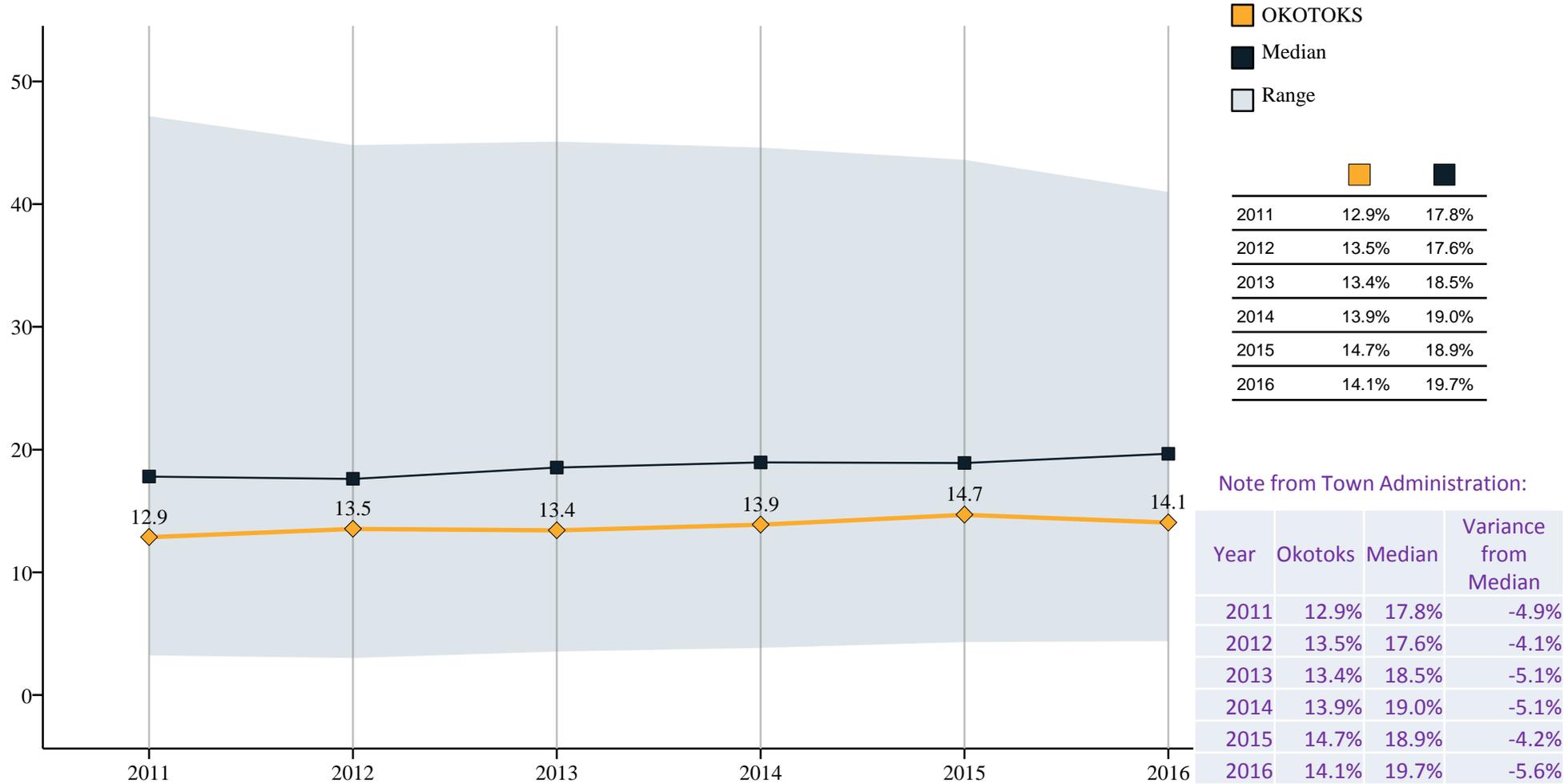


**Note:** Equalized Assessment Per Capita approximates a municipality's ability to generate property tax revenue in comparison to similar municipalities

Note from Town Administration:

- The average household size in Okotoks is 3.0 persons compared to the Alberta average of 2.6

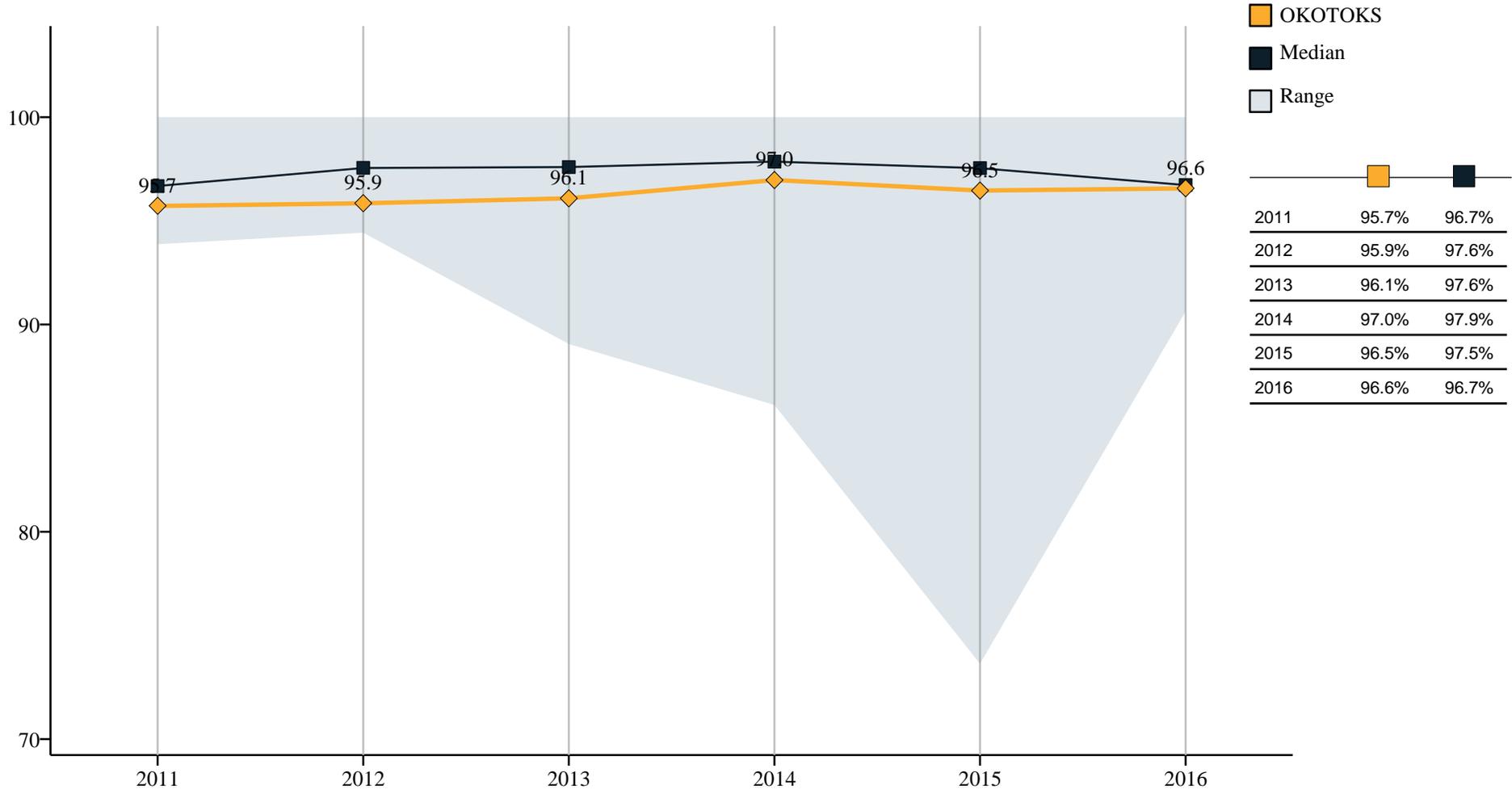
Non-Residential Assessment as % of Total Equalized Assessment



Note from Town Administration:

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

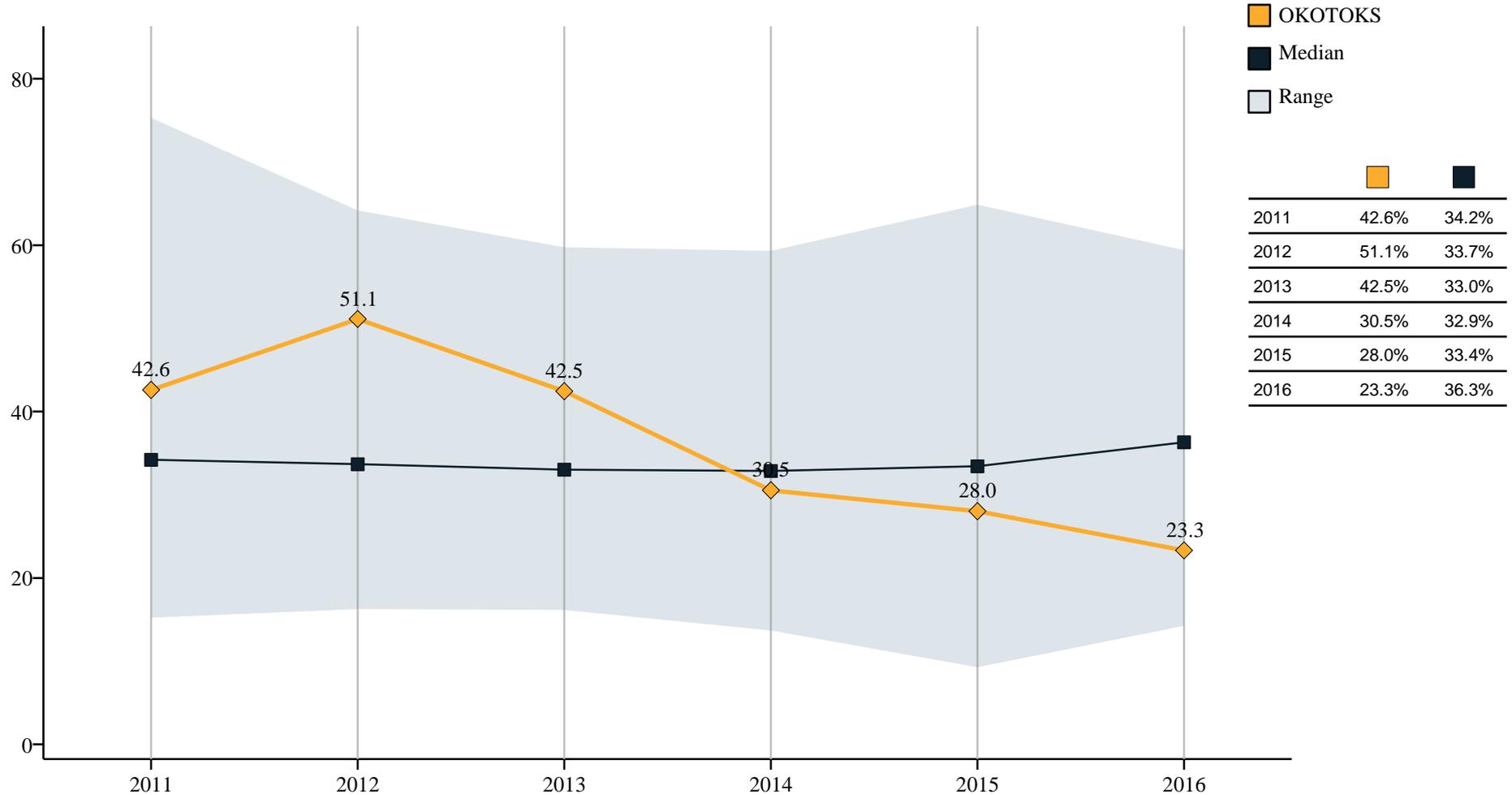
Tax Collection Rates



**Note:** This indicator reflects the percentage of taxes and grants in place of taxes which are collected by the municipality in the year in which they are levied.

Financial Indicator Graphs  
OKOTOKS

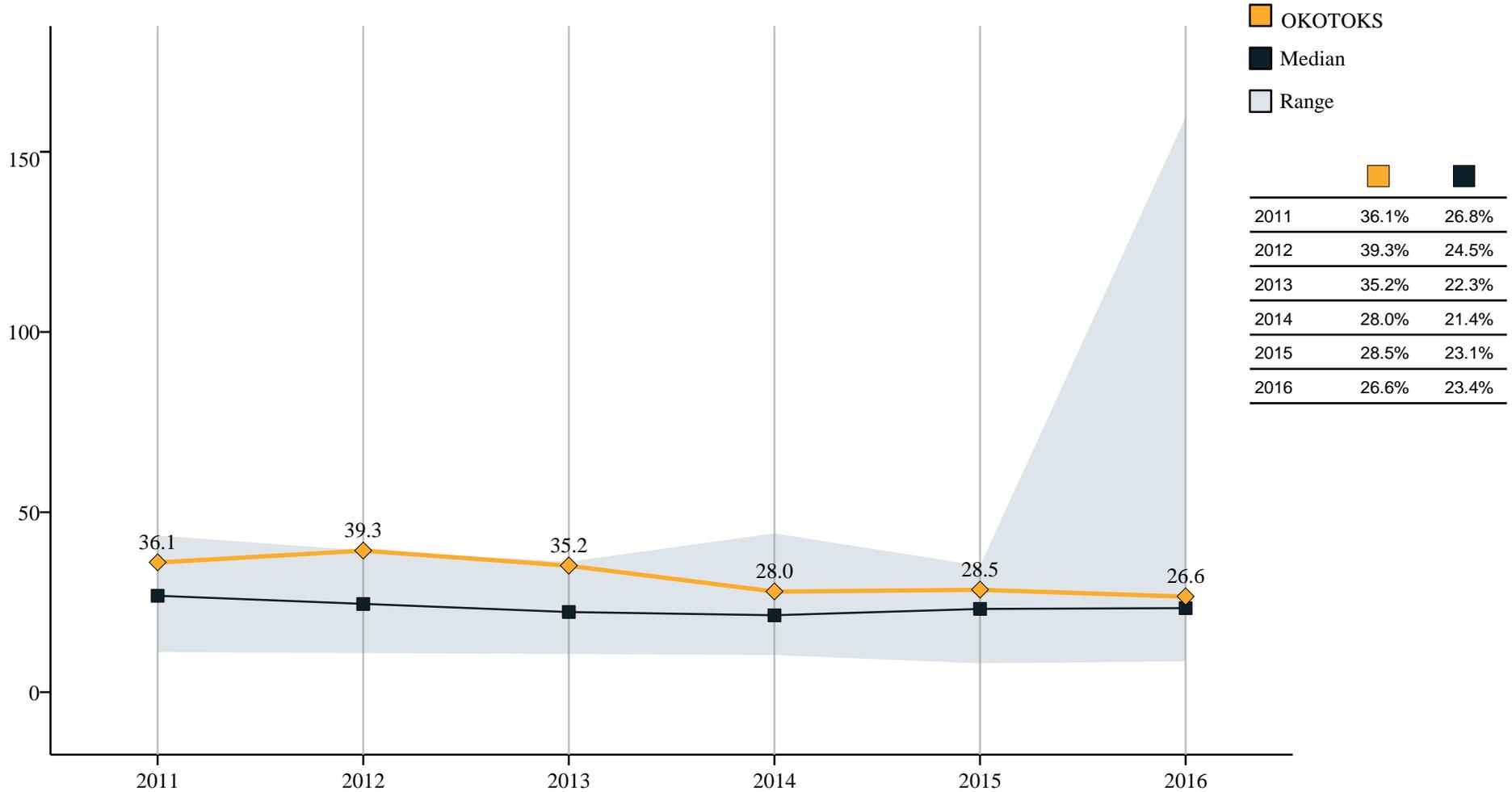
Percent of Debt Limit Used



**Note:** This graph shows, in percentage terms, the municipality's debt as a percentage of the regulated limit. This is compared to the median for the group of similar municipalities.

Financial Indicator Graphs  
OKOTOKS

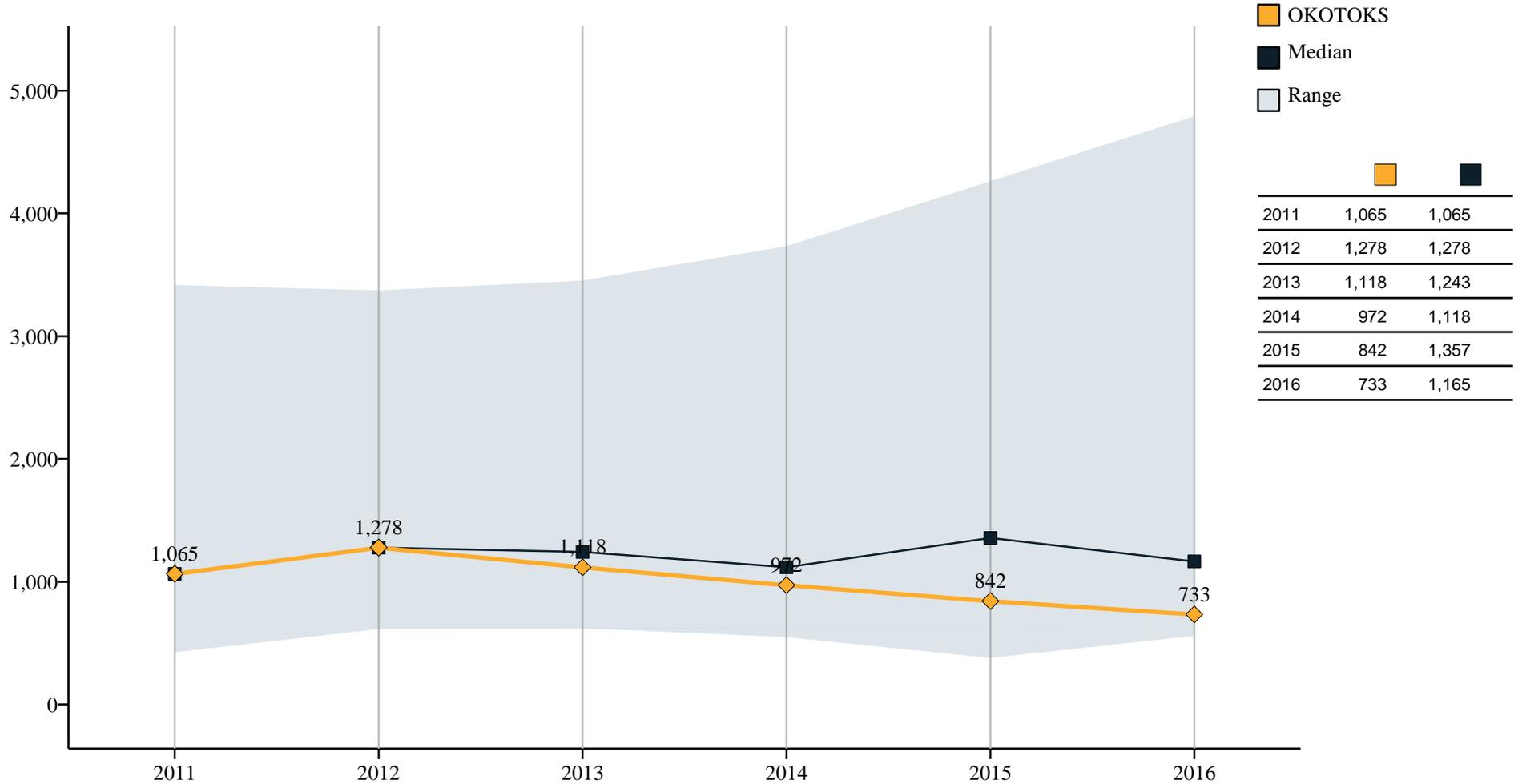
Percent of Debt Service Limit Used



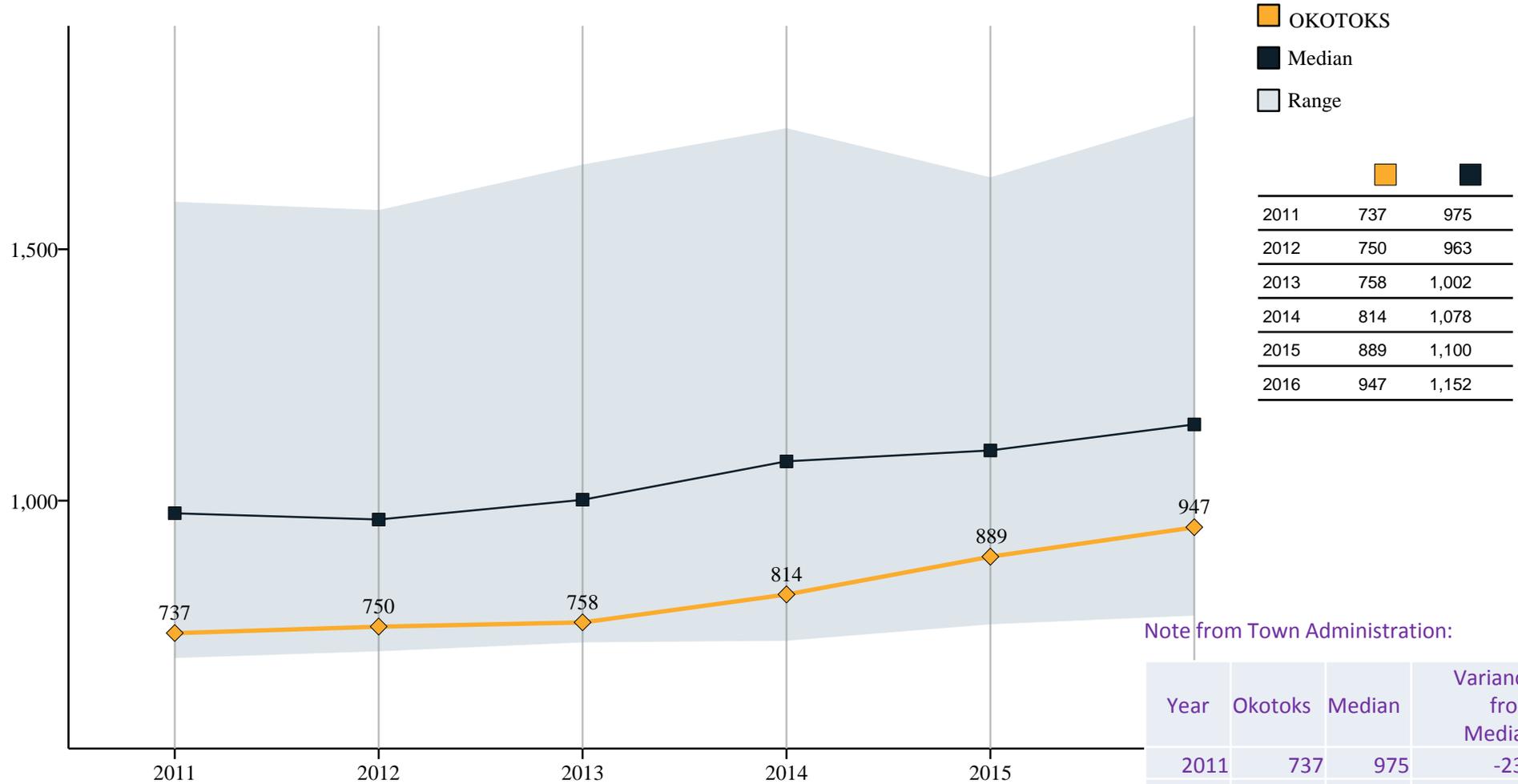
**Note:** This graph shows, in percentage terms, the municipality's current debt servicing requirement relative to the regulated limit. This is compared to the median for the group of similar municipalities.

Financial Indicator Graphs  
OKOTOKS

Long Term Municipal Debt Per Capita



Revenue Sources Per Capita: Net Municipal Property Taxes

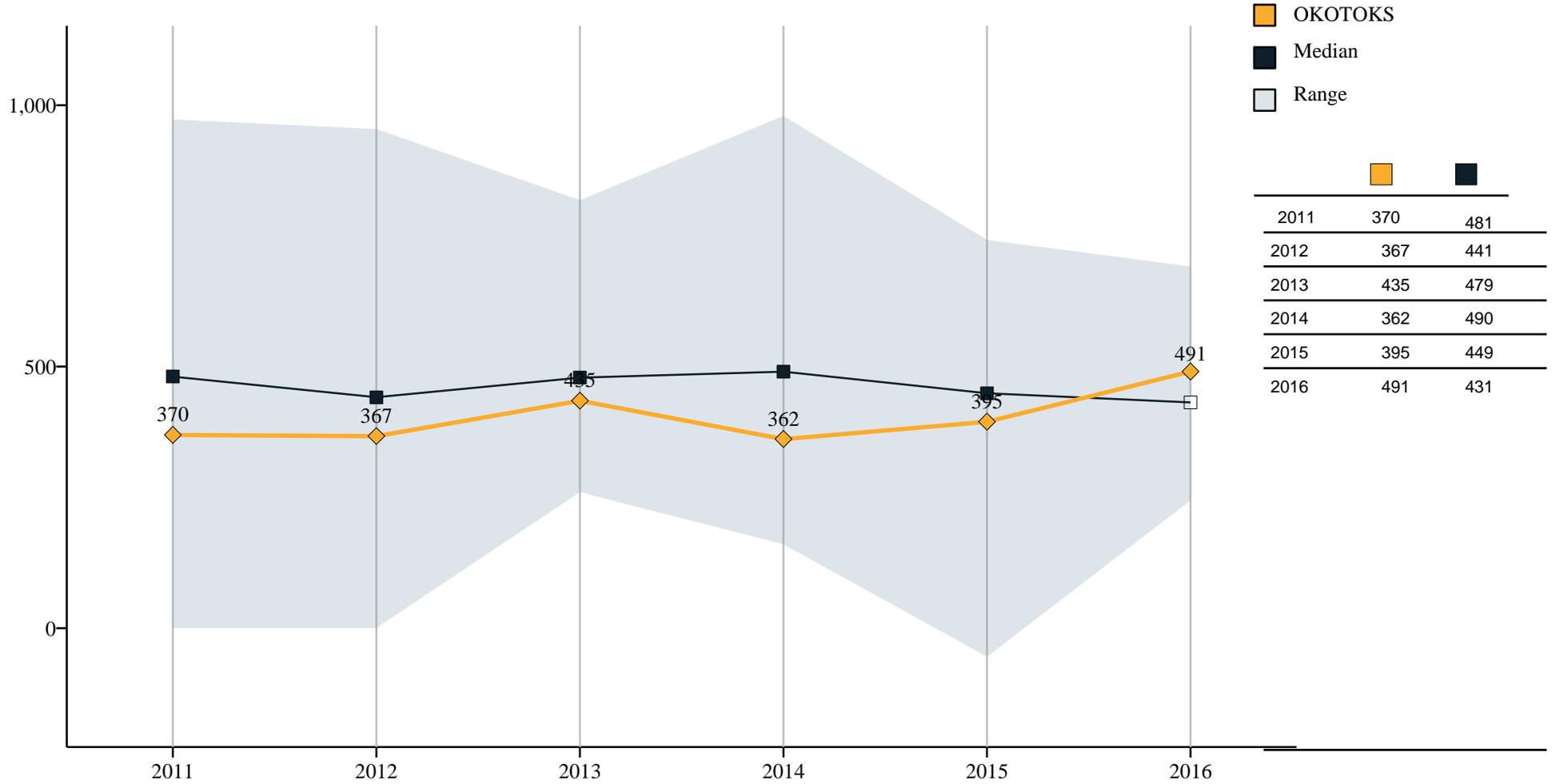


Note from Town Administration:

Year	Okotoks	Median	Variance from Median
2011	737	975	-238
2012	750	963	-213
2013	758	1002	-244
2014	814	1078	-264
2015	889	1100	-211
2016	947	1152	-205

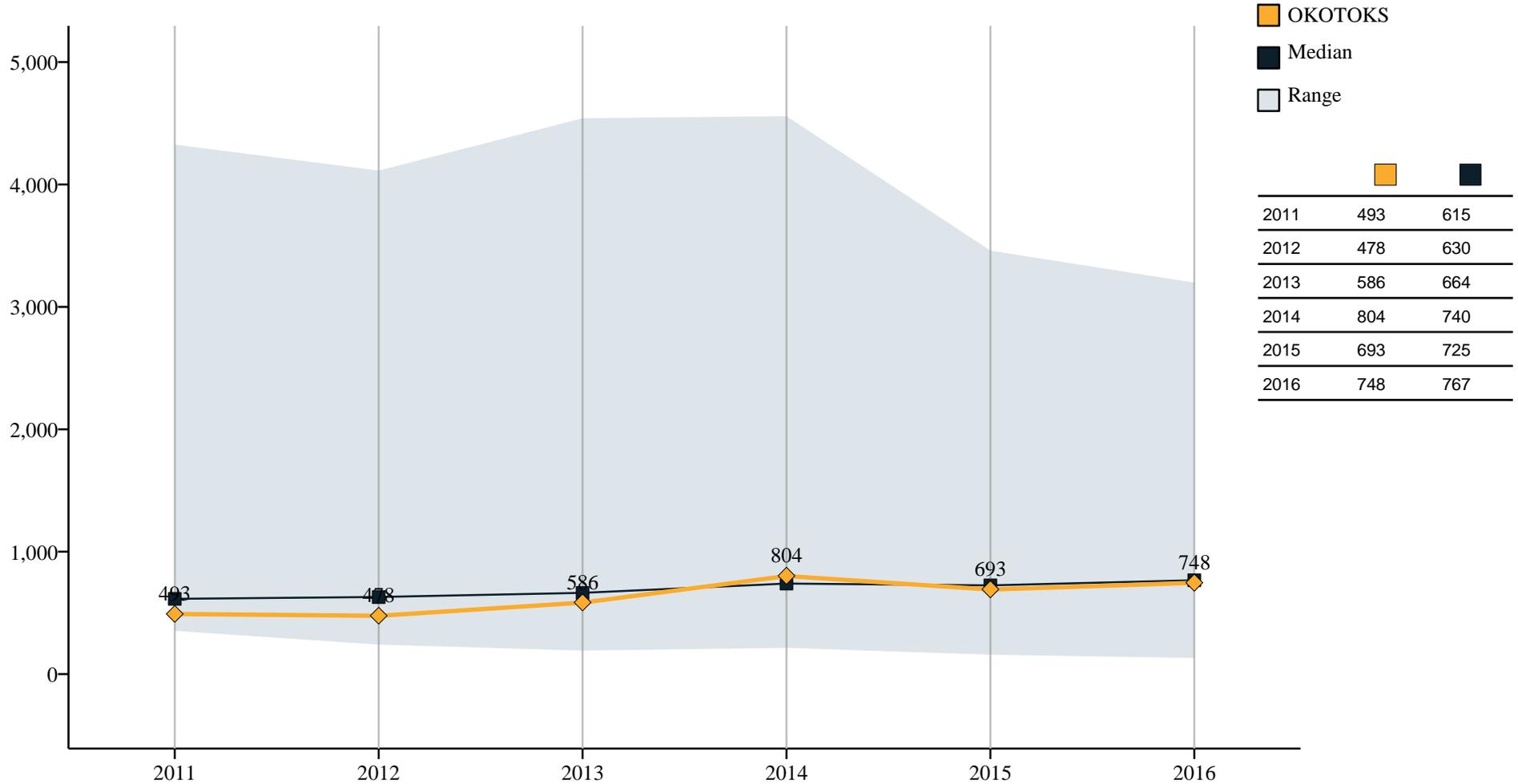
Financial Indicator Graphs  
OKOTOKS

Revenue Sources Per Capita: Total Grants



Financial Indicator Graphs  
OKOTOKS

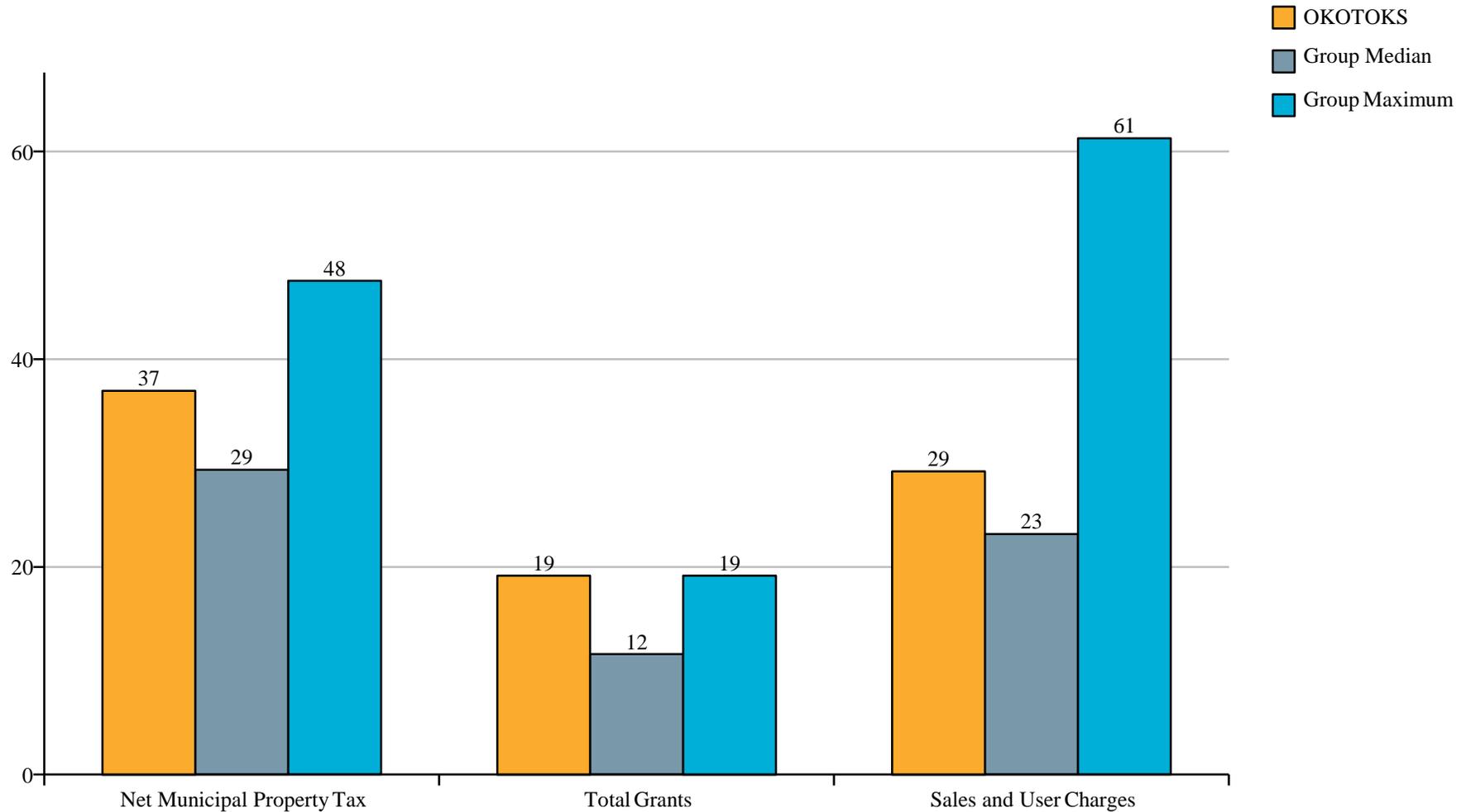
Revenue Sources Per Capita: Sales and User Charges



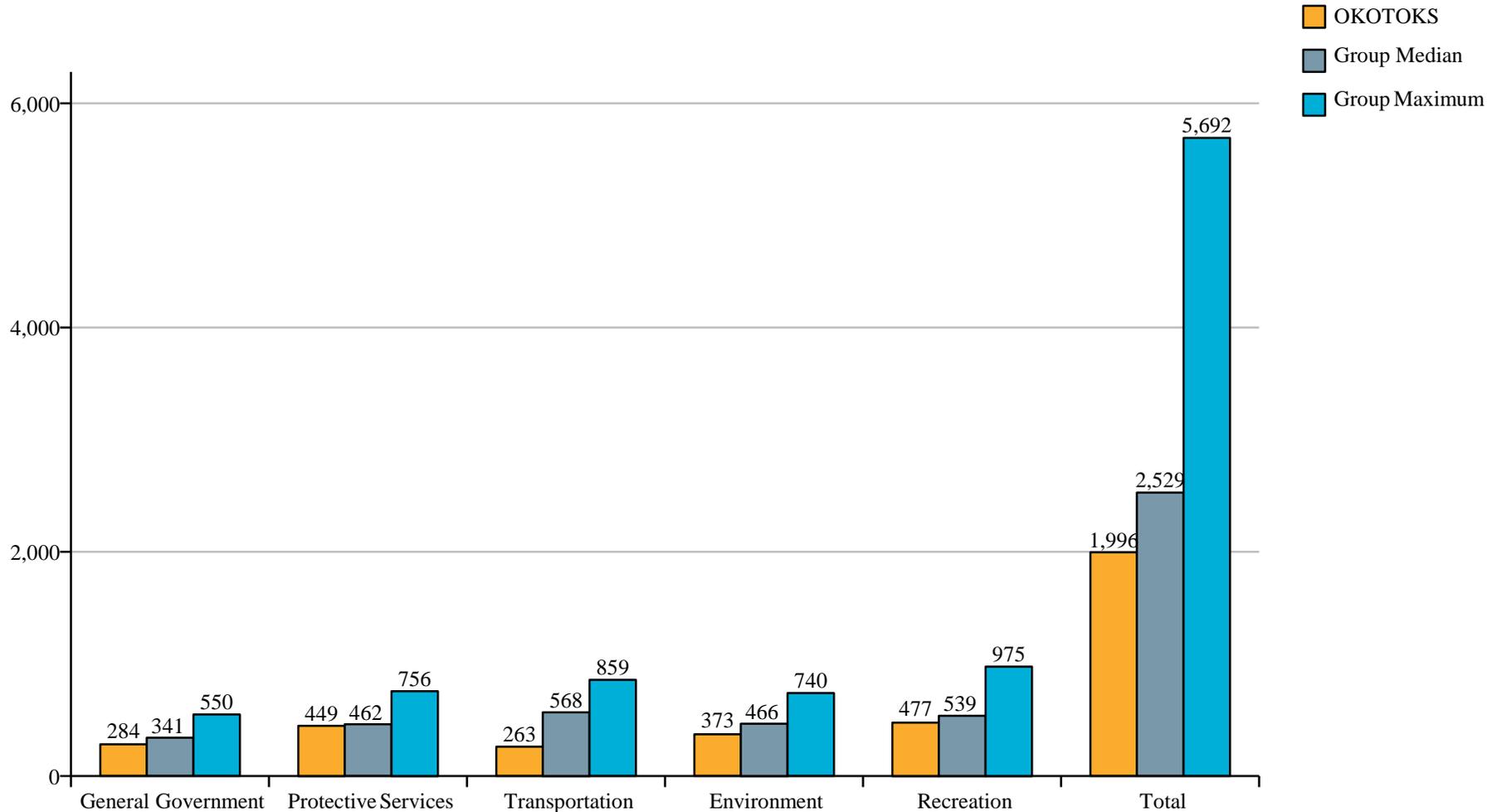
## Financial Indicator Graphs

### OKOTOKS

#### Major Revenue Sources As % of Total Revenue, 2016



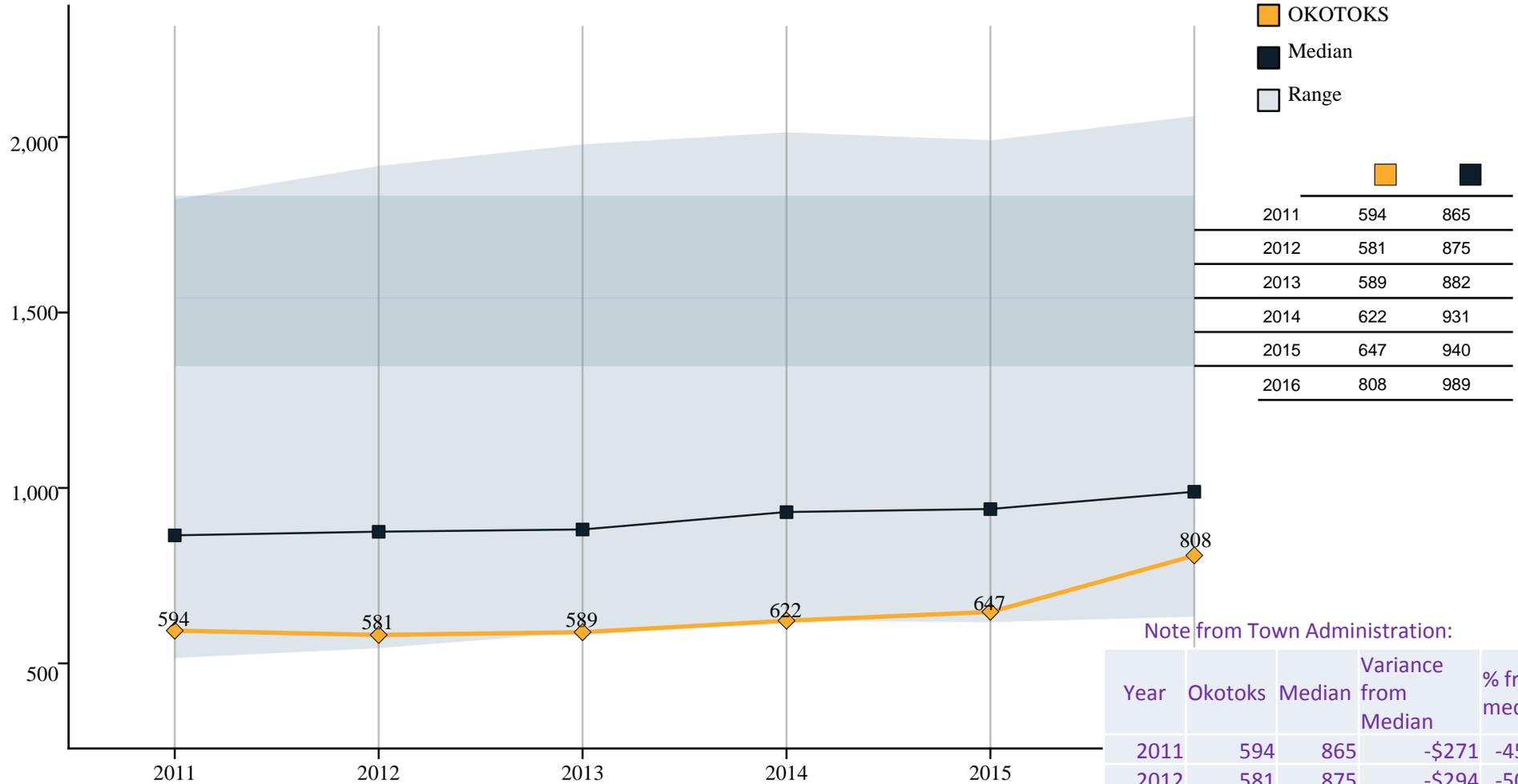
Major Expenditures Per Capita by Broad Function, 2016



Note from Town Administration:

- The average household size in Okotoks is 3.0 persons compared to the Alberta average of 2.6

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

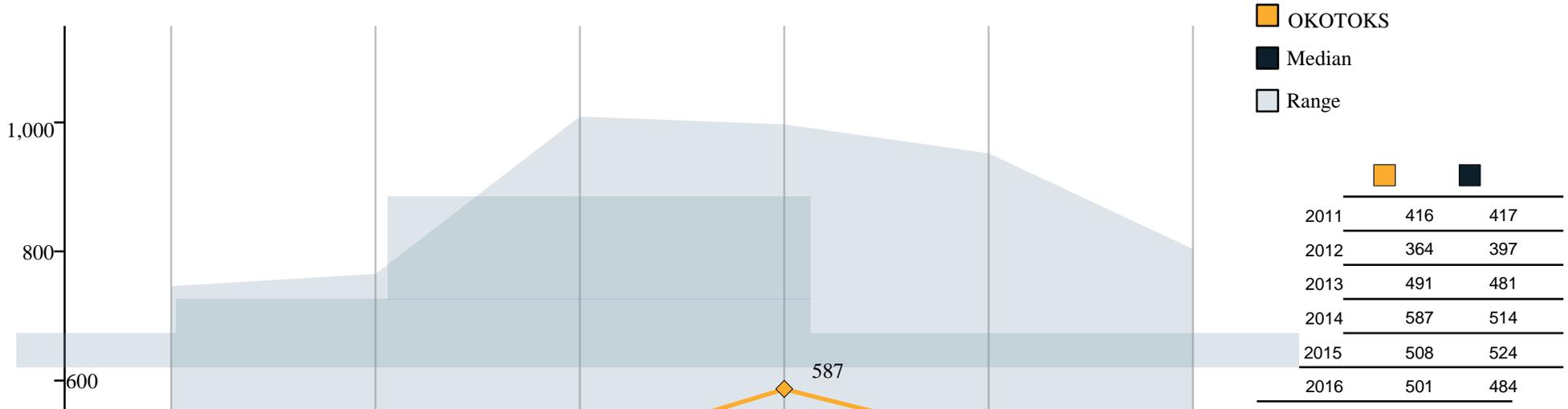


Note from Town Administration:

Year	Okotoks	Median	Variance from Median	% from median
2011	594	865	-\$271	-45.6%
2012	581	875	-\$294	-50.6%
2013	589	882	-\$293	-49.7%
2014	622	931	-\$309	-49.7%
2015	647	940	-\$293	-45.3%
2016	808	989	-\$181	-22.4%

Financial Indicator Graphs  
OKOTOKS

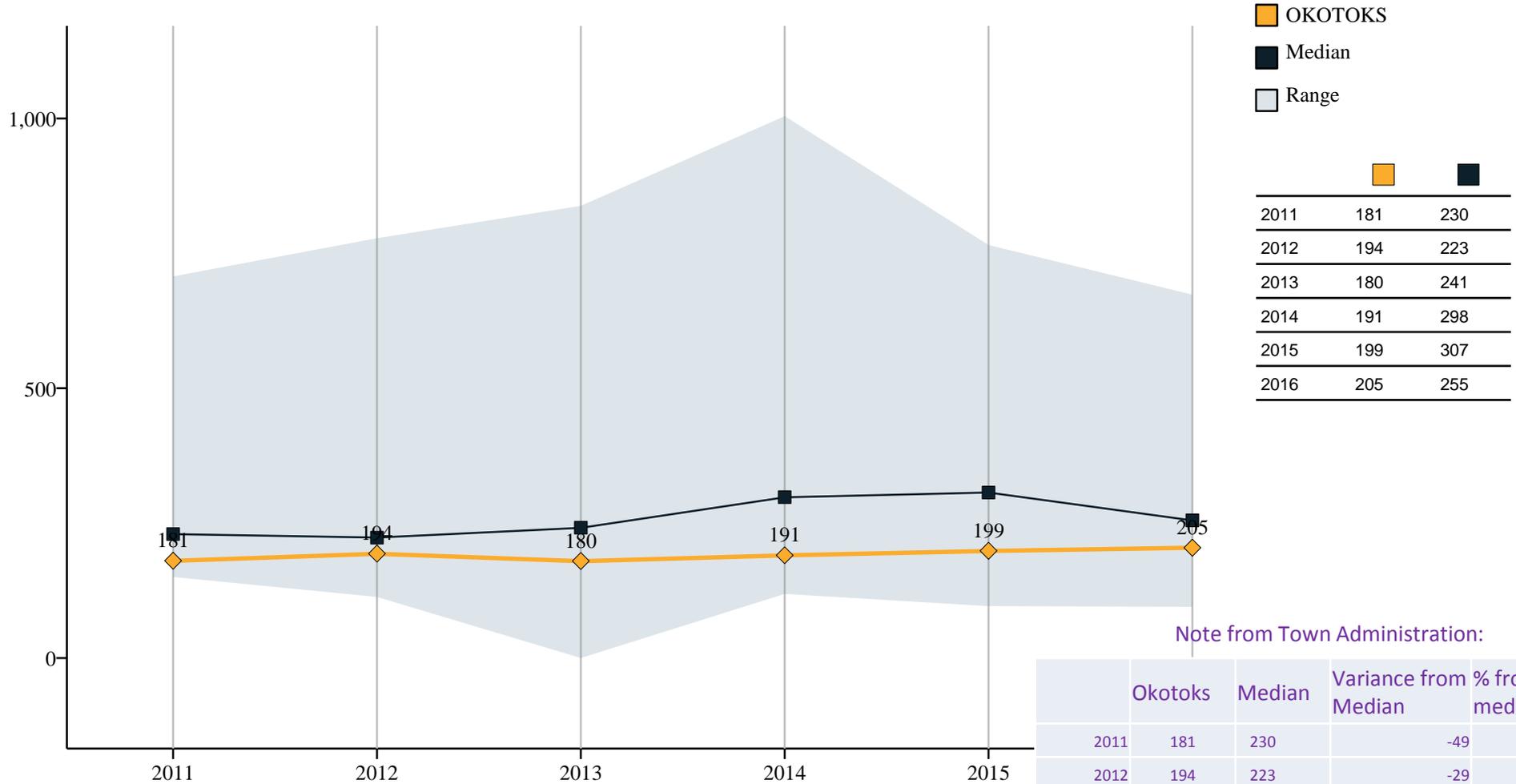
Major Expenditures Per Capita by Type: Contracted and General Services



Note from Town Administration:

	Okotoks	Median	Variance from Median	% from median
2011	416	417	-1	-0.2%
2012	364	397	-33	-9.1%
2013	491	481	10	2.0%
2014	587	514	73	12.4%
2015	508	524	-16	-3.1%
2016	501	484	17	3.4%

Major Expenditures Per Capita by Type: Materials, Goods, Supplies and Utilities

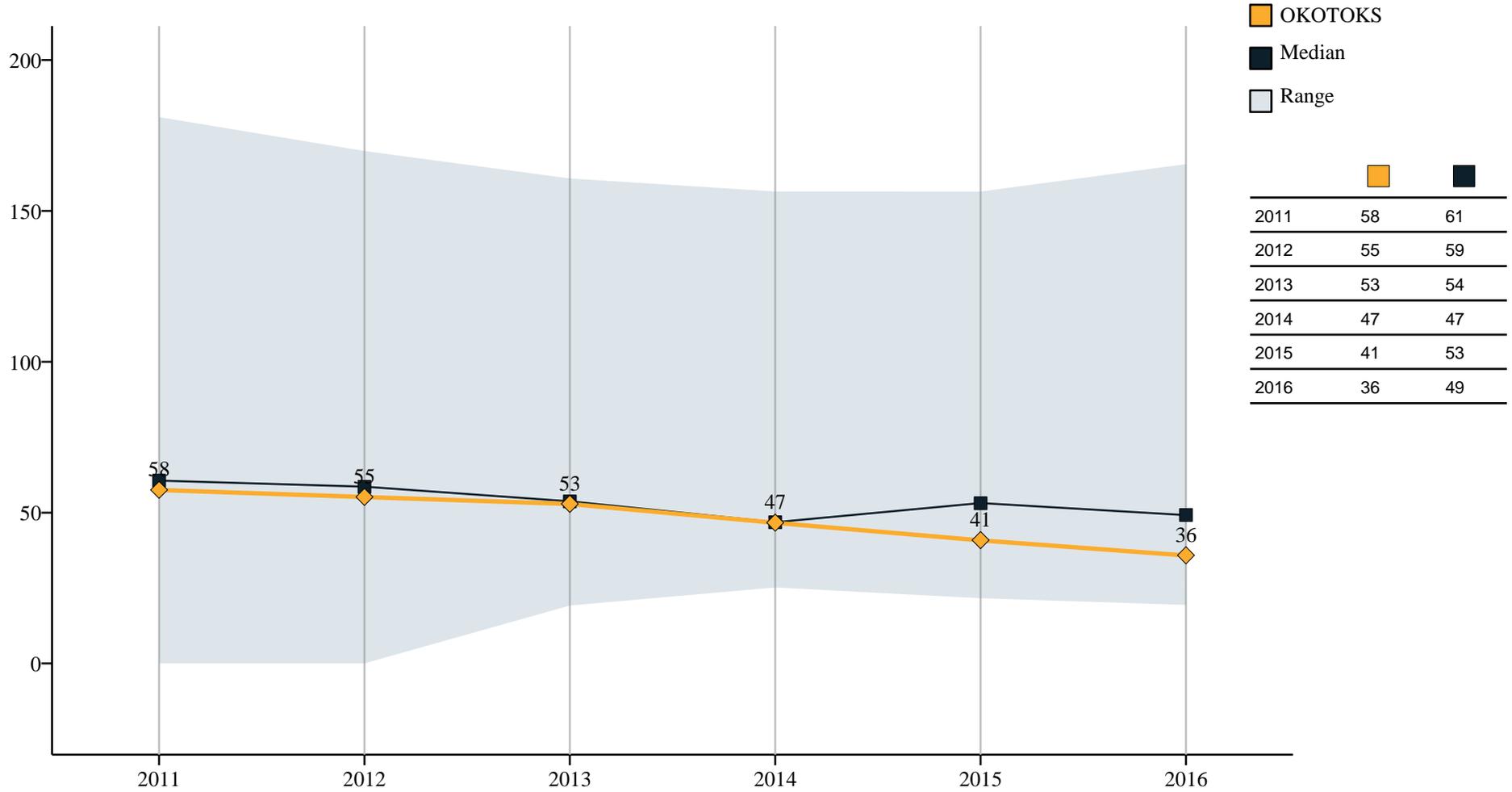


	OKOTOKS	Median
2011	181	230
2012	194	223
2013	180	241
2014	191	298
2015	199	307
2016	205	255

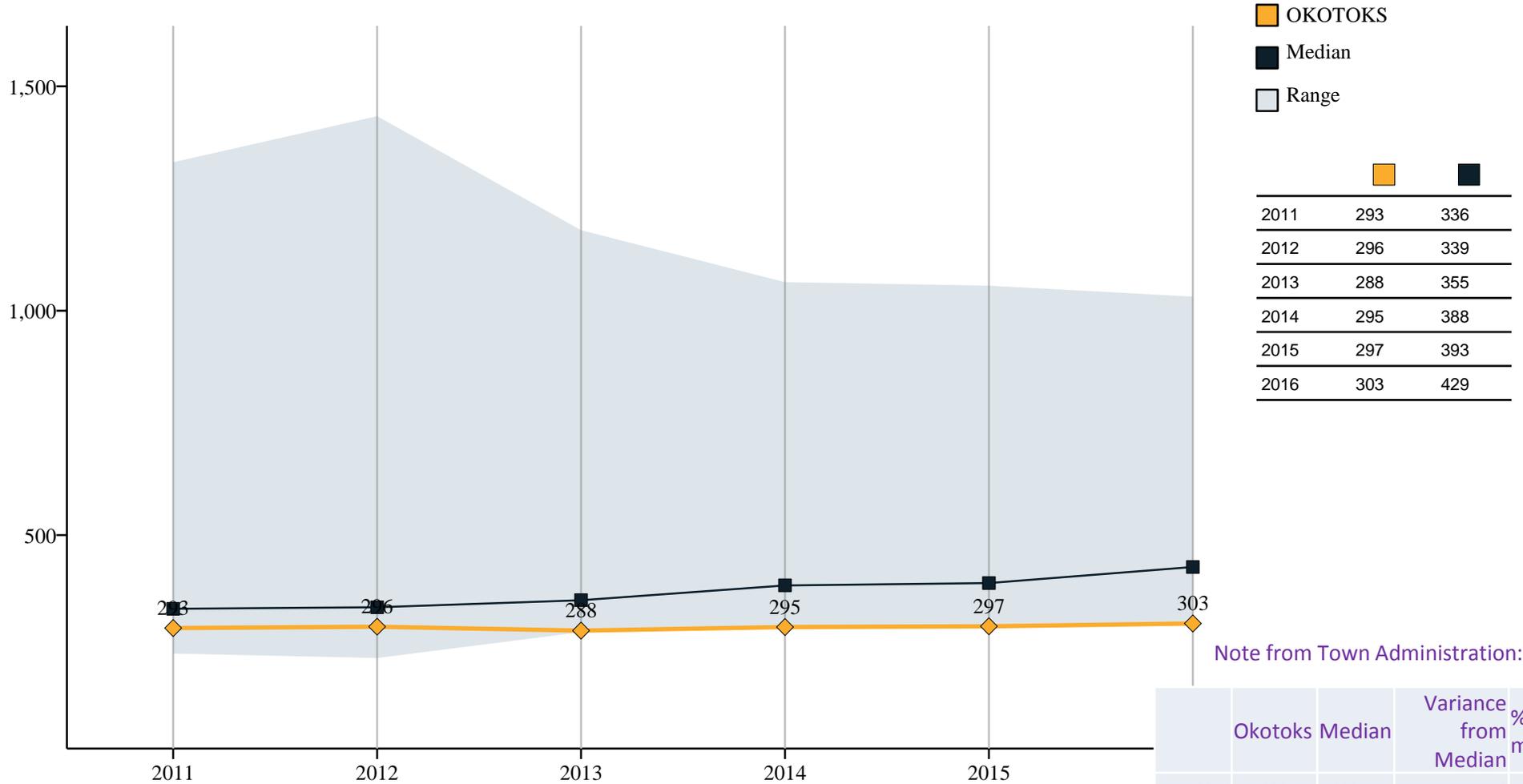
Note from Town Administration:

	Okotoks	Median	Variance from Median	% from median
2011	181	230	-49	-27.1%
2012	194	223	-29	-14.9%
2013	180	241	-61	-33.9%
2014	191	298	-107	-56.0%
2015	199	307	-108	-54.3%
2016	205	255	-50	-24.4%

Major Expenditures Per Capita by Type: Interest and Banking



Major Expenditures Per Capita by Type: Amortization of Tangible Capital Assets

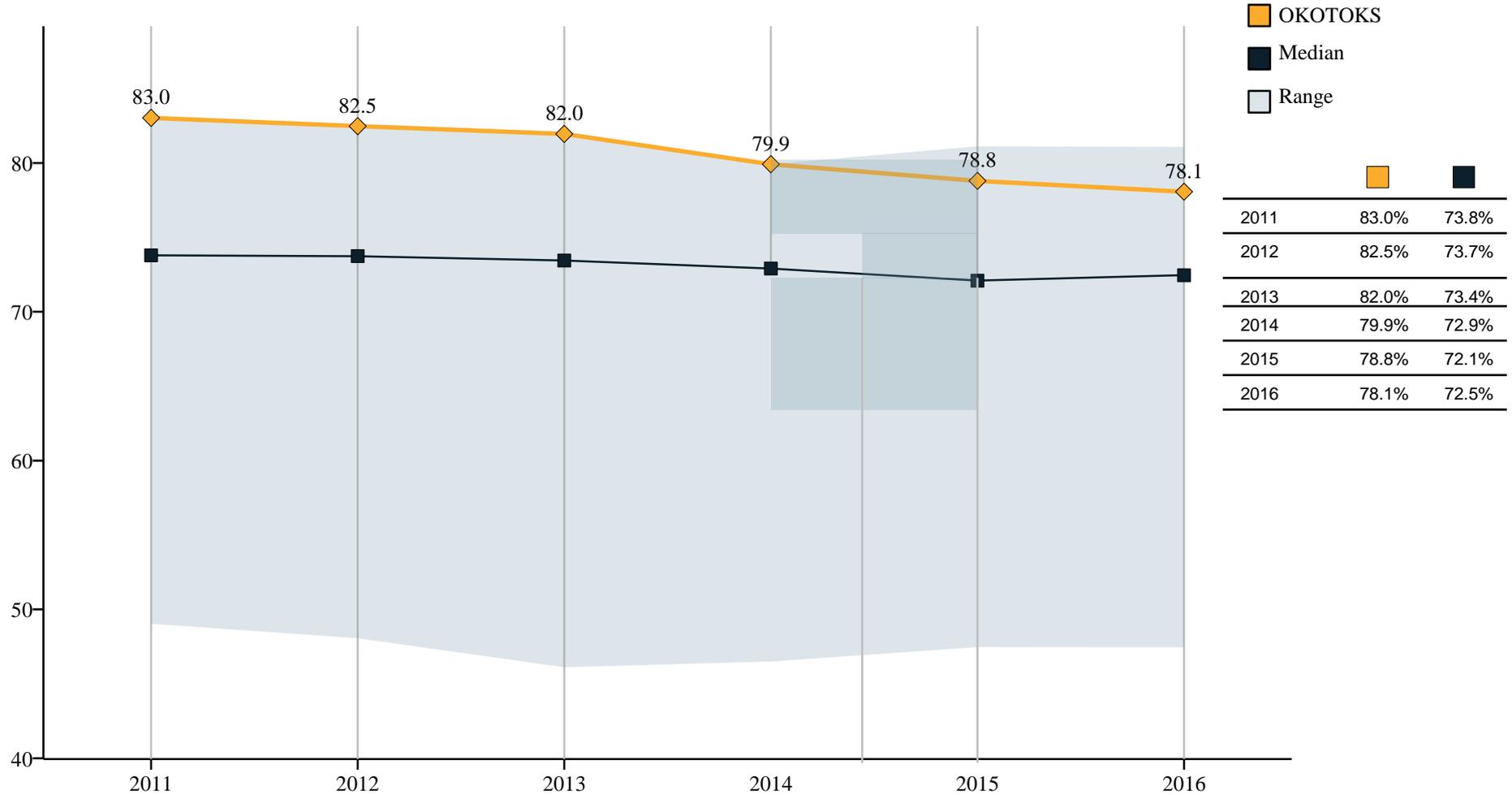


Note from Town Administration:

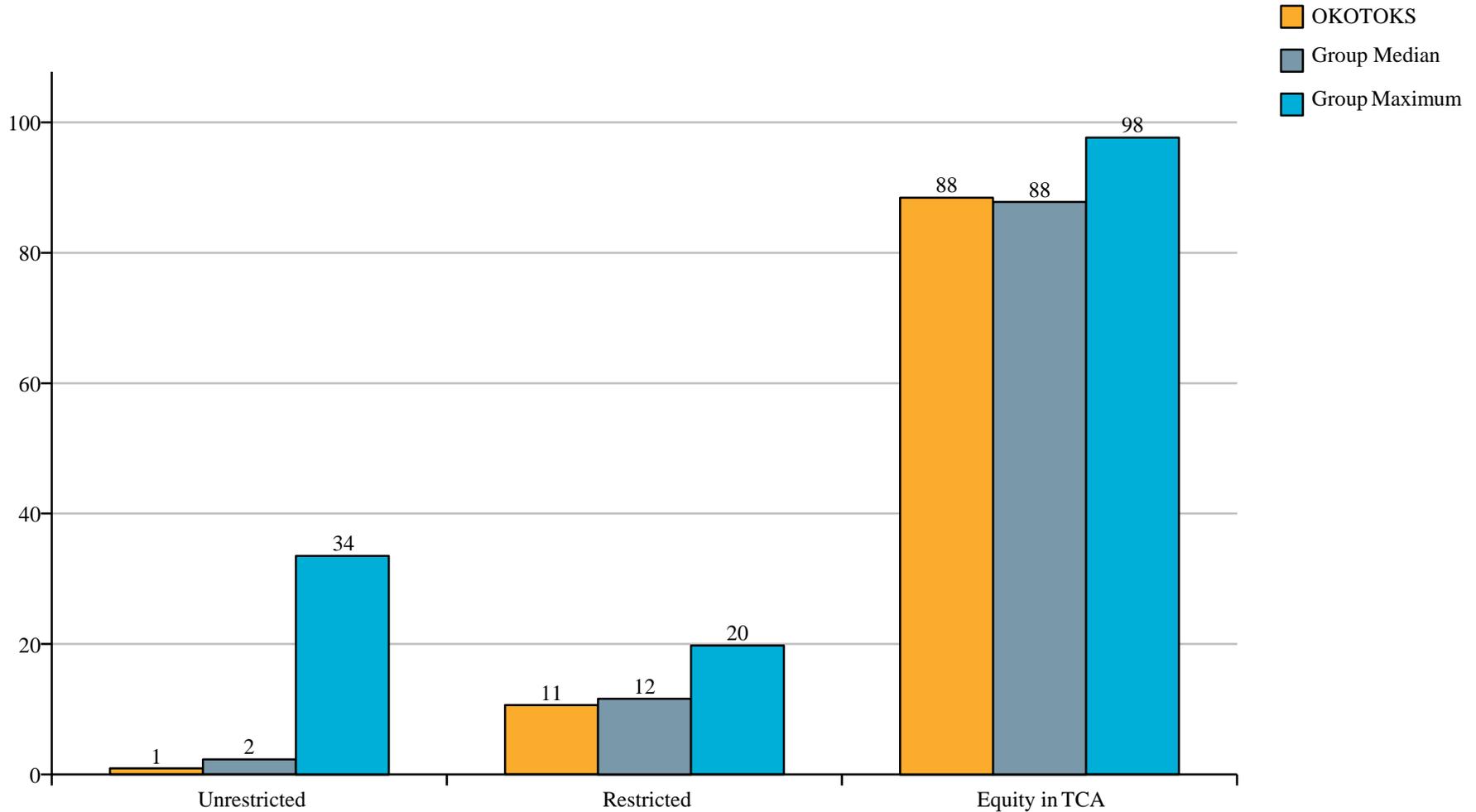
	Okotoks	Median	Variance from Median	% from median
2011	293	336	-43	-14.7%
2012	296	339	-43	-14.5%
2013	288	355	-67	-23.3%
2014	295	388	-93	-31.5%
2015	297	393	-96	-32.3%
2016	303	429	-126	-41.6%

Financial Indicator Graphs  
OKOTOKS

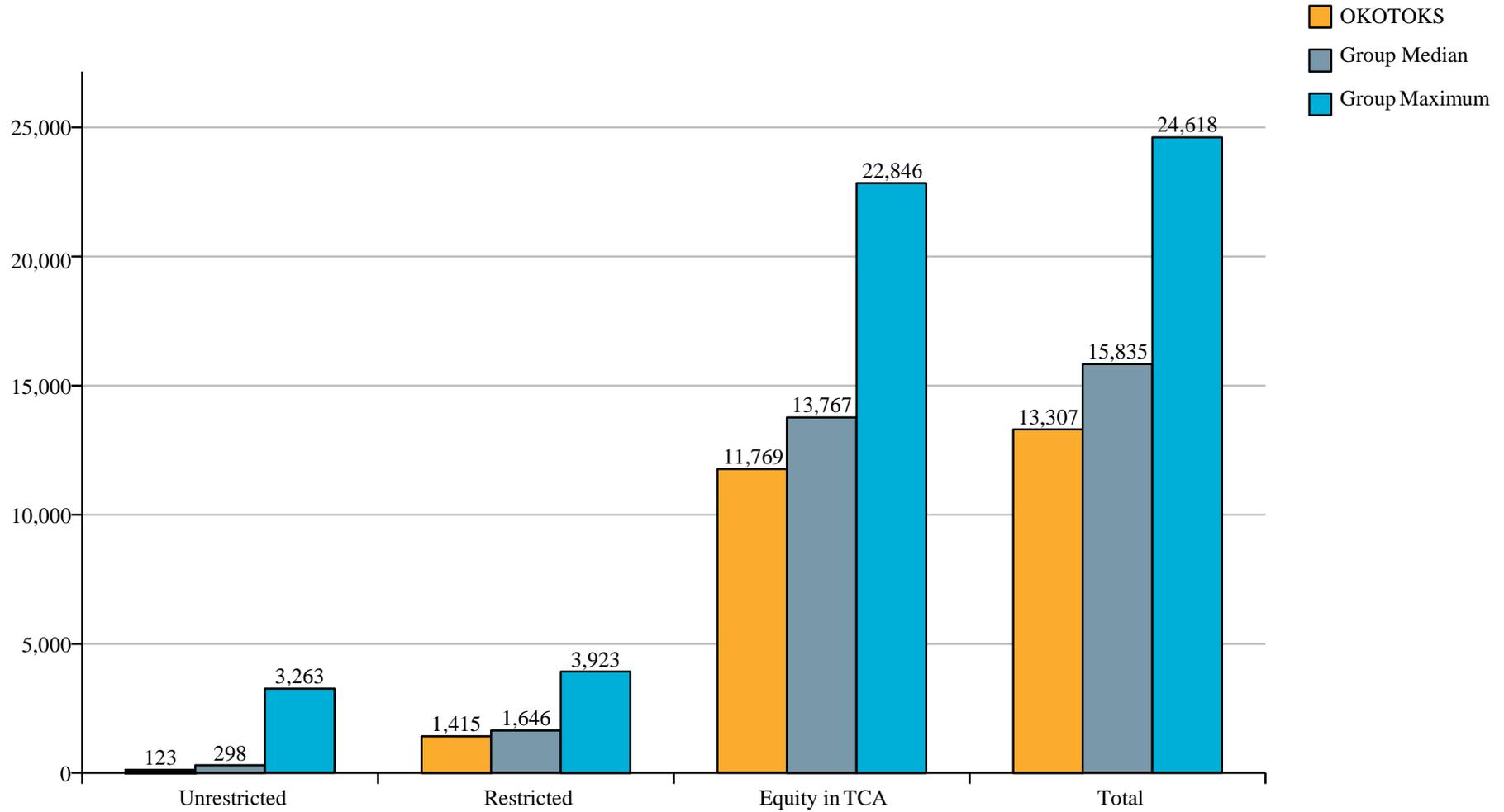
Net Book Value as % of Total Capital Property Costs



Accumulated Surplus Categories as % of Total, 2016



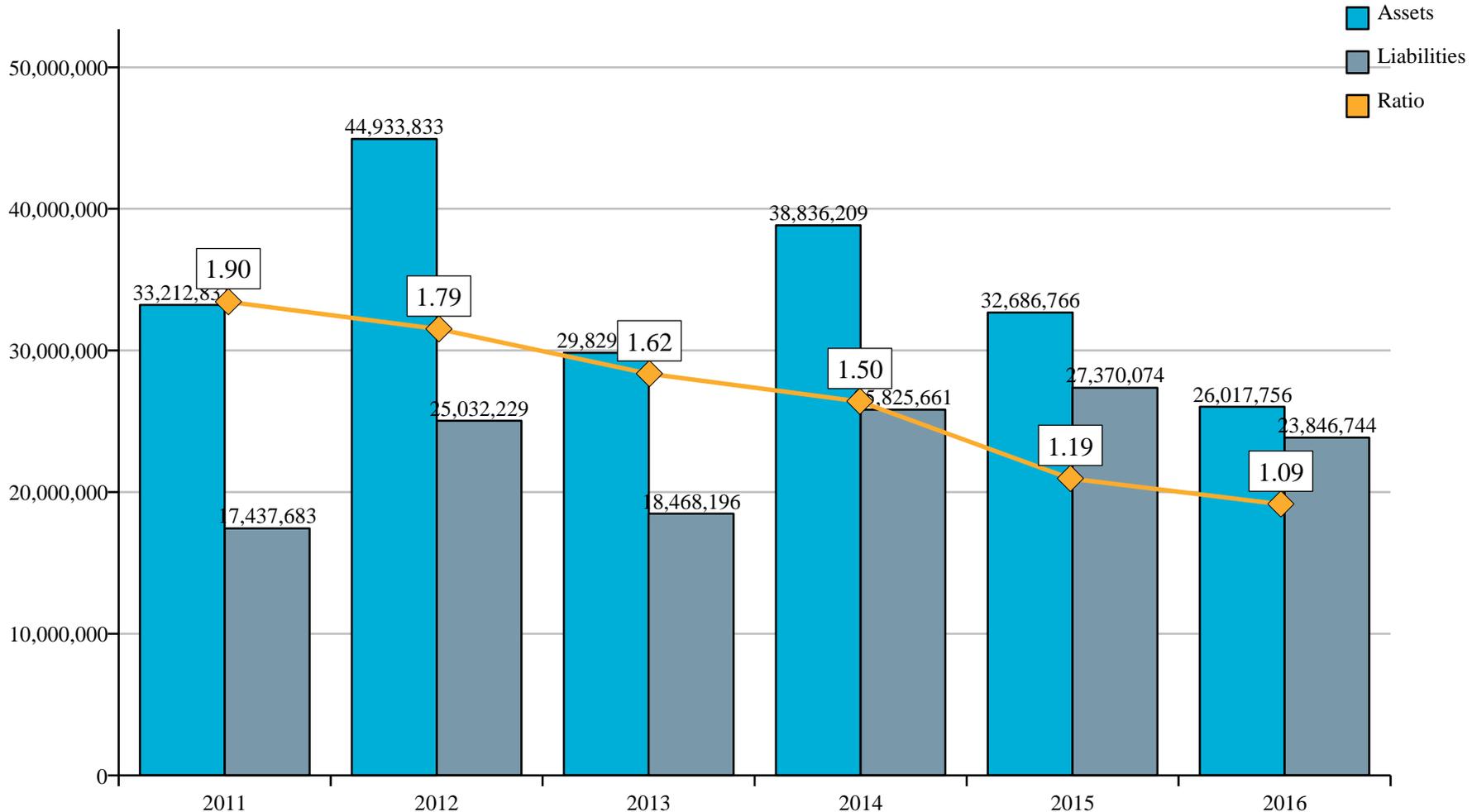
### Accumulated Surplus Per Capita, 2016



## Financial Indicator Graphs

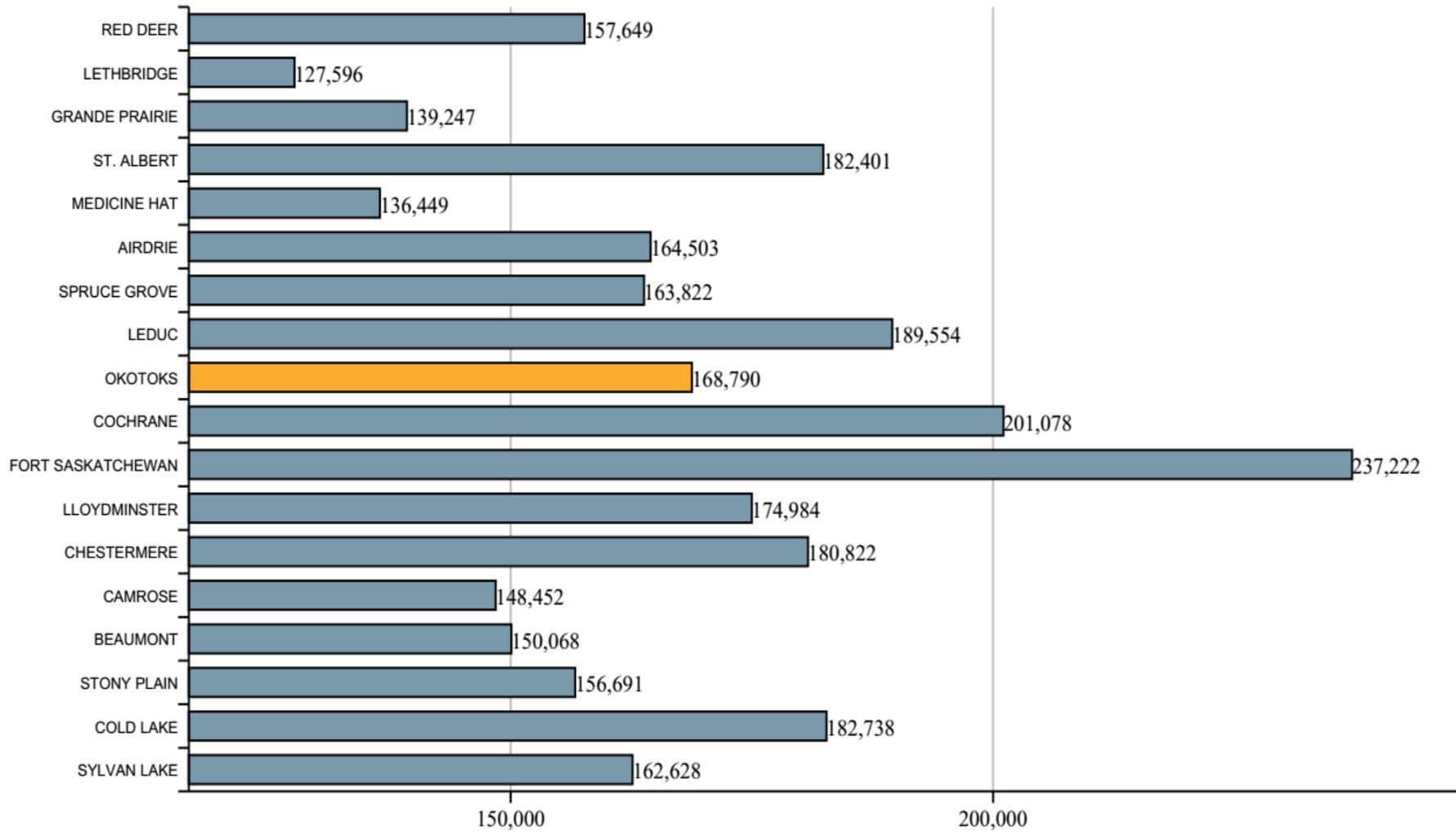
### OKOTOKS

#### Ratio of Current Assets to Liabilities

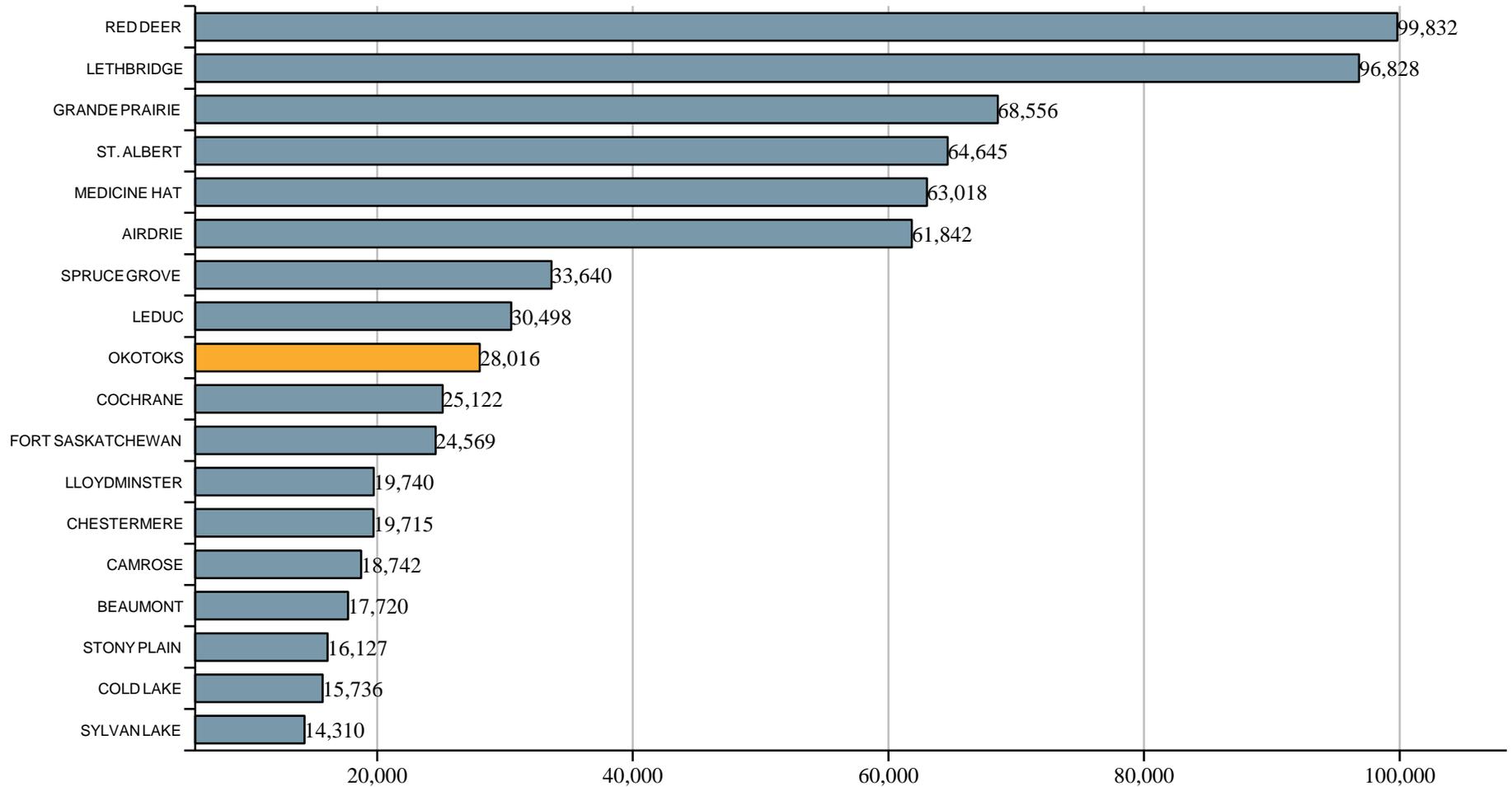


**Note:** The current ratio calculation measures ability to meet short-term obligations with existing liquid assets. "Current Assets" are those which are liquid in nature (cash or an asset which can be easily converted to cash). Inventory is excluded from the calculation. "Current Liabilities" are generally obligations coming due within the next fiscal year. The ratio is shown in the centre of the column. A ratio greater than one indicates the degree to which current assets exceed current liabilities; a ratio smaller

### Equalized Assessment Per Capita



### Group Population





## **FINANCIAL LEADERSHIP FRAMEWORK DEVELOPMENT**

### **Issue**

The development of a 10-Year Capital Financial Forecast and a 5-Year Operating Budget Forecast have highlighted the need for Council to enhance their current financial policies.

### **Motion Proposed by Administration**

That the Finance and Budget Committee be requested to provide a report to Council by May 31, 2018 with the following recommendations:

- 1) A definition of financial health for the Town of Okotoks that includes the acceptable level of debt and reserves;
- 2) A review of the current Reserve Management Policy that includes a review of the number of reserves, the type of reserves needed presently and for the future, and the minimum balance required for reserves;
- 3) An investment policy which defines the acceptable level of yield on uncommitted funds, minimum levels of investment, terms of investment to ensure alignment with capital project needs, and minimum balances;
- 4) A review of the current Debt Management Policy including any recommended changes; and
- 5) A bridge financing policy in relation to off-site levy financing.

### **Report, Analysis and Financial Implications**

Council's budget framework is adjusted on an annual basis to respond to current economic conditions. When Council established its current policies on debt and reserves, the Town was operating within a finite growth model. At the time of annexation, Council completed a fiscal impact analysis which highlighted the anticipated financial impacts for the next 75 years. Now that forecasts for a 10-Year Capital Financial Forecast and a 5-Year Operating Budget Forecast have been completed, it is important that Council update current policies to define Council's indicators of financial health.

Council ultimately has the responsibility for the financial health of the organization. In order to control the financial destiny of the Town of Okotoks, it must have governing documents that answer questions like:

- What is an acceptable level of debt?
- What is an acceptable level of reserves to maintain?
- What can reserves be used for?
- What is the minimum balance of reserves?
- What is an acceptable level of yield on idle funds?
- What is the minimum level of investment?
- How do we fund asset maintenance?
- What is the general level of tax subsidization that will be provided for fee based services?

Based upon the need for an enhanced financial leadership framework that clarifies the different tools of debt, revenue, investment, and reserves, and highlighting the stewardship role that Council must perform, it is recommended that the Finance and Budget Committee report to Council by May 31, 2018 with the following:

- 1) A definition of financial health for the Town of Okotoks that includes the acceptable level of debt and reserves;
- 2) A review of the current Reserve Management Policy for consideration that includes a review of the number of reserves, the type of reserves needed today and for the future and the minimum balance required for reserves;
- 3) An investment policy which defines the acceptable level of yield on idle funds linking of length of term investments and drawdown policy and minimum levels; and
- 4) A review and recommendation on the current Debt Management Policy.

Once this work is complete, it is suggested that future policies in relation to asset replacement and tax/subsidization requirements be developed.

### Strategic Plan Goals

<input type="checkbox"/>	Manage Community Growth	<input checked="" type="checkbox"/>	Provide Strong Governance
<input type="checkbox"/>	Provide Quality Community Infrastructure	<input type="checkbox"/>	Healthy and Safe Community
<input checked="" type="checkbox"/>	Maintain Organizational Excellence	<input type="checkbox"/>	Foster Economic Vitality
		<input type="checkbox"/>	Promote Environmental Stewardship

### Governing Policies/Bylaws/Legislation or Agreements

Council's current policies on debt and reserves are attached.

### Public Engagement/Communication Strategy

n/a

### Alternatives for Consideration

n/a

### CAO Comments

I support this recommendation. For Administration to develop a budget that is in alignment with Council's financial expectations, requires an update to the financial health policies of Council. These policy documents will ensure the desired outcomes are clear.

### Attachments

1. Debt Management Policy
2. Reserve Management Policy

Prepared by:  
Elaine Vincent  
CAO  
November 29, 2017

TOWN OF OKOTOKS POLICY

**DEBT MANAGEMENT POLICY**

Policy No: A11-F13-01

Date Approved: 26 April 1999

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**I. POLICY STATEMENT**

The Town of Okotoks believes that well planned and prudently managed debt, in concert with pay-as-you-go financing to replenish, renew and expand the municipality's infrastructure constitutes sound financial management practice.

Recognizing that debt places a claim against future revenues of the municipality, the Town of Okotoks will manage current and future debt by establishing defined purposes for incurring debt, by establishing allowable debt ceilings, and by proscribing repayment schedules. The setting of such standards is intended to create a balance between lower cost pay-as-you-go and higher cost pay-in-the-future philosophies, thus sharing the financial burden for new acquisitions and infrastructure upgrades between current and future generations.

**II. STANDARDS**

**1. Allowable Debt:**

Except for a short term borrowing (ie. six months or less) to bridge operating expenses with forthcoming revenue, debt may only be incurred for the purpose of financing capital property or projects.

**2. Debt Limits:**

Notwithstanding limitations imposed from time to time by the MGA or the Minister;

i) **Maximum Total Debt** - The maximum total debt (excluding short term borrowing) the Town may normally incur shall be the lesser of:

a) 1.125 times annual revenue for the preceeding year  
(ie. 0.75 times 1.5 times annual revenue); or

b) debt such that the annual payment of principal and interest does not exceed 0.1875 times annual revenue for the preceeding year  
(ie. 0.75 times 0.25 times annual revenue);

**TOWN OF OKOTOKS POLICY**

**DEBT MANAGEMENT POLICY**

Policy No: A11-F13-01

Date Approved: 26 April 1999

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- ii) **Individual Loans** - Each capital project or acquisition will be subject to the following debt limits:
  - a) Debt funding for essential capital equipment, property and/or projects may not exceed 100% of the value of the equipment, property and/or project. Essential capital includes Utilities, Transportation, Engineering, Protective Services and Corporate Governance (ie. Financial, Administrative, Personnel and Management interests and activities);
  - b) Debt funding for discretionary capital equipment, property and/or projects may not exceed 50% of the value of the equipment, property and/or project. Discretionary capital includes Recreation, Parks / Open Spaces, Culture & Community Services and all other non-essential interests and activities.
- iii) **Repayment Schedule** - The repayment of all individual loans shall be completed within the anticipated half-life of the capital asset, or within 25 years of making the loan, whichever is least.

3. **Repayment Funding:**

The internal request and approval process for each individual debt (loan) application will identify one of the following methods of repayment, subject to the above-mentioned standards:

- i) **100% User-Fees** - Repayment through 100% user-fees involves a dedicated cash flow from a Business Centre's revenue budget. Such a payment may arise from a user-fee surcharge or from regular user-fees;
- ii) **Combined User-fees / Tax Rate Support** - Repayment will involve a cash flow from a Business Centre's revenue and tax support budget. The percentage of debt repayment from user-fees and tax rate support will be as represented in each annual approved operating budget; and

**TOWN OF OKOTOKS POLICY****DEBT MANAGEMENT POLICY**

Policy No: A11-F13-01

Date Approved: 26 April 1999

- iii) **100% Tax Rate** - Repayment through 100% Tax Rate involves a dedicated cash flow from a Business Centre's approved tax support budget. Such a payment may be funded by a tax rate surcharge or from general tax revenue.

**III. RESPONSIBILITIES**

1. **Application Of Policy:**  
Business Centre Leaders, in concert with Finance and Administration, will be responsible for the application and stewardship of debt management in accordance with this policy.
2. **Debt Reporting:**  
The Municipal Treasurer will provide to the Finance and Budget Committee, quarterly reports on the status and projection of the Town's debt.
3. **Maintenance Of Policy:**  
Responsibility for the periodic review and recommendation for update of this policy rests with the Corporate Services Manager.

## TOWN OF OKOTOKS POLICY

### **RESERVE MANAGEMENT POLICY**

Policy No: A11-F17-01

Date Approved: 19 July 1999

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#### **I. POLICY STATEMENT**

The Town of Okotoks will develop and maintain financial reserves to facilitate multi-year financial planning and administration.

#### **II. DEFINITIONS**

**Reserve**: An account that is used to segregate and hold funds that are to be used for a specified purpose, either in the current or future budget years.

#### **III. STANDARDS**

##### **1. Establishment of Reserves:**

Reserves may only be established or eliminated under the authority of Council, by way of a resolution, or inclusion in an approved budget, and will be used for specified purposes. As well, all reserve transactions (ie. deposits, withdrawals and “temporary” inter-reserve transfers) must be authorized within an approved or amended budget. The investment management of funds within reserves will be in accordance with the Town’s Investment Policy.

##### **2. Purpose/Use of Reserves:**

The purpose or use of a reserve is to be specified at the time of establishing the reserve, and may be subsequently amended by Council resolution. Reserves will normally be established for:

- i) tax-rate and tax-support stabilization;
- ii) development of new capital and recapitalization funds;
- iii) development and maintenance of extraordinary funds for emergency situations and circumstances;
- iv) carrying over designated funds from one fiscal year to another, for programs and services that transcend fiscal years and that require funding continuity and dedication; and
- v) development and maintenance of funds to take advantage of current and future Federal and Provincial matching/cost-sharing grants.

**TOWN OF OKOTOKS POLICY**

**RESERVE MANAGEMENT POLICY**

Policy No: A11-F17-01

Date Approved: 19 July 1999

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**3. Terms of Reserve Management:**

The terms under which a reserve will be managed are also to be specified at the time of establishing the reserve, and may be subsequently amended by Council resolution. Terms of management may address such conditions as:

- i) Rate and method / source of contribution;
- ii) Minimum and / or maximum balance;
- iii) Disbursement schedule or cash flow liquidity (ie. availability of funds on demand);
- iv) Timeframe that reserve is to remain in effect (eg. indefinite period, specified number of years, or until a milestone event occurs, etc.);
- v) Authority / delegation of authority to approve withdrawals / disbursements;
- vi) Interim use of reserve funds for internal (inter-Business Centre) loans during periods that the funds will not otherwise be called upon and for which the repayment schedule will be as approved by Council.

**IV. RESPONSIBILITIES**

**1. Application Of Policy:**

Business Centre Leaders, in concert with Finance and Administration, will be responsible for the application and stewardship of reserve management in accordance with this policy.

**2. Reserve Reporting:**

The Municipal Treasurer will provide to the Finance and Budget Committee, quarterly reports on the status and projection of the Town's reserves.

**3. Maintenance Of Policy:**

Responsibility for the periodic review and recommendation for update of this policy rests with the Corporate Services Manager.



## Franchise Agreements / Municipal Consent and Access Fees

### Issue

A review of the Town of Okotoks Franchise Agreements / Municipal Consent and Access Fees is suggested.

### Motion Proposed by Administration

That the Governance and Priorities Committee be requested to provide a report to Council by March 30, 2018 with direction on future franchise fees as follows:

- 1) a report outlining the minimum and maximum fees that can be charged;
- 2) a table highlighting the comparisons of fees charged by comparator municipalities across the Province;
- 3) a recommendation on the fees that should be planned for in the 2019 upcoming 5-Year Operating Budget Forecast; and
- 4) a recommendation on potential policy options to capture Council's future policy direction.

### Report, Analysis and Financial Implications

Standardized provincial franchise agreements have enabled an equitable comparison of franchise fees across the Province. Okotoks franchise fees are consistently lower than our comparator cities/towns and should be reviewed as the agreements are up for renewal.

Under the *Municipal Government Act*, municipalities have the ability to provide public utilities. If the municipality chooses not to provide a utility it is considered a non-municipal public utility and is covered by Section 45 of the *MGA*. This allows for the municipality to enter into 'franchise agreements' grants the utility provider the right to provide utility service in all or in part of the municipality for up to 20 years. Under the terms of the agreement, franchise fees (also known as the municipal consent and access fee) are eligible fees to collect. The utility provider collects this fee and returns it to the municipality. The fee is a legitimate charge for the use of municipal right of ways, including maintenance costs and costs associated with integrating rights of way of electric wires, gas pipelines, water and sewer lines, and roads.

### Strategic Plan Goals

<input type="checkbox"/>	Manage Community Growth	<input checked="" type="checkbox"/>	Provide Strong Governance
<input type="checkbox"/>	Provide Quality Community Infrastructure	<input type="checkbox"/>	Healthy and Safe Community
<input type="checkbox"/>	Maintain Organizational Excellence	<input type="checkbox"/>	Foster Economic Vitality
		<input type="checkbox"/>	Promote Environmental Stewardship

### Governing Policies/Bylaws/Legislation or Agreements

Copies of the current franchise agreements will be shared with the Governance and Priorities Committee at the time this item is presented.

**Public Engagement/Communication Strategy**

This will be developed once policy direction has been received.

**Alternatives for Consideration**

n/a

**Deputy CAO Comments**

I support this recommendation. Understanding franchise agreements, their authorities and the financial recovery mechanisms will aid in the development of future budget guidelines. It is important this work is completed prior to March so the 2019 budget guidelines are based upon this new policy direction.

Prepared by:  
Elaine Vincent  
CAO  
November 29, 2017



**Public Engagement/Communication Strategy**

n/a

**Alternatives for Consideration**

n/a

**CAO Comments**

The Q3 variances highlight the challenge of staffing capacity and project delivery.

**Attachment(s)**

1. 2017 Third Quarter Variance Schedules

Prepared by:  
Ralph Ettenauer, CPA, CMA  
Finance & Systems Director  
December 06, 2017



## **CURRENT SIGNAGE REGULATIONS AND POLICIES**

### **Issue**

An evaluation, approach and recommendations for amendments to the Town's current signage policy is presented for Council's consideration.

### **Motion Proposed by Administration**

That the amended Pageantry Features for New Neighbourhoods Policy be approved in principle; and

That direction be provided to Administration to bring forward amendments to Land Use Bylaw 40-98 that would accommodate all the signage that was originally proposed on-site for The Parkhouses; and

That direction be provided to Administration to address any proposed changes to New Neighbourhood signage through the comprehensive review of the Municipal Development Plan and the Land Use Bylaw.

### **Report, Analysis and Financial Implications**

On September 25, 2017 Council passed a notice of motion directing Administration to develop a Public Participation Strategy to engage with impacted stakeholders and members of the community that would outline the changes needed to the current signage regulations.

Administration supports exploring a proposal to changes to signage regulations specific to small scale developments such as The Parkhouses, a "pocket neighbourhood", by Lifestyle Homes.

Focusing on the The Parkhouses allows Administration to test the idea that pocket neighbourhoods align with the innovative housing envisioned in the Municipal Development Plan (MDP) and other more recent master plans. Supporting development industry marketing efforts (with due regard for other planning objectives) aligns with Council's broad economic, social and environmental policy objectives.

The MDP and Land Use Bylaw (LUB) reviews scheduled to begin in 2018 present an opportunity to evaluate existing regulations and conduct in-depth public consultation. This proposed pilot offers a chance for the proponent to test a specific market segment, for which enabling amendments can be completed within an expedited 10 week timeframe.

### **Governing Policies/Bylaws/Legislation or Agreements**

In 2017, Lifestyle Homes proposed to expand signage options to permit a combination of on-site marketing signage and installation of off-site pageantry-type signage on adjacent public road boulevards and traffic medians. The proposal has direct implications on the following Town bylaws/policies:

Land Use Bylaw - regulates all signs on private property. The type of signage permitted depends on the district, for example more signage is allowed as the non-residential uses become more intense. On-site signage is not allowed on a permanent basis in residential districts with the exception of small signs for home based businesses. The LUB also regulates all temporary signs on private lands.

Open Spaces and Recreation Facilities Bylaw - regulates signs on boulevards and parks. This Bylaw is generally quite restrictive due to the safety concerns (wind, visibility) that many temporary signs create, as well as the administrative requirements around them.

Traffic Bylaw - regulates vehicles, pedestrians and other activities on highways and roadways within the Town. Unless specifically provided for under the pageantry features policy, and minor exceptions for garage sale signs, only traffic signs are allowed in the roadways.

Pageantry Features for New Neighbourhoods Policy - In 2012 Council adopted this Policy in consultation with the development industry to establish uniform provisions and standards to support advertising and marketing of housing options in new developing areas of Town. A key piece of this policy was limiting this type of signage to 'neighbourhoods' as defined by the policy. The signage strategy was intended to draw attention to the newly developing neighbourhood at large, as opposed to individual sites or lots.

Single lot developments, whether single detached dwellings or multi-unit sites like apartment buildings, townhouses, or developments such as The Parkhouses, are not eligible for pageantry signs. These developments are only permitted to have limited on-site signage in accordance with the LUB. Development Permit applicants can apply for a variance from the LUB through the appeal process. Administration is not aware of any other single site builders who have had issues with the sign guidelines and regulations since they were adopted in 2012.

New Neighbourhood Signage Policy - This policy ensures that residents, visitors, and potential residential home purchasers can locate new neighbourhoods from major streets. These signs are intended to identify new neighbourhoods only, not single phases of development within a neighbourhood.

### Strategic Plan Goals

<input type="checkbox"/>	Manage Community Growth	<input checked="" type="checkbox"/>	Provide Strong Governance
<input type="checkbox"/>	Provide Quality Community Infrastructure	<input checked="" type="checkbox"/>	Healthy and Safe Community
<input type="checkbox"/>	Maintain Organizational Excellence	<input checked="" type="checkbox"/>	Foster Economic Vitality
		<input type="checkbox"/>	Promote Environmental Stewardship

### Public Engagement/Communication Strategy

Engagement with the local residential development industry, adjacent property owners, and the public at large would be conducted for further amendments to sign-related bylaws and policies.

### **Alternatives for Consideration**

Administration has prepared an amended Pageantry Features for New Neighbourhoods Policy to enable a wider interpretation of what constitutes a neighbourhood, which could allow developments such as The Parkhouses to use additional off-site signage; that is, pageantry features, comparable to the features eligible for full-size neighbourhoods.

As this is an innovative approach to support the local development industry and economic growth, it poses some risks relative to other Okotoks Community Vision Goals. Administration would recommend these new provisions be confined to the specific proposal for the subject location, for a limited period of time, and communicated to local industry stakeholders and the general public as a test case. In this context, the concept will be monitored and evaluated over the next year and then included within and subject to the broader consultation process for the MDP and LUB in 2018/2019.

Finally, as a late submission to this file, Lifestyle Homes has also made a new request that the Parkhouses project be included in wayfinding signs under the “Signage for New Neighbourhoods Policy”. Council could direct that this be done now, however, in Administration’s assessment, the idea warrants a better understanding of the potential impacts on and implications for wayfinding signs and public and industry consultation.

In summary, Administration has identified the following alternatives for Council consideration:

1. Approve the amended Pageantry Features for New Neighbourhoods Policy, in principle, which would allow as a test case, exclusively Lifestyle Homes to apply for off-site signage in the boulevard and median as a “Pocket Neighbourhood” subclass to be brought back to Council in January 2018, subject to industry feedback and appropriate community notification;
2. Direct staff to bring forward amendments to Land Use Bylaw 40-98 that would accommodate all the signage that was originally proposed on site for the Parkhouses project (as documented in the Nov 15, 2017 SDAB decision). These amendments would be drafted as site-specific amendments only, and would be brought forward to a Council meeting in January 2018, for first reading. The amendments would be subject to a Public Hearing before adoption; and
3. With respect to the late submission from Lifestyle Homes to amend the Wayfinding signage for New Neighbourhoods Policy, to:
  - A) Direct staff to draft amendments to add the “Pocket Neighbourhood” subclass- to existing signs under the “Signage for New Developments Policy” now as in early 2018 (subject to Developer assuming costs and earliest availability of signs), or

- B) Bring forward at a later date, subject to a more comprehensive and inclusive review and stakeholder consultation of all Town signage provisions and policies in 2018/2019.

### **CAO Comments**

Signage is always a complex issue. With the variety of governing documents that are providing direction it is easy to understand how difficult this is to navigate. I support the approach of getting to resolution quickly on the immediate issue rather than building a comprehensive public participation strategy that will compete with the public participation strategy for the MDP and the LUB. I recommend the approval of the revised pageantry policy and the proposed LUB amendments. This will allow for these to come forward in January, and after the public hearing be approved within a month.

### **Attachment(s)**

1. Amended Pageantry Features for New Neighbourhoods Policy (revisions in red)

Prepared by:  
Planning Team  
December 07, 2017



## TOWN OF OKOTOKS POLICY

<b>Council Motion:</b> 12.C. 339	<b>Effective Date:</b> June 25, 2012	<b>Policy Number:</b> P12-03
<b>External Reference:</b> Traffic Safety Act Municipal Government Act Land Use Bylaw Traffic Bylaw New Neighbourhood Signage Policy	<b>Revised/Reviewed Date:</b>	<b>Originating/Lead Business Centre:</b>  Planning Services

**Title:** Pageantry Features for New Neighbourhoods

### Policy Statement:

The Town of Okotoks considers Pageantry Features within public roads an acceptable means for Land Developers to advertise New Neighbourhoods. Pageantry Features within public roads must be approved by the Town of Okotoks and adhere to defined Administrative Guidelines for their orderly use. This policy does not apply to any similar features adjacent to public roads on private lands, which are regulated under the Land Use Bylaw.

### Purpose:

- To control the location, use, and removal of all Pageantry Features within public roads.
- To ensure Pageantry Features are placed in a safe and attractive manner, properly maintained, and removed from public roads when no longer required without incurring additional expense to the Town.
- To ensure Pageantry Features within public roads are located consistent with provincial legislation as well as Town of Okotoks Bylaws and Policies.

### Definitions:

Land Developer: an individual, corporation or agency that is actively developing a New Neighbourhood within the Town of Okotoks boundaries. ~~A home builder is not considered a Land Developer unless acting on behalf of the developer of the New Neighbourhood.~~

**New Neighbourhood:** an area of the community with a neighbourhood name approved by Council that has an approved Outline Plan, and is under active development. ~~Typically~~Typically, a New Neighbourhood involves several separate and distinct phases of subdivision or a comprehensively designed group of homes or dwelling units. ~~A single phase of subdivision or a grouping of multi-unit buildings (e.g. apartments, duplexes, or attached housing) on a single development approval are not considered a New Neighbourhood~~Pageantry Features shall not be permitted for a builder or developer who is constructing single detached dwellings on individual lots not requiring a development permit.

**Pageantry Feature:** a decorative sign, flag and flagpole, banner and banner pole or other decorative element intended to attract potential home purchasers to a New Neighbourhood.

**Public Road:** the area within either a registered road right-of-way or a bare land condominium road unit intended for general public use.

### **Responsibilities:**

#### Business-Strategic Leadership Team

- Approve changes to the Pageantry Features for New Neighbourhoods Administrative Guidelines

#### Planning Services Team

- Process and issue approvals for Pageantry Features
- Refuse any application that does not comply with the provisions of the Pageantry Features for New Neighbourhoods Administrative Guidelines, or if in the opinion of the Planning Services Team the installation of the Pageantry as proposed in the application will not comply with the Administrative Guidelines
- Periodically review and propose changes to the Pageantry Features for New Neighbourhoods Administrative Guidelines, in consultation with all Land Developers operating in Okotoks, as required



## SNOW AND ICE CONTROL FOR THE INTEGRATED TRANSPORTATION NETWORK POLICY P17-04

### Issue

Draft Snow and Ice Control for the Integrated Transportation Network Policy P17-04 is presented to Council for consideration.

### Motion Proposed by Administration

That Snow and Ice Control for the Integrated Transportation Network Policy P17-04 be approved, as recommended by the Finance and Budget Committee.

### Report, Analysis and Financial Implications

During the 2018 budget presentations the following motion was made by the Finance and Budget Committee:

“That the Finance and Budget Committee forward a recommendation to Council that the additional \$65,000 per year cost as a result of the Service Level Review as Option #3 presented by Administration for Trails, Roads and Sidewalk Maintenance be included in the 2018 Operating Budget”.

Administration has developed draft Snow and Ice Control for the Integrated Transportation Network Policy P17-04, in response to the proposed service level increase in 2018.

If Council approves the addition of \$65,000 to the 2018 Operating Budget for Trails, Roads and Sidewalk Maintenance, it is necessary for Administration to have a policy which outlines snow and ice control for the integrated transportation network.

A guiding policy serves to inform the residents the level of service which can be anticipated.

If approved, Snow and Ice Control for the Integrated Transportation Network Policy P17-04 will replace the Snow Removal and Sanding Risk Management Policy A11-T12-01.

### Strategic Plan Goals

<input type="checkbox"/>	Manage Community Growth	<input type="checkbox"/>	Provide Strong Governance
<input checked="" type="checkbox"/>	Provide Quality Community Infrastructure	<input checked="" type="checkbox"/>	Healthy and Safe Community
<input type="checkbox"/>	Maintain Organizational Excellence	<input type="checkbox"/>	Foster Economic Vitality
		<input type="checkbox"/>	Promote Environmental Stewardship

### Governing Policies/Bylaws/Legislation or Agreements

n/a

### Public Engagement/Communication Strategy

The policy will be communicated via the Town's social media channels in order to adequately and accurately manage residents' expectations.

**Alternatives for Consideration**

n/a

**CAO Comments**

I support the policy proposed by Administration.

**Attachment(s)**

1. Draft Snow and Ice Control for the Integrated Transportation Network Policy  
P17-04
2. A11-T12-01 Snow Removal and Sanding Risk Management

Prepared by:  
Elaine Vincent  
Chief Administrative Officer  
November 30, 2017



## TOWN OF OKOTOKS COUNCIL POLICY

<b>Council Motion:</b>	<b>Effective Date:</b>	<b>Policy Number:</b> P17-04  <b>Supersedes/Repeals:</b> A11-T12-01
<b>External Reference:</b>	<b>Revised/Reviewed Date:</b>	<b>Originating/Lead Business Centre:</b> Transportation

**Title:**

Snow and Ice Control for the Integrated Transportation Network

**Policy Statement:**

The Town of Okotoks will take reasonable steps to manage snow and ice hazards on public roadways, parking lots, sidewalks, and primary pathways in a systematic and timely manner to prevent or reduce accidents and injuries, ensure safe access for the public and emergency vehicles, promote active transportation, and minimize economic loss to the community.

**Purpose:**

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.

**Definitions:**

In this Policy, unless the context otherwise requires:

**Arterial Roads** - Refers to the major roadways that expedite the movement of vehicles between communities and major destinations, carry the highest traffic volume, and serve as essential to providing access to neighborhood entrances.

**Collector Roads** - Refers to the roadways that connect local streets to arterial roads; carry moderate volumes of traffic; this type of roadway carries vehicles between arterial and residential roadways.

**Residential Road** - Refers to an undivided roadway that provides direct access and collects traffic from abutting residential properties and distributes this traffic to collector roads.

**Pathway (Primary)** - Refers to an asphalt pathway or concrete walk located on or adjacent to public lands that is interconnected to the greater pathway/sidewalk system and is typically 2.5-4m in width.

**Pathway (Secondary)** - Refers to an asphalt pathway or concrete sidewalk located on public lands that is isolated/disconnected from the greater pathway/sidewalk system and is typically less than 2.5m in width.

**Snow Clearing / Plowing** - Means to clear to the side or level snow after a snowfall to make travel easier and safer.

**Sanding** - Refers to the application of abrasive material for traction control.

**Sidewalk** - Refers to a concrete or walkway located within the road right-of-way (boulevard) and adjacent to a Town-owned premise.

**Snow Removal** - Refers to the act of physically removing, typically by hauling, deposited or accumulated snow from a roadway or parking lot.

**Anti-Icing** - Refers to the application of chemicals that not only de-ice, but also remain on a surface and continue to delay the reformation of ice for a certain period of time, or prevent adhesion of ice to make the driving surface safer and mechanical removal easier.

**Priorities and Standards** - Means that except for emergency conditions, snow and ice control operations may be modified or adjusted when the daily high temperature including wind chill factor is lower than minus thirty-five degrees Celsius (-35°C).

When storms are continuous or follow closely one after the other, operations will be repeated or continued on the highest priority until completed before moving on to the next priority. The snow and ice control program essentially will “reset” when continuous snow events are experienced.

Snow clearing will result in windrows on both sides of the road or to the centre of the road. Transportation crews will endeavour to do their best to minimize creation of windrows however, the clearing of windrows in front of driveways left by equipment shall be the responsibility of the property owner or affected individual, company or corporation.

Parking bans may be implemented from time to time and as required to assist with snow and ice control activities. Areas where parking is to be banned will be signed in advance. Vehicles that do not adhere to the parking ban or are not in accordance with

applicable bylaws may be subject to ticketing or towing at the expense of owner of the vehicle.

#### A. Sidewalk and Pathway Priorities and Standards

- Sidewalks are cleared adjacent to Town-owned premises within 24 hours and sanded as required once accumulation of approximately 1.5cm or greater has occurred, 7 days per week.
- Primary pathways are cleared within 24 hours and 7 days per week when accumulation of approximately 1.5cm or greater has occurred to facilitate active transportation.
- Concrete sidewalks in the boulevard adjacent to Town-owned lands without premises are cleared on normal business days, Monday to Friday, excluding holidays.

#### B. Roadway Priorities and Standards

##### Priority 1: Arterial Roads and Downtown

- Sanding operations shall commence within 24 hours when snowfall accumulation under approximately 4cm has occurred.
- Snow clearing will commence within 24 hours when approximately 4cm or more has accumulated. Additional snow clearing (widening) along routes will occur once all other priority and secondary routes have received initial snow clearing response.
- Snow removal may be initiated when compacted snow on the road is sufficient to impede the flow of traffic, causes drainage concerns, or when windrows along the side of the road exceed one (1) metre in height.

##### Priority 2: Collector Roads

- Sanding operations shall commence within 48 hours when snowfall accumulation under approximately 4cm has occurred.
- Snow clearing will commence within 48 hours when approximately 4cm or more has accumulated. Additional snow clearing (widening) along route will occur once all other priority and secondary routes have received initial snow clearing response.
- Snow removal may be initiated when compacted snow on the road is sufficient to impede the flow of traffic, causes drainage concerns, or when windrows along the side of the road exceed one (1) metre in height.

##### Priority 3: Residential Roads

- Snow and ice control operations are activated when the road is rendered impassable, extenuating circumstances exist, or as required by the Transportation Manager.
- Roads are sanded and bladed flat to minimize rutting when identified but snowpack of varying depths may be left in accordance with what is required to minimize driving difficulty and when extenuating circumstances exist.

- Snow removal operations may be implemented when the road is rendered impassable, poses significant safety concerns, drainage is impacted, or other extenuating circumstances as determined.

**RESPONSIBILITIES:**

The Transportation and Parks Business Centres are responsible for the administration and application of this policy.

**REFERENCED DOCUMENTS:**

- Streets and Roads Snow Clearing Routes map, current edition (updated annually)
- Pathways and Sidewalks Snow Clearing Routes map, current edition (updated annually)

Draft

<b>TOWN OF OKOTOKS POLICY</b>
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**SNOW REMOVAL AND SANDING  
RISK MANAGEMENT POLICY**

Policy No: A11-T12-01

As of: November 12, 2001

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**1. POLICY STATEMENT**

The Town of Okotoks will take reasonable steps to prevent accidents on sidewalks, pathways, street, and parking lots that are the responsibility of the town by implementing a process to identify and rectify hazards in a systematic and timely manner. Council will approve snow removal, sanding maps budgets from time to time. In addition to the standards established within the terms of this policy, the Town will rely on employees and the general public to assist in identifying ice and snow hazards.

**2. STANDARDS**

- 2.1 Street Snow Removal:** Snowfall accumulation under approximately 4 cm shall require sanding. Snow removal will commence within 24 hours when approximately 4 cm or more has accumulated.
- 2.2 Snow Removal and Sanding Classification:** Town street snow removal routes shall be classified as Priority routes and Secondary routes as established in the Town of Okotoks Snow Removal Maps and approved by Council from time to time.
- 2.3 Sanding Streets Sidewalks and Pathways:** Sanding streets, sidewalks and pathways will be according to the Town of Okotoks Sanding Map approved by Council from time to time.
- 2.4 Sidewalk and Regional Pathway System Snow Removal:** Town sidewalk and pathways snow removal will be conducted according to the Sidewalk and Pathway Snow Removal Map approved by Council from time to time.
- 2.5 Designated Sidewalks and Pathways:** Designated sidewalks and pathways will be cleared of snow within 72 hours providing resources are available.

- 2.6 Town owned Parking Lots Snow Removal and Sanding:** Snow removal in Town owned parking lots shall be conducted according to the Town of Okotoks Snow Removal Map.

### **3. RESPONSIBILITIES**

- 3.1 The Transportation Business Center**, under the leadership of the Transportation Business Center Leader, is responsible for the administration and application of this policy.
- 3.2 Common Services Business Center**, when contacted by residents or employees with reports or complaints of slippery road conditions, or possible hazards the Transportation Business Center Leader will, in a timely fashion, have the report investigated to determine whether action is required.

no/shared/riskmgmt



## CAPITAL PROJECT DEFERRAL AND CARRY FORWARD POLICY P17-03

### Issue

Draft Capital Project Deferral and Carry Forward Policy P17-03 is presented to Council for consideration.

### Motion Proposed by Administration

That Capital Project Deferral and Carry Forward Policy P17-03 be approved, as recommended by the Finance and Budget Committee.

### Report, Analysis and Financial Implications

Administration has developed draft Capital Project Deferral and Carry Forward Policy P17-03 in order to close capital projects which have not been completed within two years of the projects' last budgeted expenditure.

Closing capital projects which are not completed within a two year period demonstrates strong governance and fiscal responsibility, as it allows the funds and resources allocated to the projects to be redistributed to other more current capital projects.

The Finance and Budget Committee discussed this item at the November 15-17, 2017 budget presentation meeting and support the draft policy.

### Strategic Plan Goals

<input type="checkbox"/>	Manage Community Growth	<input checked="" type="checkbox"/>	Provide Strong Governance
<input checked="" type="checkbox"/>	Provide Quality Community Infrastructure	<input type="checkbox"/>	Healthy and Safe Community
<input checked="" type="checkbox"/>	Maintain Organizational Excellence	<input type="checkbox"/>	Foster Economic Vitality
		<input type="checkbox"/>	Promote Environmental Stewardship

### Governing Policies/Bylaws/Legislation or Agreements

n/a

### Public Engagement/Communication Strategy

n/a

### Alternatives for Consideration

n/a

### CAO Comments

I support the policy proposed by Administration.

### Attachment(s)

1. Draft Capital Project Deferral and Carry Forward Policy P17-03

Prepared by:

Ralph Ettenauer  
Finance & Systems Director  
November 30, 2017



## TOWN OF OKOTOKS COUNCIL POLICY

<b>Council Motion:</b>	<b>Effective Date:</b>	<b>Policy Number:</b> P17-03  <b>Supersedes/Repeals:</b>
<b>External Reference:</b>	<b>Revised/Reviewed Date:</b>	<b>Originating/Lead Business Centre:</b> Finance & Systems

**Title:** Capital Project Deferral and Carry Forward Policy

**Policy Statement:**

Capital projects that have not incurred any costs within two years of the last budgeted expenditure will be removed from the capital plan; the funding allocated for the project will be returned to its original funding source; and the project will be closed. If the project is a requirement in the future, a new request must be submitted for Council approval.

**Purpose:**

All capital projects that have not incurred any costs within two years of the last budgeted expenditure require the following action:

- a. If total expenses are below 25% of the total project budget, the unused funding will be returned to the original funding source(s) in the same proportion as the funds were applied. The project will be closed, and if the project is a requirement in the future, a new request must be submitted for Council approval.
- b. If total expenses are within 25% - 50% of the total project budget, the Business Centre will bring a report to Council explaining the project expenses to date, the plans for completing the project, a suggested recommendation for approval, and the resulting action(s).
- c. If the total expenses are above 50% of the total project budget the Business Centre will bring a report to Council outlining the plans for completing the project, a suggested recommendation for approval, and the resulting action(s).
- d. All projects affected by this policy must be reported to Council on an annual basis concurrent with the submissions of the annual audited report to Council or as soon as possible thereafter.



## BYLAW 43-17

### **Purpose**

The purpose of Bylaw 43-17 is to amend Land Use Bylaw 40-98 to align with and incorporate recent changes to the *Municipal Government Act (MGA)*.

### **Readings**

This bylaw is ready for first reading only.

### **Public Hearing and/or Public Engagement/Communication Strategy**

Under the *MGA*, a public hearing must be held prior to consideration of second and third readings for amendments to the Land Use Bylaw.

A public hearing has been scheduled for January 8, 2018 and will be advertised in the *Western Wheel* on December 20 and 27, 2017.

### **Report, Analysis and Financial Implications**

The proposed amendment only affects administrative processes and will not result in an increased number of lots or the redesignation of land. The amendment relates to how Administration handles development permit (DP) applications, including:

- complete and incomplete DP applications;
- refusal of DP applications;
- notice of decisions on DP applications, including sending documents by electronic means;
- advertising notices of decisions; and
- appeal timelines regarding decisions on DP applications.

Bylaw 43-17 will be referred to the Municipal Planning Commission for a recommendation on December 14, 2017.

### **Strategic Plan Goals**

<input checked="" type="checkbox"/>	Manage Community Growth	<input checked="" type="checkbox"/>	Provide Strong Governance
<input type="checkbox"/>	Provide Quality Community Infrastructure	<input type="checkbox"/>	Healthy and Safe Community
<input checked="" type="checkbox"/>	Maintain Organizational Excellence	<input type="checkbox"/>	Foster Economic Vitality
		<input type="checkbox"/>	Promote Environmental Stewardship

### **Alternatives for Consideration**

n/a

### **CAO Comments**

I support the recommendation of Administration.

### **Attachment(s)**

1. Draft Bylaw 43-17

**BYLAW 43-17****A BYLAW OF THE TOWN OF OKOTOKS  
IN THE PROVINCE OF ALBERTA  
TO AMEND THE LAND USE BYLAW 40-98**

**WHEREAS** pursuant to the provisions of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26 and amendments thereto, Council may pass a Bylaw for the purpose of amending the Land Use Bylaw (40-98) within the Town of Okotoks, and

**WHEREAS** Council deems it desirable to amend Land Use Bylaw 40-98; and

**WHEREAS** notice of the intention of Council to pass a bylaw has been given in accordance with Section 606 of the *Municipal Government Act*.

**NOW THEREFORE** the Council of the Town of Okotoks enacts that Land Use Bylaw 40-98 is amended as follows:

1. Section 17 [Interpretation] is amended by deleting the definition of “Act” and replacing it with the following:  
**Act** means the *Municipal Government Act*, RSA 2000, c M-26, as amended, and any amendments or substitutions thereof.
2. Section 17 [Interpretation] is amended by adding the definition of “Town”:  
**Town** means the Town of Okotoks, a municipal corporation in the province of Alberta, or the area within the corporate limits of the Town of Okotoks, as the context requires.
3. Section 3.4.0 [Non-Compliance with Information Requirements] is amended by deleting section 3.4.1 in its entirety and replacing it with the following:  
3.4.1 The Development Authority must review development permit applications to determine whether they are complete, and provide written notice to applicants, in accordance with section 683.1(1) of the *Act*.
  - (a) When the Development Authority determines that the development permit application is complete, the Development Authority must provide notice in accordance with section 4.5.1 of this Bylaw and the *Act*.
  - (b) Despite 3.1.1, in the course of reviewing the application, the Development Authority may request additional information or documentation from the applicant that the Development Authority considers necessary to review the application.
4. Section 4.4.1 [Discretion of the Development Authority] is amended by deleting section 4.4.1(c) in its entirety and replacing it with the following:

(c) notice is given in accordance with sections 4.5.1 and 4.5.3 of this Bylaw.

5. Section 4.5.0 [Issuance of Development Permits and Notices] is amended by:

(A) Revising 4.5.1(e) to read as follows:

4.5.1(e) Any notice to be provided under this Bylaw shall be in writing, and must specify the date on which the decision was made, and must be given or sent to the applicant within 24 hours of the decision being made, in accordance with the *Act*.

(B) Revising 4.5.1(f) to read as follows:

4.5.1(f) Any notice to be provided under this Bylaw shall be provided by email, unless otherwise directed by the applicant, addressed to the parties at the addresses specified on the application form and be deemed to have been received in accordance with the *Act*.

(C) Revising 4.5.1(g) to read as follows:

4.5.1(g) Delivery of any notice provided under this Bylaw and sent by regular mail shall be deemed to have been received in accordance with the *Interpretation Act* and amendments thereto.

(D) Deleting 4.5.3(a)(i) and (ii) in their entirety and replacing with the following:

(i) The Notice of Decision shall be provided to the applicant and a notice shall be published on the Town's website stating the location of the property for which the application has been made, the use approved and any Bylaw requirements which were varied. At the discretion of the Development Authority, notice may also be published in a newspaper circulating in the municipality, and

(ii) A development permit shall not be issued until twenty-one (21) days after the Notice of Decision has been published and until all applicable prior to release conditions have been met.

(E) Deleting 4.5.3(c) in its entirety and replacing it with the following:

(c) For the purposes of this Bylaw, Notice of Decision for approval of a discretionary use or a variance is deemed to have been given on the date the Notice of Decision is published on the Town's website.

6. Section 4.5.4 [Refusals] is amended by deleting sections 4.5.4(a) and (b) and replacing them with the following:





## BYLAW 09-17

### **Purpose**

The purpose of Bylaw 09-17 is to establish fees, rates, and charges for services provided by the Town of Okotoks for 2018.

### **Readings**

This Bylaw is ready for second and third readings.

### **Public Hearing and/or Public Engagement/Communication Strategy**

The Finance and Budget Committee reviewed the rates during the 2018 draft budget review process. The new fees, rates, and charges will be widely advertised and posted on the Town's website once third reading has been given.

### **Report, Analysis and Financial Implications**

Council adopts a new bylaw annually which sets the fees, rates, and charges for services for the upcoming year.

Draft Bylaw 09-17 includes the fees, rates, and charges that have been incorporated into the proposed 2018 Operating Budget.

The Finance and Budget Committee reviewed draft Bylaw 09-17 in conjunction with the review of the proposed 2018 Operating Budget on November 15 - 17, 2017. The Committee considered all recommended changes that included increases in base rates and user consumption rates for utilities – water and sewer rates, a change in rates for recreation centre rentals, changes in outdoor sports field and diamond rentals, etc., and recommended to Council that the proposed changes be supported.

### **Strategic Plan Goals**

<input type="checkbox"/>	Manage Community Growth	<input type="checkbox"/>	Provide Strong Governance
<input type="checkbox"/>	Provide Quality Community Infrastructure	<input type="checkbox"/>	Healthy and Safe Community
<input type="checkbox"/>	Maintain Organizational Excellence	<input checked="" type="checkbox"/>	Foster Economic Vitality
		<input type="checkbox"/>	Promote Environmental Stewardship

### **Alternatives for Consideration**

n/a

### **CAO Comments**

I support the rates and fees as presented as the new proposed rates.

### **Attachment(s)**

1. First reading version of Bylaw 09-17

Prepared by:  
Ralph Ettenauer  
Finance and Systems Director  
December 05, 2017

**BYLAW 09-17**

**BEING A BYLAW OF THE TOWN OF OKOTOKS  
IN THE PROVINCE OF ALBERTA  
TO ESTABLISH FEES, RATES AND CHARGES  
FOR SERVICES PROVIDED BY THE MUNICIPALITY**

**WHEREAS** pursuant to the provisions of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26 and amendments thereto Council may pass a Bylaw annually for the purpose of establishing fees, rates and charges for services provided by the Municipality.

**NOW THEREFORE** the Council of the Town of Okotoks enacts as follows:

1. This Bylaw may be known as the "Fees, Rates and Charges Bylaw".
2. The fees, rates and charges contained in the attached Schedule "A" and forming part of this Bylaw, shall be the fees, rates and charges in effect for the provision of goods and services stated.
3. That the fees, rates and charges contained in the attached Schedule "A" shall form part of this Bylaw and may be amended from time to time by Bylaw and any such amendment shall form part of this Bylaw.

**SEVERABILITY**

It is the intention of Council that each separate provision of this Bylaw shall be deemed independent of all other provisions herein and it is the further intention of Council that if any provision of this Bylaw is declared invalid, all other provisions hereof shall remain valid and enforceable.

This Bylaw shall come into full force upon third and final reading, and be effective January 1, 2018.

READ A FIRST TIME this 27<sup>th</sup> day of November, 2017.

READ A SECOND TIME this     day of                             , 2017.

READ A THIRD TIME and passed this     day of                             , 2017.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Administrative Officer

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First Reading Version

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>CORPORATE SERVICES</b>				
	Okotoks Logo Flags (Cost recovery)	1-Jan-13	75.00		Each
	Tax Certificate - Electronic	1-Jan-03	25.00		Each
	Tax Certificate - Manual	1-Jan-03	35.00		Each
	Tax inquiries (other than tax and legal descriptions)	1-Jan-10	25.00		Each
	Statements of Account Activity	1-Jan-10	25.00		Each
	NSF Cheques/Rejected Credit Card Scheduled Payment	1-Jan-16	30.00		Each
	Correction of banking transactions for customers	1-Jan-16	20.00		Each
			4.00 (4.00 for		
	Parking Permits (in approved locations)	1-Jan-11	replacement)		Each (3 per residence)
	Electrical Franchise Fees	1-Apr-14	10.0%		Fortis Transmission Distribution Revenues
	Natural Gas Franchise Fees	8-Sep-75	5.25%		Provider's Natural Gas Revenues
<b>E</b>	<b>Training and Development</b>				
	<del>Internal Workshops attended by non-staff</del>	<del>1-Feb-00</del>	<del>-Cost Recovery-</del>		<del>Per-attendee</del>
	<del>External Workshops for non-staff</del>	<del>1-Feb-00</del>	<del>-Cost Recovery-</del>		<del>Per-day/per-workshop</del>
	Environmental Assessment Inquiries	1-Jan-03	280.00		
<b>E</b>	<b>FREEDOM OF INFORMATION &amp; PROTECTION OF PRIVACY ACT (FOIP) (Bylaw 13-00)</b>				
	For Each FOIP Application:				
	For locating a general document - one time only fee		25.00		
	For locating a general document - Continuing request fee		50.00		
	For locating & retrieving a record		6.75		
	For producing a record from electronic record:				
	a) Computer processing & related charges			Actual cost to the Town	
	b) Computer programming			Actual cost to the Town up to \$20.00	
	For producing a paper copy of a record, photocopies and computer printouts:				
	a) Black and white up to 8 1/2" x 14"		0.25		
	b) Other formats		0.50		
	c) From microfiche to microfilm		0.50		
	d) Plans and blueprints			Actual cost to the Town	
	For producing a copy of a record by duplication of the following media:				
	a) Microfiche and microfilm		5.00	Actual cost to the Town	
	b) Computer disks				

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	c) Audio and video tapes				
	For producing a photographic copy (colour, black & white from a negative, slide or digital image):		Actual cost to the Town		
	4"x6"		3.00		
	5"x7"		6.00		
	8"x10"		10.00		
	11"x14"		20.00		
	16"x20"		30.00		
	For producing a copy of a record by any process on in any medium/format not listed above		Actual cost to the Town		
	<b>MAPPING AND GIS SERVICES</b>				
T	Maps - Land Use, Base & Addressing	10-Dec-01	10.00		Each
	Air photo - colour ink plot reproduction (Minimum charge \$ 20.00)	10-Dec-01	20.00		Per partial air photo print up to 11" x 17"
	Air photo - colour ink plot reproduction (Minimum charge \$ 20.00)	10-Dec-01	100.00		Entire Air Photo
T	<b>Plotting Requests</b>				
	36"x48" Colour Plot (AO sheet size)	1-Jan-10	40.00		Per Plot
	36"x48" B & W Plot (AO sheet size)	1-Jan-10	35.00		Per Plot
	24"x36" Colour Plot (A1 sheet size)	1-Jan-10	25.00		Per Plot
	24"x36" B & W Plot (A1 sheet size)	1-Jan-10	20.00		Per Plot
	11"x17" B & W/ Colour Plot	1-Jan-10	10.00		Per Page
	8.5"x11" B & W/ Colour Plot	1-Jan-10	5.00		Per Page
	Miscellaneous Plotting (charge scale includes plotting expense)	1-Jan-10	75.00		Per Hour
T	<b>Digital Information</b>				
	Digital Colour Orthophoto With Legal Survey Fabric (Min charge \$100)	1-Jan-08	500.00		Entire Orthophoto
	Digital Colour Orthophoto Without Legal Survey Fabric (Min charge \$100)	1-Jan-08	500.00		Entire Orthophoto
	Legal Survey Fabric (\$100 min charge)	1-Jan-10	300.00		Entire dataset
	Deep Utility Information** (water, sanitary & storm) (\$125 per layer or 3-layer for \$300) (\$100 min charge)	1-Jan-10	300.00		Entire dataset
	Contour Layer (\$100 Min Charge)	1-Jan-10	300.00		Entire dataset
	LIDAR Layer (\$100.00 Min Charge)	1-Jan-18	NEW	300.00	Entire dataset
	DVD Media Charge for Data	1-Jan-07	15.00		Per DVD
	PDF File Generation	1-Jan-08	20.00		Per File
	** Deep Utility Information released only on approval by 1 senior manager				
	Note 1: All maps and data must have a disclaimer attached				
	Note 2: All rates for mapping services as noted, unless otherwise negotiated by agreement				
	Note 3: Other datasets are also available from the Town of Okotoks GIS Department				

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>SAFETY CODES PERMIT FEES</b>				
E	<b>Permit Fees</b> - If construction is commenced without a valid and subsisting permit, double the applicable fee shall be charged. All permits are valid for one (1) year from date		Min \$100.00 Max 2500.00 Based on 20% of Original Permit fee		
	<b>Permit Extensions</b> - The fee for extending the terms of a permit will be at the discretion of the SCO		20% of Original Permit fee		
	<b>Revisions and Re-examinations</b>				
	Minor Revisions	1-Jan-08	No Charge		
	Major revisions - The fee for revisions of a permit will be at the discretion of the SCO and the SCO may alter the fee charged based on the complexity of the revisions	1-Jan-08	Min \$100.00 Max 2500.00 Based on 20% of Original Permit fee		
	Administrative Charges/Refund - If a valid permit or applications is cancelled within ninety (90) days of receipt, upon written request to Safety Codes Services from the applicant, refund will be 50% of total fee (excluding GST, water meter, Safety Codes Fees and site license) shall be refunded	1-Jan-08			
	<b>Re-inspection Fee/Additional Inspections</b>	1-Jan-12	300.00		each
	<b>Payment of Associated Fees</b> - Notwithstanding the payment of any other fees for the purpose of obtaining a Safety Codes Permit, any out-of-pocket professional fees incurred by the Town as a result of a requirement of the Act will be charged to the Applicant on a full cost recovery basis.	1-Jan-08	Full Cost recovery		
	<b>Damage/Performance Bond</b> - The cost value is to be determined by the Town	1-Jan-08	Not to exceed 10000.00		
	<b>Occupancy Prior to Approval</b>	1-Jan-12	500.00		each
	<b>Information Request</b> -File search, letter request, variance report and related miscellaneous request which are not normally part of the active permit at the discretion of the SCO	16-Jul-12	85.00		each
	<b>Contractor Change</b>	1-Jan-08	50.00		per discipline /per permit
	<b>Failure to File a Verification of Compliance</b>	1-Jan-09	200.00		
	<b>Failure to Recall an Inspection</b>	1-Jan-09	200.00		
	<b>Assessment Inspection Residential</b>				
	Residential R-1 / R-2	1-Jan-14	200.00		
	Residential R-3	1-Jan-14	100.00		Per dwelling unit (Max 4000.00)
	Residential Accessory (garage, additions, basement development)	1-Jan-14	25.00		
	<b>Assessment Inspection Commercial</b>				
	New building construction	1-Jan-17	500.00		
	New interior development	1-Jan-14	200.00		
	<b>Assessment Inspection Industrial</b>				
	New building construction	1-Jan-17	500.00		
	New interior development	1-Jan-14	200.00		

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>Safety Codes Permit Fees Residential Application R-1, R-2</b>				
	Residential Permit Application, Requirements & Fees - Square footage is determined by the total of all developed floor areas shown on submitted drawings. Development not shown will require a separate permit prior to construction	1-Jan-17	2500.00		
	Residential Plot Plan Review	1-Jan-15	200.00		
	Residential HVAC	1-Jan-15	200.00		
	Residential Plumbing Permit	1-Jan-10	200.00		
	Residential Gas Permit	1-Jan-11	200.00		
	Residential Electrical	1-Jan-01	200.00		
			4% of permit cost (min \$4.50 max		
	Safety Codes Council Fee	1-Jan-17	\$560.00)		
	<b>Safety Codes Permit Fees Lot Grading Permit</b>				
	Single detached & Semi detached dwelling	1-Jan-13	200.00		
	Application fee for filing a Request for Extension of Time for Filing as Constructed Grade Certificate	30-May-10	100.00		
	Application fee for filing a Request for Extension of Time for Filing as Constructed Grade Certificate if schedule "E" of bylaw 15-12 is issued	30-May-10	200.00		
	<b>Safety Codes Permit Fees New Residential Multi-Unit (R-3), 3 or more units</b>				
	Building Permits	1-Jan-15	9.00		Per 1000.00 construction value (min 400.00)
	HVAC	1-Jan-08	100.00	200.00	Per dwelling unit (Max 4000.00)
	Plumbing	1-Jan-08	100.00	200.00	Per dwelling unit (Max 4000.00)
	Gas	1-Jan-08	100.00	200.00	Per dwelling unit (Max 4000.00)
	Electrical	1-Jan-08	100.00	200.00	Per dwelling unit (Max 4000.00)
			4% of permit cost (min 4.50 max		
	Safety Codes Council Fee	1-Jan-17	\$560.00)		
	<b>Safety Codes Permit Fees - Residential Accessory Permits</b>				
	Building Permits - Detached garages, decks, sheds, basement development, wood fireplaces, hot tubs, retaining wall , etc.)	1-Jan-15	100.00		Included in Building Permit Fee
	HVAC Residential Accessory Permit	1-Jan-10	100.00		
	Plumbing Residential Accessory	1-Jan-17	100.00		
	Gas Residential Accessory Permit (includes fire pit, fireplace, barbeque line, dryer, stove, garage heating units)	1-Jan-17	100.00		Per line
	Temporary Heating Units	1-Jan-12	100.00		Per connection per location
	Electrical	1-Jan-17	100.00		
			per 1000.00		
	Demolition, relocation, additions, manufactured homes and studio suites (Based on Town of Okotoks declaration of construction cost form)	1-Jan-17	Construction Value (min 100.00 max \$500.00)		

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
			4% of permit cost (min 4.50 max \$560.00)		
	Safety Codes Council Fee	1-Jan-17	\$560.00)		
	<b>Safety Codes Permit Fees - Commercial, Industrial, Institutional (&amp; Temporary Service Connections)</b>		per 1000.00		
	<b>Building</b> (Based on Town of Okotoks declaration of construction cost form)	1-Jan-17	Construction Value (min 200.00)		Required as part of a new permit or change of occupancy
	Occupancy Certificate	1-Jan-17	150.00		
	HVAC (Based on Town of Okotoks declaration of construction cost form)	1-Jan-15	9.00		per 1000.00 Construction Value (min 100.0)
	<b>Plumbing (base + per outlet)</b>	1-Jan-08	100.00		Base
		1-Jan-08	10.00		1-10 per each additional fixture
		1-Jan-08	5.00		>11 for each additional fixture
		1-Jan-17	200.00		0 BTU - 500,000 BTU
		1-Jan-17	300.00		500,000 BTU - 1M BTU
		1-Jan-17	400.00		1M BTU - 2M BTU
		1-Jan-17	400.00 +50.00/M		>2M BTU
	Temporary Heating Units	1-Jan-10	100.00		Per connection per location
	Replacement of commercial OR industrial appliance	1-Jan-08	100.00		per unit
	All building permits fees for construction not listed	1-Jan-10	100.00		per hour
	<b>Electrical Permit</b>				
	Permit fee based on the value of material/labour for electrical work	1-Jan-17	200.00		0-10000
		1-Jan-17	300.00		10001-20000
		1-Jan-17	400.00		20001-30000
		1-Jan-17	500.00		30001-40000
		1-Jan-17	600.00		40001-50000
		1-Jan-17	700.00		50001-60000
		1-Jan-17	800.00		60001-70000
		1-Jan-17	900.00		70001-80000
		1-Jan-17	1000.00		80001-90000
		1-Jan-17	1100.00		90001-100000
		1-Jan-17	1200.00		100001-110000
		1-Jan-17	1300.00		110001-120000
		1-Jan-17	1300.01 + 50.00 per additional 5000 construction costs		>130001
	All permit fees for construction not listed	1-Jan-10	100.00		per hour
	Communication Wiring (data, phones, etc.) Based on materials/labour of permit fee	1-Jan-08	100.00		0-1000
		1-Jan-12	150.00		> 1001
			4% of permit cost (min 4.50 max \$560.00)		
	Safety Codes Council Fee	1-Jan-17	\$560.00)		

First Review Version

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
E	<b>FIRE AND RESCUE SERVICES</b>				
	<b>Re: Unit of Measure: Fees quoted are hourly charge per apparatus per response minimum 1 hour. Additional time to be billed in 15 minute intervals.</b>				
	Mutual Aid Response	1-Jan-11	400.00		plus manpower
	Manpower		Cost recovery		
	Rescue Vehicle Non MVC	1-Jan-05	450.00		per hour
	Water Rescue	1-Jan-13	450.00 / 112.50		hour min/ .25 hour
	Motor Vehicle Collisions	1-Jan-17	500.00/125.00		hour min/ .25 hour
	Hazmat Trailer	1-Jan-11	150.00		per hour
	Foam Application	1-Jan-13	300.00		per 5 Gallons
	Absorb-All	1-Jan-17	25.00		per Gallon
	Engine	1-Jan-05	750.00/187.50		hour min/ .25 hour
	Aerial	1-Jan-13	750.00/187.50		hour min/ .25 hour
	Bush Buggy/SSV	8-May-06	400.00		per hour
	Tender	8-May-06	400.00		per hour
	Command Unit	8-May-06	400.00		per hour
	Incident Command Trailer - External Agencies	1-Jan-17	500.00		Per day
	Fire Extinguisher Training	1-Jan-13	25.00		Per Person
T	Meeting Room Rental - External Agencies		20.00		per hour
	Indemnification Technology (Fire Marque)	22-Apr-13	400.00		Per hour, per apparatus plus personnel and other costs to Fire Services or Town for each call
T	<b>Summary Report</b>	1-Jan-00	75.00		
T	<b>Special Inspections</b>				
	Detail Investigation Narrative Report	2007	300.00		Per Request
	Occupancy Inspection	1-Jan-11	100.00		Per Inspection
	Re-Inspection Fee - second visit	1-Jan-17	75.00		Per Inspection
	Re-Inspection Fee - third and subsequent visits	1-Jan-17	100.00		Per Inspection
	* The first inspection is free; the fee schedule is for re-inspections				
T	<b>Site Specific Request:</b>				
	Site History	1997	50.00		Per Request
	Spills	1997	50.00		Per Request
	Contamination	1997	50.00		Per Request
	<b>MUNICIPAL ENFORCEMENT</b>				
	<b>Urban Hen License</b>	1-May-15	30.00	50.00	Per Coup / Household
E	<b>Animal Control (Bylaw 18-08)</b>				
	<b>Dog License</b>				
	Male or Female - Unaltered	14-Jul-08	100.00		
	Male or Female - Neutered/Spayed	14-Jul-08	25.00		
	Animal Fancier License	14-Jul-08	150.00		
	Replacement Fee for lost tags	14-Jul-08	10.00		
	Animal Impound fee	1-Jan-12	30.00		Occurrence
	Daily care and Sustenance Fee	1-Jan-12	30.00		per day
	Special Inspection of Controlled Substance Property	1-Jan-12	525.00		per Inspection
	Standby at false alarm exceeding 2 times in 12 month period	1-Jan-12	500.00		per 1/2 Hour

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>POLICING</b>				
T	<b>Criminal Record Checks</b>				
	All Residents in Detachment area	1-Jan-16	40.00		
	Students and Volunteers	1-Jan-16	5.00		per copy
		1-Jan-16	10.00		3 copies
	Adoptive/Foster Families (per family)	1-Jan-16	50.00		
T	<b>Fingerprinting</b>				
	LiveScan	1-Jan-16	50.00		
	(No charge for Volunteers, Canadian Citizenship, Landed Immigrant Status, Employment for Police & Federal Government)				
	Ink Prints	1-Jan-16	25.00		
	Additional Service Fee	1-Jan-16	10.00		
	All Residents having paid for a Criminal Record Check requiring prints for Vulnerable Sector Check				
T	<b>Other Requests</b>				
	Collision Reports (Insurance Letter)	1-Jan-16	25.00		
	Photo (Disc)	1-Jan-16	15.00		
E	<b>WATER UTILITY</b>				
	<b>Residential (includes Multi-unit residential, apartments and Mobile Home Park)</b>				
	Base rate, per dwelling unit per billing	1-Jan-17	14.66	16.05	Billing Period
	Consumption for first 23 Cubic metres	1-Jan-17	1.51	1.55	Cubic metre
	Consumption 24 - 68 Cubic metres	1-Jan-17	1.84	1.90	Cubic metre
	Consumption > than 68 Cubic metres	1-Jan-17	2.05	2.55	Cubic metre
	Consumption charge where water meter is not registering accurately and a request for repairs have been made	1-Jan-14	100.00	110.00	Billing Period
	Consumption charge to an individual dwelling unit without a meter	1-Jan-13	60.00	110.00	Billing Period
	<b>Non-Residential (Commercial, industrial, institutional premises)</b>				
	Base rate per billing period	1-Jan-17	14.66	16.05	Billing Period
	Consumption Charge	1-Jan-17	1.68	1.73	Cubic metre

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>Bulk Water</b>				
	Rate determined by Municipal Manager for extraordinary circumstances	1-Jan-04	TBD		Cubic metre
	Bulk Water provided to property within Okotoks corporate limits where water service is not yet available	1-Jan-13	3.50	5.00	Cubic metre
	Bulk Water Account Fee - Includes 1 Card	1-Jan-11	10.00	25.00	account
	Bulk Water Add'l Cards incl. replacement	1-Jan-11	10.00	15.00	card
	Fire Hydrants installed on private property	1-Jan-01	15.28	15.90	Billing Period
T	Meter supply, installation & inspection (3/4")	1-Jan-17	528.73	550.00	Service call
	Meter supply, installation & inspection (1")	1-Jan-17	646.03	675.00	Service call
	Meter supply, installation & inspection (>1")	1-Jan-14	at cost +10%		Service call
	Meter Testing - Commercial, industrial	1-Jan-01	100.00		Service call
	Meter Testing - Other	1-Jan-01	75.00		Service call
	Field Service	1-Jan-01	20.00		Service call
	Shut-off	1-Jan-01	27.00	35.00	Service call
	Reconnection	1-Jan-01	23.00	35.00	Service call
	Arrears Notice (5 working days after penalty date)	1-Jan-08	20.00		each
	Transfers to taxes (2 weeks after date of arrears notice)	1-Jan-09	50.00		per transfer
	Disconnection fees established by Municipal Manager	1-Jan-01			Service call
	Penalties on all amounts in arrears	1-Jan-13	4% Penalty		On Penalty date which is the 1st of the following month
	<b>SEWER UTILITY</b>				
	<b>Residential (includes Multi-unit residential, apartments and Mobile Home Park)</b>			<b>Utility bills are due on receipt</b>	
	Base rate	1-Jan-17	15.26	16.00	Billing Period
	Consumption	1-Jan-17	2.05	2.10	m <sup>3</sup> of water consumption
	<b>Residential Irrigation water - sewer exemption:</b>				
	Water consumption average over the three winter billing periods (December, February and April) will establish the non-irrigation average consumption				
	Water volumes consumed that are over the non-irrigation average consumption will be exempt from the sewer consumption charge during the three "summer billing				
	Residence that do not have a complete history of consumption for the three full winter billing periods have an estimated consumption of 45 cubic meters applied to each				
	Consumption charge to an individual dwelling unit without a meter	1-Jan-13	60.00	85.00	Billing Period
	<b>Non-Residential (Commercial, industrial, institutional premises)</b>				
	Base rate per billing period	1-Jan-17	15.26	16.00	Billing Period
	Consumption Charge	1-Jan-17	2.10	2.16	m <sup>3</sup> of water consumption
	Septic tank sludge and septage volume fee	1-Jan-14	1.88	2.50	m <sup>3</sup>

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>Irrigation Water - Non-residential sewer exemption</b>				
	Residence that do not have a complete history of consumption for the three full winter billing periods have an estimated consumption of 45 cubic meters applied to each				
	Arrears Notice (5 working days after penalty date)	1-Jan-08	20.00		each
	Transfers to taxes (2 weeks after date of arrears notice)	1-Jan-09	50.00		per transfer
	Disconnection fees established by Municipal Manager	1-Jan-01			Service call
	Penalties on all amounts in arrears	1-Jan-13	4% Penalty		On Penalty date which is the 1st of the following month
	Septic tank sludge and septage Volume fee	1-Jan-12	1.82	2.50	Cubic metre
	<b>Sewer Service Surcharge</b>				
	a) When tests carried out pursuant to this Bylaw show that the sewage from any commercial or industrial premises has a biochemical oxygen demand greater than three hundred milligrams per litre or suspended solids in excess of three hundred milligrams per litre, then the owner of the premises shall be subject to a surcharge in addition to the sewer charge				
	b) The Sewer Service Surcharge shall be determined in cents per cubic metre of sewage discharged into the sewage system and shall be levied in accordance with the				
	c) The formula for determining the surcharge to be levied is : $R=0.0722B$ plus $0.0808S$ plus $0.0832G$ where "R" means rate in cents per cubic meter				
	"B" means the amount in milligrams per litre by which the biochemical oxygen demand of the sewage tested exceeds three hundred milligrams per litre'				
	"S" means the amount in milligrams per litre by which the suspended solids of the sewage exceeds three hundred milligrams per litre; and				
	"G" means the amount expressed in milligrams per litre by which the grease content of the sewage tested exceeds one hundred milligrams per litre				
	The formula used (being metric) shall be determined by the CAO				
	d) For the purpose of establishing the surcharge on a bi-monthly basis the rate established by subsection C) shall be multiplied by the number of cubic metres of water				
	<b>STORM WATER UTILITY</b>				
	<b>Storm Sewer Fixed Rate - all flat Sewer Accounts</b>				
	Arrears Notice (5 working days after penalty date)	1-Jan-08	20.00		Billing Period each
	Transfers to taxes (2 weeks after date of arrears notice)	1-Jan-09	50.00		per transfer
	Penalties on all amounts in arrears	1-Jan-13	4% Penalty		On Penalty date which is the 1st of the following month
				<b>Utility bills are due on receipt</b>	
				12.00	

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>Waste Management</b>			<b>Utility bills are due on receipt</b>	
	<b>Dwelling House</b>				
	Waste Management Fee - All Services	1-Jan-17	41.00	44.15	Per cart per Billing Period
	Waste Management Fee - Partial Services (no blue cart)	1-Jan-17	30.50	32.94	Per cart per Billing Period
	Increase to Waste Mgmt Fee for 180L Garbage Cart	1-Jan-17	16.00	17.52	Per cart per Billing Period
	Increase to Waste Mgmt Fee for 240L organics Cart	1-Jan-18	NEW	3.60	Per cart per Billing Period
	Additional 120L Garbage Cart	1-Jan-17	30.00	32.85	Per cart per Billing Period
	Tag - unit of waste	1-Sep-09	4.00	4.50	Tag
	<del>Cut-n-Call yard waste collection bag (Kraft bag)</del>	<del>22-Jun-09</del>	<del>3.00</del>		<del>Bag</del>
	Multi Family (full service)	1-Jan-18	NEW	44.15	Per cart per Billing Period
	Multi-Family Recycling only (240L)	1-Jan-18	NEW	17.36	Per cart per Billing Period
	Multi-Family Organics only (120L)	1-Jan-18	NEW	12.00	Per cart per Billing Period
	Multi-Family Garbage only (120L)	1-Jan-18	NEW	23.32	Per cart per Billing Period
	Increase to Waste Mgmt Fee for 240L organics Cart	1-Jan-18	NEW	4.00	Per cart per Billing Period
	Organics 360L Cart	1-Jan-18	NEW	15.80	Per cart per Billing Period
	Multi-Residential	1-Jan-17	10.50	10.50	Billing Period
	Replace Recycling Cart (240L)	1-Jan-17	55.00	70.00	Per Occurrence
	Replace Garbage Cart (120L)	1-Jan-17	40.00	55.00	Per Occurrence
	Replace Garbage Cart (180L)	1-Jan-18	NEW	70.00	Per Occurrence
	Service charge	1-Jan-18	NEW	25.00	service change over 1 per year
	<b>Premises other than a Dwelling House</b>				
	Not serviced with a Town or private hauler commercial container				
	Base Rate - 120L cart weekly collection	1-Jan-17	25.50	27.54	Per cart per Billing Period
	Base Rate - 180L cart weekly collection	1-Jan-17	36.00	38.88	Per cart per Billing Period
	Extra/Additional 120L Cart	1-Jan-17	30.00	Remove	Per cart per Billing Period
	Tag for each additional unit of waste	1-Sep-09	4.00	Remove	Tag
	ICI (Full Service) (120L Garbage cart)	1-Jan-18	NEW	58.60	Per cart per Billing Period
	ICI (Recycling)	1-Jan-18	NEW	19.64	Per cart per Billing Period
	ICI (Organics)	1-Jan-18	NEW	13.46	Per cart per Billing Period
	Increase to Waste Mgmt Fee for 240L organics Cart	1-Jan-18	NEW	6.24	Per cart per Billing Period
	Organics 360L Cart	1-Jan-18	NEW	21.50	Per cart per Billing Period
	Commercial	1-Jan-17	10.50	10.50	Billing Period
	Arrears Notice (5 working days after penalty date)	1-Jan-08	20.00		each
	Transfers to taxes (2 weeks after date of arrears notice)	1-Jan-09	50.00		per transfer
	Penalties on all amounts in arrears	1-Jan-13	4% Penalty		On Penalty date which is the 1st of the following month
<b>T</b>	<b>External Equipment Charges</b>				
	Grader	1-Jan-11	131.00		Per hour
	Gravel Truck 2Axle	1-Jan-11	106.00		Per hour
	Volvo Loader	1-Jan-11	129.00		Per hour
	BL70 Backhoe	1-Jan-11	114.00		Per hour
	10 Backhoe + Auger	1-Jan-11	124.00		Per hour
	BL70 Backhoe and Tamper	1-Jan-11	124.00		Per hour
	BL70 Backhoe and Breaker	1-Jan-11	134.00		Per hour
	Water Truck	1-Jan-11	94.00		Per hour
	Sweeper ( 1 hour minimum)	1-Jan-11	134.00		Per hour
	Sand Truck	1-Jan-11	135.00		Per hour
	Gravel Truck - 2 Ton	1-Jan-11	89.00		Per hour
	Skid-Steer Loader	1-Jan-11	80.00		Per hour
	Hotsey (1 hour minimum)	1-Jan-11	100.00		Per hour
	Sign Replacement	1-Jan-99	Cost + 20%		
	Aggregate	1-Jan-99	Cost + 20%		
	Barricades	1-Jan-11	5.00		Each Per Day
	Signs	1-Jan-11	5.00		Each Per Day
	Hydrovac	1-Jan-11	165.00		Per hour

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>CEMETERY SERVICES</b>				
	The Okotoks Cemetery Resident Boundary Map (OCRBM) identifies the service area within which resident would be charged "Resident Rate" for Cemetery Rates and Fees.				
	*"Resident" means a person who is a current property owner within the service area shown on the OCRBM or a resident who had lived within the service areas for 10				
	*"Non-local resident" is defined as a person who is a current resident within the MD of Foothills service area or a resident who had lived within the service area for 10				
	*"Non-resident" means any other person who resides beyond the geographical boundaries of the MD of Foothills				
T	<b>Cremation Sales</b>				
	Indigent or Veteran Cremation Sales (Resident or Non-Resident)	1-Jan-17	VARIES	50% off	any product (except marker or plaque)
	Cremation Section Resident (4x4 flat marker)	1-Jan-17	600.00	612.00	Per 4' x 4' Plot
	Cremation Section Non-resident (4x4 flat marker)	1-Jan-17	1179.75		Per 4' x 4' Plot
	Cremation Section Resident (4x4 upright marker)	1-Jan-17	NEW	918.00	Per 4' x 4' Plot
	Cremation Section Non-resident (4x4 upright marker)	1-Jan-17	NEW	1515.00	Per 4' x 4' Plot
	Cremation Section Resident (2x2 flat marker)	1-Jan-17	500.00	510.00	
	Cremation Section Non-Resident (2x2 flat marker)	1-Jan-17	664.00	842.00	
T	<b>Columbarium (12 Niche Pedestal Units)</b>				
	Resident (per niche)	1-Jan-17	1910.63	1949.00	
	Non- Resident (per niche)	1-Jan-17	2054.00	3216.00	Per Unit
T	<b>Columbarium (8 Niche Pedestal Units)</b>				
	Resident (per niche)	1-Jan-17	1966.00	2005.00	Per Unit
	Non- Resident (per niche)	1-Jan-17	2113.98	3308.00	Per Unit
T	<b>Columbarium (Large 64 Niche Units)</b>				
	Top Level - Resident	1-Jan-17	1472.63	1502.00	Per niche
	Top Level - Non- Resident	1-Jan-15	2425.50	2478.00	Per niche
	Middle Level - Resident	1-Jan-17	1401.94	1430.00	Per niche
	Middle Level - Non-Resident	1-Jan-15	2231.25	2360.00	Per niche
	Bottom Level - Resident	1-Jan-17	1331.25	1358.00	Per niche
	Bottom Level - Non-Resident	1-Jan-15	2037.00	2241.00	Per niche
	<b>Family Vessel</b>			remove this line entirely, no longer offering this service	
	<b>Family Vessel - Resident (up to four urns or up to 10 comingled cremains)</b>	1-Jan-17	6000.00	remove this line entirely, no longer offering this service	Per-vessel
	<b>Family Vessel - Non-Resident (up to four urns or up to 10 comingled cremains)</b>	1-Jan-17	6451.61	remove this line entirely, no longer offering this service	Per-vessel
	<b>Scattering and Memorialization without Interment</b>				
	Scattering of Cremains Resident	1-Jan-17	130.00	133.00	
	Scattering of Cremains Non-Resident	1-Jan-17	139.78	219.00	
	Memorial plaque for scattering garden memorial wall or river of memories memorial wall (cost of plaque placement and installation is separate)	1-Jan-17	300.00	306.00	Per plaque
	<b>Plaque Placement &amp; Installation on Big Rock memorial wall or River of Memories memorial wall (cost of plaque is separate) Resident</b>	1-Jan-18	NEW	204.00	Per location
	<b>Plaque Placement &amp; Installation on Big Rock memorial wall or River of Memories memorial wall (cost of plaque is separate) Non-Resident</b>	1-Jan-18	NEW	336.00	Per location
	<b>Love Lock Memorial Feature (includes lock, engraving, and position)</b>	1-Jan-18	NEW	510.00	Per location
	Memorial bench purchase - basic bench (outside of cemetery)	1-Jan-17	816.00	832.00	Each
	Memorial bench purchase - upgrade bench (outside of cemetery)	1-Jan-17	3500.00	3570.00	Each

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	Memorial bench existing basic bench (outside of cemetery)	1-Jan-17	400.00	408.00	Each
	Memorial bench existing upgrade bench (outside of cemetery)	1-Jan-17	600.00	612.00	Each
	Memorial bench 10 yr. lease (existing bench) cemetery	1-Jan-17	3500.00	3570.00	Each/10yrs
	Memorial bench plaque in bronze (cast or etched) 2 3/4' x 10" and installation	1-Jan-18	NEW	348.00	
	Memorial tree purchase and installation	1-Jan-17	1000.00	1020.00	Each
	Memorial tree plaque in bronze (cast or etched) 6" x 12" and installation	1-Jan-18	NEW	595.00	
	<b>Casket Plots</b>				
	Indigent or Veteran Casket Plots (Resident or Non-Resident)	1-Jan-15	50% of original cost		Per 4' x 8' Plot
	Upright Monument Resident (casket plot)	1-Jan-17	1300.00	1326.00	Per 4' x 8' Plot
	Upright Monument Non-resident (casket plot)	1-Jan-15	2927.93	2986.49	Per 4' x 8' Plot
	Flat Marker Section Resident (casket plot)	1-Jan-17	1000.00	1020.00	Per 4' x 8' Plot
	Flat Marker Section Non-resident	1-Jan-15	2357.35	2404.50	Per 4' x 8' Plot
	<b>CEMETERY SERVICES</b>				
	Open/Close of Cremated Remains (in-ground)	1-Jan-17	300.00	306.00	per service
	Open/Close of Cremated Remains (niche)	1-Jan-17	250.00	255.00	
	Open/Close of Cremated Remains (family vessel)	1-Jan-17	200.00	204.00	
	Open/Close of Adult - Casket Plot	1-Jan-13	750.00	765.00	per service
	Open/Close of Child - Casket Plot	1-Jan-17	500.00	510.00	
	Open/Close of Infant - Casket Plot	1-Jan-17	250.00	255.00	
	Open/Close of Adult or Child - Double Depth (initial)	1-Jan-17	900.00	918.00	per service
	Full Casket Interments -Saturday/Sunday/Holiday Funerals (Flat rate in addition to standard open/close charges)	1-Jan-17	353.43	360.50	Per casket
	Weekday late fee Casket	1-Jan-17	121.18	123.60	
	Cremation Interments -Saturday/Sunday/Holiday Funerals (Flat rate in addition to standard open/close charges)	1-Jan-17	73.44	74.91	per service
	Weekday late fee Cremation	1-Jan-17	73.44	74.91	per service
	Disinterment/re-interment Fees - (Opening, closing, lifting & lowering casket into same grave) - full size burial plots	1-Jan-17	826.55	843.08	per service
	Disinterment of urn (\$160 each additional urn)	1-Jan-17	475.20	484.70	per service
	Disinterment/re-interment of urn (same grave)	1-Jan-17	543.08	553.94	per service
	Transporting Disinterred Casket to New Grave	1-Jan-17	64.26	65.55	per service
	Set up fee for Interment of Cremated Remains	1-Jan-17	47.12	48.06	per service
	Transferring Ownership of Burial Plots	1-Jan-17	35.34	36.05	per service
	Memorial Monument Permit	1-Jan-17	100.00	102.00	per service

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>PLANNING SERVICES</b>				
E	<b>Residential Development Permits:</b>				
	New Construction and Additions (e.g. Single Detached, Mobile Homes, Duplex, Studio Suites, and Multi-Units)	1-Jan-15	400.00 + 75.00/unit	750.00 plus \$100 per unit 400.00 plus \$0.50/sq. meter	Base + per unit
	<b>Additions</b>	1-Jan-18	NEW		
	Accessory Buildings and Uses (e.g. Garages, Decks, Retaining Walls, Home Occupations, Bed & Breakfasts, Studio Suites, Additions)	1-Jan-13	250.00	500.00	
	Studio Suites (post construction)				
E	<b>Commercial/Institutional/Industrial Development Permits:</b>				
	New Construction and Additions	1-Jan-13	900.00 + 1.00/m <sup>2</sup>	1000.00 plus \$2.00 per square metre	Base + m <sup>2</sup>
	<b>Signage</b>	1-Jan-18	NEW	700.00 500.00	
	All Other (Increase in use/Change in use/Change in exterior finishing materials/Signage)	1-Jan-13	300.00		per application
	Parking Cash in Lieu	1-Jan-06	8500.00		per stall
	Antennas:				
	Cell Towers	29-Nov-10	2500.00		
	Amateur Radio Towers	1-Jan-11	250.00		
E	<b>Related Development Permit Fees:</b>				
	Development Concept Plan	1-Jan-05	500.00	1000.00	
	DP Time Extension	10-Dec-01	200.00	250.00	
	<b>Change to Development Concept Plan:</b>	1-Jan-18	NEW	1000.00	
	Change to DP Approval				
	Minor (no advertising required)		All amendments		
	Major (advertising required)	1-Jan-15	750.00		
	Development Appeal	1-Jan-15	250.00		
E	<b>Statutory Plan Processes:</b>				
	Amendments (MDP, ASP, ARP, LUB)				
	Minor (no change in use or density)	1-Jan-11	1200.00	2500.00	
	Major ( new districts, change in use, change in density, re-designation)	1-Jan-16	The greater of 2500.00 or 250.00/ha	5000.00	
	Direct Control	1-Jan-16	3500.00	3500 or 350/ hectare whichever is greater	
	Other (Municipal Reserve Designation, Removal and Disposition, Road Closure)	22-Jan-01	800.00	1200.00	
	Area Structure Plan	1-Jan-15	10000.00		
E	<b>Miscellaneous Fees</b>				
	Special Municipal Planning Commission Meeting	1-Jan-03	350.00	\$1000, \$350 non refundable	
	Direct Control Public Hearing	10-Dec-01	250.00	500.00	
	Pageantry Features Application	16-Jul-12	250.00		
	Encroachment Agreement				
	Residential	1-Jan-16	300.00/unit	500.00/unit	Per Unit
	Commercial	1-Jan-16	500.00	750.00/unit	Per Unit
	Requests to Council regarding Encroachments	1-Jan-16	300.00	500.00/unit	Per Unit
	Requests to Council regarding Planning Matters (e.g. variance to flood proofing)	1-Jan-16	300.00		
	License of Occupation	10-Dec-01	250.00	750.00	
	Street Name Change	10-Dec-01	270.00+ 30.00 per address		Base + per address
	Address Change	10-Dec-01	300.00		

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	Name Registration	1-Jan-13	50.00		
	File Searches (e.g. Letter of Zoning, Copy of RPR)	1-Jan-13	85.00/Dept. + 0.25/copy		Base/per department + per copy
	Re-inspection Fee ( Development Completions for 3rd and subsequent inspection requests)	1-Jan-15	150.00/Dept.		Per Department
E	<b>Certificate of Compliance</b>				
	Residential (Single detached/ Semi Detached)	1-Jan-15	125.00	150.00	Per Unit
	Residential Priority Service - 2 days (Single Detached/ Semi Detached)	1-Jan-15	250.00	300.00	Per Unit
	All others (e.g. Commercial, Industrial)	1-Jan-15	300.00		
	All others Priority Service - 2 days (e.g. Commercial, Industrial)	1-Jan-15	600.00		
	LUB Variance Request associated with Certificate of Compliance	1-Jan-13	Development Permit Fee + 150.00	Development Permit Fee plus \$250.00	Base + per variance
E	<b>Subdivision Applications</b>				
	Concept Plans	1-Jan-06	1650.00		
	Outline Plans	1-Jan-06	The greater of 2750.00 or 275.00 per ha		
	Outline Plan Revisions	1-Jan-12	50% of Current Fee		
	Tentative Plan (Conforms to an outline plan)	1-Jan-06	The greater of 2500.00 or 250.00 per lot		
	Tentative Plan (does not conforms to an approved outline plan)	1-Jan-12	The greater of 2750.00 or 275.00 per lot		
	Subdivision Endorsement Fee	1-Jan-11	The greater of 600.00 or 100.00 per lot		
	Tentative Plan (Max 2 lots; single & semi-detached dwellings includes endorsement)	1-Jan-06	770.00		
	Tentative Plan (Max. 2 lots other lands uses includes endorsement)	10-Dec-01	1100.00		
	Subdivision Time Extension	10-Dec-01	200.00		
	Minor Revisions to Subdivision Approval	10-Dec-01	200.00		
	Subdivision Appeal	1-Jan-15	250.00		
	Condominium Conversions	22-Jan-01	40.00		Unit
	1 No fee for lots designated as reserve (MR, MSR, ER) or utility lots Tentative Plan fees used for Bareland Condominium Plans.				
	Applicant is responsible for any additional fees that may be incurred by the Town as result of the location, design or unique characteristics or circumstances of a particular				

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>ECONOMIC DEVELOPMENT SERVICES</b>				
E	<b>Business Licenses: (Bylaw 20-13)</b>				
	<b>Home Occupation Annual Fee ( any business operating from a residence in the Town of Okotoks)</b>				
	Minor and Major	1-Jan-15	140.00		Each
	Minor and Major (After Jul 1st)	1-Jan-15	70.00		Each
	<b>Resident Business- Annual Fee (Any business operating from a taxable premise in the Town of Okotoks)</b>				
	Level 1: up to 5FTEs	1-Jan-15	185.00		Each
	Level 2: 6-10 FTEs	1-Jan-15	245.00		Each
	Level 3: 11-15 FTEs	1-Jan-15	330.00		Each
	Level 4: 16 - 49 FTEs	1-Jan-15	380.00		Each
	Level 5: 50+ FTEs	1-Jan-15	480.00		Each
	Level 1: up to 5FTEs (After July 1st)	1-Jan-15	93.00		
	Level 2: 6-10 FTEs (After July 1st)	1-Jan-15	123.00		
	Level 3: 11-15 FTEs (After July 1st)	1-Jan-15	165.00		
	Level 4: 16 - 49 FTEs (After July 1st)	1-Jan-15	190.00		
	Level 5: 50+ FTEs (After July 1st)	1-Jan-15	240.00		
	<b>Non-District (any business located beyond boundary of M.D. of Foothills e.g. Calgary)</b>				
	Non-District Annual Fee	1-Jan-09	350.00		Each
	After July 1st	1-Jul-15	175.00		
	<b>M.D. District (any business with home base within boundaries of the M.D. of Foothills)</b>				
	M.D. District Annual	1-Jan-15	275.00		
	After July 1st	1-Jan-15	138.00		
	<b>Special Licence Fees</b>				
	Daily License (1 day)	1-Jan-15	50.00		
	Weekly License (7 Consecutive Days)	1-Jan-15	80.00		
	NEW Monthly Fee (30 Consecutive Days)	1-Jan-15	140.00		
	Seasonal 4 month License	1-Jan-15	160.00		
	Business License Appeal Fee	1-Jan-15	100.00		As Per Bylaw 20-13
	<b>Penalty Fees for Late Payment: Business Licence (added February 1st or 60 days after original invoice, one time charge for all late accounts)</b>				
E	Home Occupation- Minor and Major	1-Jan-15	50.00		Each
	Resident Business, Non-District Business, & M.D. District Business only	1-Jan-15	50.00		Each

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
E	<b>Site Licenses</b>				
	Market/ Trade Shows or similar events with 15 or less vendors	1-Jan-12	150.00		Each
	Market/ Trade Shows or similar events with 16 - 30 vendors	1-Jan-12	200.00		Each
	Market/ Trade Shows or similar events with 31+ vendors	1-Jan-12	375.00		Each
	Site licenses will be required for all those not possessing a valid business/resident license for the purpose of exhibiting, soliciting or selling products or services on a				
E	<b>Other License Fees</b>				
	Change of Ownership	1-Jan-15	30.00		Per request
	Business License Certificate Re-print	1-Jan-15	30.00		Per request
	Business Verification Letter	1-Jan-15	30.00		Per request
E	<b>Site License - Residential</b>				
	Single Family Dwellings - New Construction	1-Jan-15	225.00		Dwelling Unit
	Single Family Dwellings - Home Renovation	1-Jan-15	225.00		Dwelling Unit
			200.00 Maximum		
	Multi-Unit Residential - New Construction	1-Jan-15	\$2800 per project		Dwelling Unit
			200.00 Maximum		
	Multi-Unit Residential - Renovation	1-Jan-15	\$2800 per project		Dwelling Unit
T	<b>Tourism Highway Logo Signage Program</b>				
	Advertising Panel (5 year contract)	1-Jan-15	3700.00		per panel
	Application fee (one time)	1-Jan-15	100.00		per application
	Sign Panel Relocation	1-Jan-16	450.00		per panel
	Changing Artwork or Sign Copy	1-Jan-16	750.00		per panel
T	Starting A Business Guide- Hard Copy	1-Jan-13	4.76		Per copy
E	Okotoks Parade- Commercial (business) Entry Fee	1-Jan-13	35.00		per commercial entry
	<b>ENGINEERING SERVICES</b>				
E	<b>Developer's Agreement: Facilities &amp; Services</b>				
	<b>Water Fee- Site Specific</b>	<del>16-Jul-12</del>	<del>8482.00</del>	Calculation based upon number of units and license cost	Per acre
	Water Usage	16-Jul-12	364.00		Per acre
	Engineering Review	16-Jul-12	1936.00		Per acre
	Surveying	16-Jul-12	400.00		Per acre
	Stripping & Grading Development Permit Application	1-Jan-13	750.00		
T	<b>Products</b>				
	General Design & Construction Specifications	10-Dec-01	20.00		

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
<b>RECREATIONAL FACILITIES</b>					
<b>Facility Admission and Pass Rates - All facilities (drop-in Aquatics, Gymnasium, Indoor Facilities , Fitness Centre)</b>					
I	Adult (18-59 years)	1-Jan-12	8.00	8.25	per day
T	Adult (18-59 years)	1-Jan-15	68.57	70.71	10 pass
T	Adult (18-59 years)	1-Jan-15	60.79		per month
T	Adult (18-59 years)	1-Jan-15	169.60		per 3 months
T	Adult (18-59 years)	1-Jan-15	578.77		Annual
I *	Senior (60+ years)	1-Jan-12	6.00	6.25	per day
T *	Senior (60+ years)	1-Jan-15	51.43	53.57	10 pass
T *	Senior (60+ years)	1-Jan-15	49.49		per month
T *	Senior (60+ years)	1-Jan-15	138.02		per 3 months
T *	Senior (60+ years)	1-Jan-15	471.09		Annual
I *	Youth (12-17 years)	1-Jan-12	6.00	6.25	per day
T *	Youth (12-17 years)	1-Jan-15	51.43	53.57	10 pass
T *	Youth (12-17 years)	1-Jan-15	49.49		per month
T *	Youth (12-17 years)	1-Jan-15	138.02		per 3 months
T *	Student (12-17 years)	1-Jan-15	471.09		Annual
I	Child (6-11 years)	1-Jan-12	2.75	3.00	per day
T	Child (6-11 years)	1-Jan-15	23.57	27.00	10 pass
T	Child (6-11 years)	1-Jan-15	28.29		per month
T	Child (6-11 years)	1-Jan-15	78.43		per 3 months
T	Child (6-11 years)	1-Jan-15	173.37		Annual
I	Preschool (3-5 years)	1-Jan-12	1.50	1.75	per day
T	Preschool (3-5 years)	1-Jan-15	12.86	15.75	10 pass
T	Preschool (3-5 years)	1-Jan-15	14.14		per month
T	Preschool (3-5 years)	1-Jan-15	39.33		per 3 months
T	Preschool (3-5 years)	1-Jan-15	86.66		Annual
I	Tiny Tot (under 3 years)	1-Jan-09	FREE		per day
T	Tiny Tot (under 3 years)	1-Jan-09	FREE		10 pass
T	Tiny Tot (under 3 years)	1-Jan-09	FREE		per month
T	Tiny Tot (under 3 years)	1-Jan-09	FREE		per 3 months
T	Tiny Tot (under 3 years)	1-Jan-09	FREE		Annual
I *	Family	1-Jan-12	16.00	16.50	per day
T *	Family	1-Jan-15	137.14	148.50	10 pass
T *	Family	1-Jan-15	145.57		per month
T *	Family	1-Jan-15	406.27		per 3 months
T *	Family - Two Adults	1-Jan-15	1157.54		Annual
T *	Family - 3rd adult option	1-Jan-15	1678.45		Annual
T *	Family - One Adult	1-Jan-15	838.82		Annual
T	Aquatics - Aquafit and Parent/Tot	1-Jan-12	6.00	6.25	
T	Aquatics - Aquafit and Parent/Tot	1-Jan-12	54.00	53.57	10 pass

\* The private operator of Natural High Fitness will have the right to vary rates for promotional purposes provided there is no reduction to the Town's revenues from sales

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
<b>AQUATIC SERVICES</b>					
I	<b>Aquatics - Public Swimming</b>				
	Toonie Swim (Adult, Senior, Youth)	1-Jan-11	2.00		per person
	Loonie Swim (Child, Preschool, Tiny Tot)	1-Jan-11	1.00		per person
	Shower/Hot Tub/P&T/	1-Jan-12	6.00	6.25	per admission
	<b>Lessons:</b>				
E	child/preschool - 30 minutes	41640	8.25	8.66	per class
E	Child - 45 minutes	41640	8.49	8.92	per class
E	Child - 60 minutes	41640	9.10	9.56	per class
T	Adult- 60 minutes	41640	10.71	11.25	per class
T	Private - Special Needs	41640	28.87	30.31	per class
T	Private - Fixed Lesson	41640	47.12	49.48	per class
T	Private - Flex Lesson	41640	94.25	98.96	per class
T	Private - Flex Lesson, Extra Participant	41640	17.60	18.48	per class
E	School Board - 30 minutes	41640	2.94	3.09	per class/per person
	School Board - 40 minutes	41640	3.92	4.12	per class/per person
E	School Board - 45 minutes	41640	4.40	4.62	per class/per person
E	<del>Bronze Cross</del>	<del>41640</del>	<del>147.08</del>		
E	<del>Bronze Medallion (manual extra)</del>	<del>41640</del>	<del>147.08</del>		
E	<del>National Lifeguard Service</del>	<del>41640</del>	<del>297.08</del>		
E	<del>LSI/ Swim Instructor</del>	<del>41640</del>	<del>297.08</del>		
<b>Aquatics Rental Rates</b>					
<b>Riley Minue Lap Pool</b>					
	Youth, Adult, Seniors Private User	1-Sep-17	166.98	174.33	per hour
	Youth, Adult, Seniors Private User (per lane)	1-Sep-17	27.84	29.23	per hour
	Non Local Schools and Clubs	1-Sep-17	166.98	174.33	per hour
	Non Local Schools and Clubs (per lane)	1-Sep-17	27.84	29.23	per hour
	Private Local Child	1-Sep-17	149.54	157.02	per hour
	Local School	1-Sep-17	97.07	101.92	per hour
	Local Club	1-Sep-17	97.07	101.92	per hour
	Additional Lifeguard	1-Sep-17	28.31	29.73	per hour
	Local Club Lane	1-Sep-17	16.18	16.99	per hour
	Local School Lane	1-Sep-17	16.18	16.99	per hour

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>Swindell Pool</b>				
	Private User(Youth, Adult, Seniors)	1-Sep-17	127.47	133.84	per hour
	Private User(Youth, Adult, Seniors) Per Lane	1-Sep-17	21.25	22.31	per hour
	Non Local Schools and Clubs	1-Sep-17	127.47	133.84	per hour
	Non Local Schools and Clubs (per lane)	1-Sep-17	21.25	22.31	per hour
	Private user (Child)	1-Sep-17	115.58	121.36	per hour
	Local School	1-Sep-17	79.41	83.38	per hour
	Local Club	1-Sep-17	79.41	83.38	per hour
	Additional Lifeguard	1-Sep-17	28.79	29.73	per hour
	Local Club Lane/ 1/2 Tot Pool	1-Sep-17	13.24	13.90	per hour
	Local School Lane/ 1/2 Tot Pool	1-Sep-17	13.24	13.90	per hour
T	<b>ARENA USER FEES</b>				
	Youth/Sr Local Non Prime	1-Sep-16	101.16		Per hour
		1-Sep-17	103.18		
	Youth/Sr Local Prime	1-Sep-16	143.12		Per hour
		1-Sep-17	145.98		
		1-Sep-18		153.28	
	Youth/Sr Non Local Prime	1-Sep-16	221.51		Per hour
		1-Sep-17	223.73		
		1-Sep-18		225.97	
	Youth/Sr Non Local Non Prime	1-Sep-16	143.12		Per hour
		1-Sep-17	145.98		
		1-Sep-18		153.28	
	Sports Camps/Schools	1-Sep-16	193.58		Per hour
		1-Sep-17	197.45		
	Adult Local Prime	1-Sep-16	221.51		Per hour
		1-Sep-17	223.73		
		1-Sep-18		225.97	
	Adult Local Non Prime	1-Sep-16	143.12		Per hour
		1-Sep-17	145.98		
	Adult Non Local Prime	1-Sep-16	272.22		Per hour
		1-Sep-17	274.94		
		1-Sep-18		288.69	
	Adult Non Local Non Prime	1-Sep-16	221.51		Per hour
		1-Sep-17	223.73		
		1-Sep-18		225.97	

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	Junior Hockey Prime	1-Sep-16	221.51		Per hour
		1-Sep-17	223.73		
		1-Sep-18		225.97	
	Junior Hockey Non Prime	1-Sep-16	111.69		Per hour
		1-Sep-17	113.92		
	School Prime	1-Sep-16	143.12		Per hour
		1-Sep-17	145.98		
		1-Sep-18		153.28	
	School Non Prime - 1 class	1-Sep-16	50.67		Per hour
		1-Sep-17	51.68		
	School Special Events Non Prime(more than 1 class)	1-Sep-16	101.14		Per hour
		1-Sep-17	103.16		
	<b>Arenas - Shoulder Season Apr 1 - Aug 31</b>				
	Junior Hockey Prime	1-Sep-16	137.68		Per hour
		1-Sep-17	140.43		
		1-Sep-18		153.28	
	<del>Junior Hockey Prime after 9:00 pm</del>	<del>1-Sep-15</del>	<del>219.32</del>		Per hour
	Junior Hockey Non Prime	1-Sep-16	111.69		Per hour
		1-Sep-17	113.92		
		1-Sep-18		103.18	
T	<b>DRY(no ice) Arenas</b>				
	Day rates are equivalent to a maximum 11.22 hours				
	Youth/Sr Local	1-Sep-16	54.29		Per hour
		1-Sep-17	55.38		
		1-Sep-18		58.15	
	Youth/Sr Non-Local	1-Sep-16	76.29		Per hour
		1-Sep-17	77.82		
		1-Sep-18		81.71	
	Adult Local	1-Sep-16	74.47		Per hour
		1-Sep-17	75.21		
		1-Sep-18		78.97	
	Adult Non-Local	1-Sep-16	90.03		Per hour
		1-Sep-17	90.93		
		1-Sep-18		95.48	

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	Murray - For Profit/ special events	1-Sep-16	113.14		Per hour
		1-Sep-17	115.40		
		1-Sep-18		121.17	
	Murray - Daily	1-Sep-16	1269.43		Per day
		1-Sep-17	1294.82		
		1-Sep-18		1359.53	
	Piper - For Profit /special events*	1-Sep-16	98.04		Per hour
		1-Sep-17	100.00		
		1-Sep-18		105.00	
	Piper - Daily	1-Sep-16	1100.01		Per day
		1-Sep-17	1122.01		
		1-Sep-18		1178.10	
	Curling Rink - For Profit /special events*	1-Sep-16	113.14		Per hour
		1-Sep-17	115.40		
		1-Sep-18		121.17	
	Curling Rink - For Profit /special events*	1-Sep-16	1269.43		Per day
		1-Sep-17	1294.82		
		1-Sep-18		1359.53	
	Centennial - For Profit / special events*	1-Sep-16	151.34		Per hour
		1-Sep-17	154.37		
		1-Sep-18		162.09	
	Centennial - Daily	1-Sep-16	1698.03		Per day
		1-Sep-17	1731.99		
		1-Sep-18		1818.65	
	School	1-Sep-16	27.14		Per hour
		1-Sep-17	27.68		
		1-Sep-18		29.06	
	Event Set-up/Take down	1-Sep-16	54.30		Per hour
		1-Sep-17	55.39		
		1-Sep-18		58.16	
	Netting Retraction	1-Sep-16	420.24		Per time
		1-Sep-17	428.64		
		1-Sep-18		450.07	
	Ice Decking Install & Removal (floor bookings less than 3 days)	1-Jan-17	1836.00	1927.80	per event
	Glass removal & re-install (including lexan & stanchions)	1-Jan-17	6324.00	6640.20	per event
	Prime times includes :	Monday - Friday 4p.m. - - 11p.m. Saturday, Sunday and Statutory Holidays All day			
	Non-prime times include:	Weekdays prior to 4 p.m. , after 11 p.m.			

**SPECIALIZED EQUIPMENT** - Occasional rental of specialized equipment(e.g. Hydraulic lift) to individuals and community organizations will be charged out on a cost-recovery  
**SCHOOL USE AND SCHOOL SPECIAL EVENT** shall apply to those School Divisions that are party to the Town of Okotoks Joint Use Agreement

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
T	<b>Facilities Other:</b>				
	Community Room & Centennial Multi Purpose Room, Local/Non-Profit	1-Jan-17	19.28	20.24	per hour
	Community Room and Centennial Multi Purpose Room, Local Social	1-Jan-17	30.12	31.63	per hour
	Community Room & Centennial Multi Purpose Room, Non Local/ For Profit	1-Jan-17	42.18	44.29	per hour
	Centennial Large Multi Purpose Room, Local/Non-Profit		NEW	30.36	
	Centennial Large Multi Purpose Room, Local Social		NEW	47.45	
	Centennial Large Multi Purpose Room, Non Local/ For Profit		NEW	66.44	
	Dressing Room	1-Jan-17	22.89	24.03	per hour
	Dressing Room	1-Jan-17	45.79	48.08	per day with field rental
	Lobby Space	1-Jan-17	11.80	12.39	per hour
	Living Well Fitness Floor	1-Jan-17	61.20	64.26	per hour
	Living Well Exercise Studio	1-Jan-17	20.40	21.42	per hour
	Living Well Cabinet Storage	1-Jan-17	170.37	178.89	per month
	Office Space	1-Jan-17	182.57	191.70	per month
	Audio-Visual Equipment	1-Jan-17	6.50	6.83	per use
	Audio-Visual Equipment Deposit	1-Jan-17	57.39	60.26	per use
	Lecture & Boardroom, Local, Non Profit	1-Jan-17	14.45	15.17	per hour
	Lecture & Boardroom, Social	1-Jan-17	24.10	25.31	per hour
	Lecture & Boardroom Non local, For Profit	1-Jan-17	36.14	37.95	per hour
	Team Room	1-Jan-17	10.92	11.47	per hour
	Opening/Closing Fee (as required)	1-Jan-17	56.84	59.68	per hour
	<b>Gymnasium Rental: (pending joint use approval)</b>				
T	Youth/Sr Local Non Profit Weekday	1-Sep-16	27.21		per hour
		1-Sep-17	28.57		per hour
		1-Sep-18		30.00	
	Youth/Sr Local Non Profit Weekday (Half Gym)	1-Sep-16	19.04		per hour
		1-Sep-17	19.99		per hour
		1-Sep-18		20.99	
	Youth/Sr Local Non Profit Weekend/Holiday	1-Sep-16	57.88		per hour
		1-Sep-17	60.77		per hour
		1-Sep-18		63.81	
	Youth/Sr Local Non Profit Weekend/Holiday (Half Gym)	1-Sep-16	40.53		per hour
		1-Sep-17	42.55		per hour
		1-Sep-18		44.68	

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	Adult Local Non Profit Weekday	1-Sep-16	38.88		per hour
		1-Sep-17	40.82		per hour
		1-Sep-18		42.86	
	Adult Local Non Profit Weekday (Half Gym)	1-Sep-16	28.56		per hour
		1-Sep-17	29.98		per hour
		1-Sep-18		31.48	
	Adult Local Non Profit Weekend/Holiday	1-Sep-16	64.94		per hour
		1-Sep-17	68.18		per hour
		1-Sep-18		71.59	
	Adult Local Non Profit Weekend/Holiday (Half Gym)	1-Sep-16	47.28		per hour
		1-Sep-17	49.64		per hour
		1-Sep-18		52.12	
	School Use Full Gym	1-Sep-16	13.59		per hour
		1-Sep-17	14.26		per hour
		1-Sep-18		14.97	
	School Use Half Gym	1-Sep-16	9.52		per hour
		1-Sep-17	9.99		per hour
		1-Sep-18		10.49	
T	For Profit or Non Local Groups	1-Sep-16	105.76		per hour
		1-Sep-17	111.04		per hour
		1-Sep-18		116.59	
	For Profit or Non Local Groups	1-Sep-16	1121.71		per day
		1-Sep-17	1245.87		per day
		1-Sep-18		1308.14	
T	Attendant (3 required to laying/removing floor cover)	1-Sep-16	20.19		per hour/per attendant
		1-Sep-17	21.19		
		1-Sep-18		22.25	
	Rental equipment (scooters, parachutes, etc.)	1-Sep-16	15.00		per set/per use
		1-Sep-17	15.75		per set/per use
		1-Sep-18		16.54	
I	Small sports equipment (balls, racquets, etc.)	1-Jan-07	1.00		per item/ per use
I	Badminton Shuttle Purchase	1-Jan-08	2.00		per item
	Scheduled Youth Drop In Time	1-Jan-07	3.00		per time
	Special Program (Youth)	1-Jan-07	3.00		per time
T	<b>KinderCare Centre Rental</b>				
	Weekday	1-Jan-16	22.50	23.63	per hour
	Weekend	1-Jan-16	32.14	33.75	per hour
	Staff/Clean-up Rate - Required	1-Jan-16	20.19	21.20	per hour
	<b>KinderCare Centre Drop In Use</b>				
	Ages 3-18 months	1-Jan-15	4.75		per hour
	Ages 19 months - 5 years	1-Jan-15	3.75		per hour
	Ages 3-18 months - 10x1 hour visit pass	1-Jan-15	42.75		10 Hour Pass
	Ages 19 months - 5 years - 10x 1 hour visit pass	1-Jan-15	33.75		10 Hour Pass

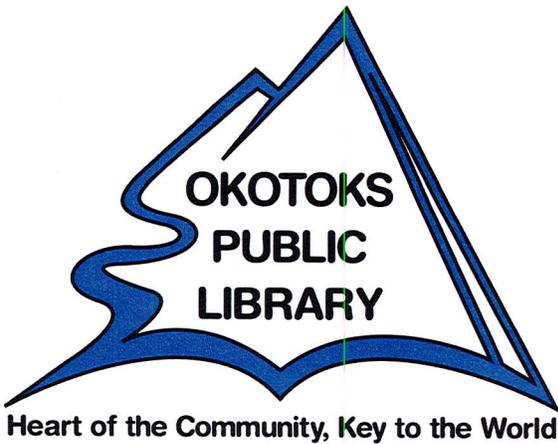
GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>Big Rocky Mascot</b>			200.00	per two hours (handler to be provided by renter)
		1-Jan-18	NEW		
		1-Jan-18	NEW	50.00	per additional hour (max 3)
	<b>Youth Centre (YC) Rental</b>				
	Multi Purpose Room Non Profit	1-Jan-17	24.16	25.37	per hour
	Multi Purpose Room, Social	1-Jan-17	33.94	35.64	per hour
	Multi Purpose Room, For Profit (min 3 hour)	1-Jan-17	42.19	44.30	per hour
	TV Room Non Profit	1-Jan-17	19.28	20.24	per hour
	Staff/Clean-up Rate	1-Jan-17	20.60	21.63	per hour
E	YC Drop In (12-17 Years)	1-Jan-15	0.00		
E	Tween Time Drop-In	1-Jan-15	2.00		Per time
T	<b>Southside Program Facility Rental</b>				
	Non Profit	1-Jan-17	24.16	25.37	per hour
	Social	1-Jan-17	33.94	35.64	per hour
	For Profit	1-Jan-17	42.19	44.30	per hour
	Staff/Clean-up Rate - Required	1-Jan-17	20.60	21.63	per hour
	<b>CULTURE AND HERITAGE</b>				
T	<b>Okotoks Art Gallery (OAG)</b>				<b>3 hour minimum Day equals 8 hours</b>
	Not for Profit	1-Jan-17	23.85	24.09	per hour
	For Profit/Social	1-Jan-17	37.87	38.25	Per Hour
	Attendant Fee (Required before or after hours)	1-Jan-17	20.81	21.01	per hour (Time and a half after 8 hours)
	<b>Studio (upstairs) Room</b>				
	Not for Profit	1-Jan-17	23.85	24.09	per hour
	For Profit/Social	1-Jan-17	37.87	38.25	per hour
	<b>Membership Fees</b>				
	Individual	1-Jan-17	43.50	43.93	per year
	Family (Up to 5 people living in the same household.)	1-Jan-17	80.63	81.43	per year
	Per Club	1-Jan-17	85.93	86.79	per year
	<b>Okotoks Museum and Archive (Third Floor)</b>				
	Not for Profit	1-Jan-17	23.85	24.09	per hour
	For Profit/Social	1-Jan-17	37.87	38.25	per hour
	Attendant Fee (Required before or after hours)	1-Jan-17	20.81	21.01	per hour (Time and a half after 8 hours)
	<b>Rotary Performing Arts Centre (RPAC)</b>				
	<b>Community Room (Meeting)</b>				
	Not for Profit (Includes Attendant)	1-Jan-17	44.66	46.89	Per Hour
	For Profit/Social (Includes Attendant)	1-Jan-17	58.68	61.61	Per Hour
	<b>Full Facility (Meeting)</b>				
	Not for Profit (Includes Attendant)	1-Jan-17	70.34	73.86	Per Hour
	For Profit/Social (Includes Attendant)	1-Jan-17	91.98	96.58	Per Hour
	A/V Tech	1-Jan-17	36.05	37.85	Per Hour

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
	<b>Theatre (Concert/Play/Event)</b>				
	Not for Profit Dark Day	1-Jan-17	86.57	90.90	Per Day (Time and a half after 8 hours)
	Not for Profit Rehearsal/Tech (Includes A/V Tech)	1-Jan-17	265.23	278.49	Per Day (Time and a half after 8 hours)
	Not for Profit Performance	1-Jan-17	405.80	426.09	Per Day (Time and a half after 8 hours)
	For Profit/Social Dark Day	1-Jan-17	106.09	111.39	Per Day (Time and a half after 8 hours)
	For Profit/Social Rehearsal/Tech (Includes A/V Tech)	1-Jan-17	371.32	389.88	Per Day (Time and a half after 8 hours)
	For Profit/Social Performance	1-Jan-17	541.06	568.11	Per Day (Time and a half after 8 hours)
	<b>Additional Fees</b>				
	User Group Locker Storage (Limited Availability)	1-Jan-17	19.10	19.29	per month
	Ticketing Fees	1-Jan-13	0.10		Per Ticket
	Laptop Computer for PowerPoint	1-Jan-17	15.91	16.07	Per Day
	Projector and Screen	1-Jan-17	15.91	16.07	Per Day
	Bar Service (special events)	1-Jan-17	10.61	10.72	per hour
	Fees and Rates for all Program and Cultural/Historical Services are calculated based on the actual cost of offering the program including facility use, instructor fees, <b>SECURITY DEPOSIT:</b> A security deposit of 100% of booking fee may be required to secure venue.				
	<b>CANCELLATION:</b> All venue rental cancellations will be refunded in full up to and including 14 days prior to the event date. All venue rental cancellations with 13 days or less				
	* All venue rentals are subject to approval by the Town of Okotoks				
	* All venue rentals are subject to cancellation at any time by the Town of Okotoks. In the rare occasion this should occur, a full refund will be issued to the Renter				
	* In the event of an emergency including but not limited to : Power Outages, Fire, Flood, train derailment where the Town of Okotoks is required to evacuate all venue rental				
	*Additional charges at \$25.00 per hour apply when additional cleaning is required				
<b>T</b>	<b>COMMERCIAL ARCHIVE</b>				
	Alberta/Canadian resident or company	11-Sep-17	30.60		per image /per use
	Foreign resident or company	11-Sep-17	153.00		per image /per use
	<b>PARKS</b>				
	Daily rates are equivalent to a maximum of 8 hours				
	<b>Outdoor Facilities: Sheep River Cookhouse, Cimarron Park Gazebo, Landmark Site, Olde Towne Okotoks - The Plaza, Rotary Park Amphitheatre</b>				
	Local Non profit (2 hour minimum)	1-Jan-17	9.27	9.73	per hour
	<del>Local Non-profit</del>	<del>1-Jan-17</del>	<del>37.11</del>		<del>per day</del>
	Non Local or Commercial (2 hour minimum)	1-Jan-17	18.56	19.49	per hour
	<del>Non-Local or Commercial</del>	<del>1-Jan-17</del>	<del>74.23</del>		<del>per day</del>

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
T	<b>Ball Diamonds - 2010 Reclassification</b>				1 hour minimum
	Youth/Sr Local Community	1-Jan-17	15.36	16.13	per hour
	Youth/Sr Non Local/For Profit Community	1-Jan-17	27.92	29.32	per hour
	Youth/Sr Local Standard	1-Jan-17	28.83	30.27	per hour
	Youth/Sr Non Local/For Profit Standard	1-Jan-17	52.41	55.03	per hour
	Youth/Sr Local Premier	1-Jan-17	61.34	64.41	per hour
	Youth/Sr Non Local/For Profit Premier	1-Jan-17	111.53	117.11	per hour
	Adult Local Community	1-Jan-17	20.95	22.00	per hour
	Adult Non Local/For Profit Community	1-Jan-17	27.92	29.32	per hour
	Adult Local Standard	1-Jan-17	39.29	41.25	per hour
	Adult Non Local/For Profit Standard	1-Jan-17	52.41	55.03	per hour
	Adult Local Premier	1-Jan-17	83.65	87.83	per hour
	Adult Non Local/For Profit Premier	1-Jan-17	111.53	117.11	per hour
	<b>Soccer Field - 2010 Reclassification</b>				1 hour minimum
	Youth/Sr Local Community	1-Jan-17	5.44	5.71	per hour
	Youth/Sr Non Local/For Profit Community	1-Jan-17	16.76	17.60	per hour
	Youth/Sr Local Standard	1-Jan-17	13.82	14.51	per hour
	Youth/Sr Non Local/For Profit Standard	1-Jan-17	25.12	26.38	per hour
	Youth/Sr Local Premier	1-Jan-17	44.85	47.09	per hour
	Youth/Sr Non Local/For Profit Premier	1-Jan-17	81.55	85.63	per hour
	Adult Local Community	1-Jan-17	9.74	10.23	per hour
	Adult Non Local/For Profit Community	1-Jan-17	16.76	17.60	per hour
	Adult Local Standard	1-Jan-17	18.83	19.77	per hour
	Adult Non Local/For Profit Standard	1-Jan-17	25.12	26.38	per hour
	Adult Local Premier	1-Jan-17	61.16	64.22	per hour
	Adult Non Local/For Profit Premier	1-Jan-17	81.55	85.63	per hour
	<b>Outdoor Sports Field &amp; Diamond Classification</b>				
	<b>Community Fields &amp; Diamonds:</b> Low to medium profile fields where there is no irrigation present. The turf quality is low to high and is maintained by week to bi-weekly				
	<b>Standard Fields &amp; Diamonds:</b> High to medium profile fields where there is an automatic irrigation system present. The turf quality is medium to high and is maintained by				
	<b>Premier Fields &amp; Diamonds:</b> High profile fields with an automatic irrigation system present. Currently all fields and diamonds in this category are managed independently				

GST	Service Description	Effective Date	Current Fee	Proposed January 1 2018 (unless otherwise specified)	Unit of Measure
<b>Outdoor Sports Field &amp; Diamond Classification</b>					
	<b>COMMUNITY FIELDS</b>  <b>STANDARD FIELDS</b> Air Ranch Big Rock Drake Landing - North Upper Drake Landing - North Lower Dr. Morris Gibson (DMG) Ecole Good Shepherd (EGSS) Howard North Howard Middle Howard South St. John Paul II (JP II) Kinsmen North Kinsmen South Riverside East Riverside Middle Riverside West St. Mary's Track Field OJHS -Wylie Athletic Park Westmount <b>PREMIER FIELDS</b> Foothills Composite Stadium				
					<b>COMMUNITY DIAMONDS</b> Big Rock Diamond #5 -Percy Pegler Diamond #6 - Okotoks Jr. High School (OJHS) Diamond #8 - EGSS Northeast Ethel Tucker St Mary's Westmount <b>STANDARD DIAMONDS</b> Air Ranch Diamond #1 (Littler) - Wylie Athletic Park Diamond #7 - EGSS South Diamond #10 - Wylie Athletic Park Howard Park St. John Paul II (JP II) Conrad Field Riverside Ball Diamond at Laudan Park  <b>PREMIER DIAMONDS</b> Tourmaline Seaman Stadium
	Special Event Permit Non Bookable Space (i.e. Block Party)	1-Jan-13	15.00	15.75	Per permit
	Park Access Permit	1-Jan-05	35.00/100.00	40.00/100.00	Per permit/ Annual Permit
	Seizure & Impoundment of Sign(s) left on public lands	1-Jan-16	30.00		Each event
	Outdoor Court Drop In	1-Jan-15	5.00	5.25	per person/per day
	Outdoor Court Adult Non Profit Group	1-Jan-17	20.04	21.04	per court per hour
	Outdoor Court Youth/Sr Non Profit Group	1-Jan-17	14.69	15.42	per court per hour
	Scoreboard Rental	1-Jan-18	NEW	250.00	per field per season
	Scoreboard Rental	1-Jan-17	15.30	16.07	per booking

First Reading Version



P.O. Box 310  
Okotoks, AB  
T1S 1A6

[www.okotokslibrary.ca](http://www.okotokslibrary.ca)

November 10, 2017

Mayor and Council  
Town of Okotoks

Dear Mayor and Council,

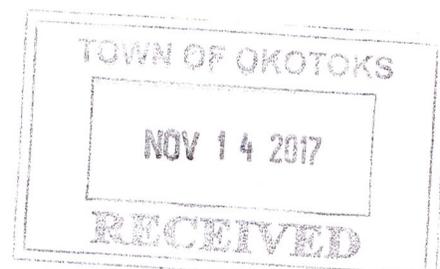
On behalf of the Okotoks Library Board please find attached our budget request for the fiscal year 2018. This budget was approved by the Okotoks Library Board on November 9, 2017.

The attached budget requests a local appropriation of **\$643,506.00** from the Town of Okotoks.

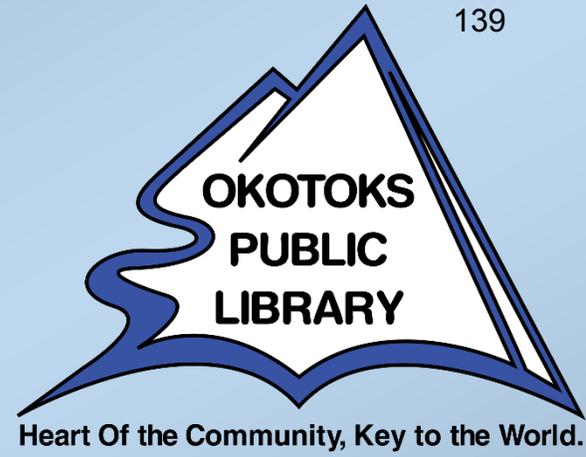
The Board would like to be placed on the agenda of the December 11<sup>th</sup>, 2017 meeting. We will need approximately 30 minutes to present our budget and answer any questions that Council may have.

Yours truly,

Tanelle Nash  
Chairperson  
Okotoks Library Board



Okotoks Public Library	Budget 2018	
<b>Revenue</b>		
Local Appropriation	\$	643,506.00
Provincial Grants	\$	155,489.00
Regional Library grants	\$	70,040.00
Other grants and donations	\$	5,500.00
Book Sales	\$	2,700.00
Membership fees	\$	60,000.00
Overdue fines	\$	16,500.00
Lost items	\$	3,500.00
Rentals (rooms)	\$	8,000.00
Interest	\$	5,200.00
Miscellaneous	\$	1,500.00
Contributed from reserves		0.00
Printing and photocopy sales	\$	3,400.00
Programmes	\$	1,000.00
<b>Total Revenue</b>	\$	<b>976,335.00</b>
<b>Costs and Expenses</b>		
Wages and Benefits	\$	670,000.00
Course and Conference fees Board	\$	6,000.00
Course and Conference fees Staff	\$	8,500.00
Advocacy and Public Relations	\$	5,000.00
Telephone and Internet	\$	2,000.00
Postage and courier	\$	1,500.00
Programme expenses	\$	2,500.00
Professional memberships	\$	500.00
Equipment rental and repair	\$	9,000.00
Accounting (line 28 & 29 go tog.)	\$	14,800.00
Audit		
Insurance	\$	8,500.00
Books and Freight	\$	7,000.00
Periodicals and newspapers	\$	3,200.00
Audio Visual materials	\$	2,300.00
Library & Office supplies	\$	8,000.00
Utilities	\$	26,000.00
Janitorial & Rug Cleaning	\$	34,000.00
Building Maintenance (line 37 & 38 go tog.)	\$	25,000.00
Snow removal		
Legal Fees and Bank Charges	\$	2,000.00
Sundry	\$	450.00
Computer maintenance & upgrades	\$	5,000.00
Transfer payments (Marigold)	\$	126,085.00
Capital expenditures	\$	7,000.00
Emerging trends	\$	2,000.00
<b>Expenses</b>	\$	<b>976,335.00</b>

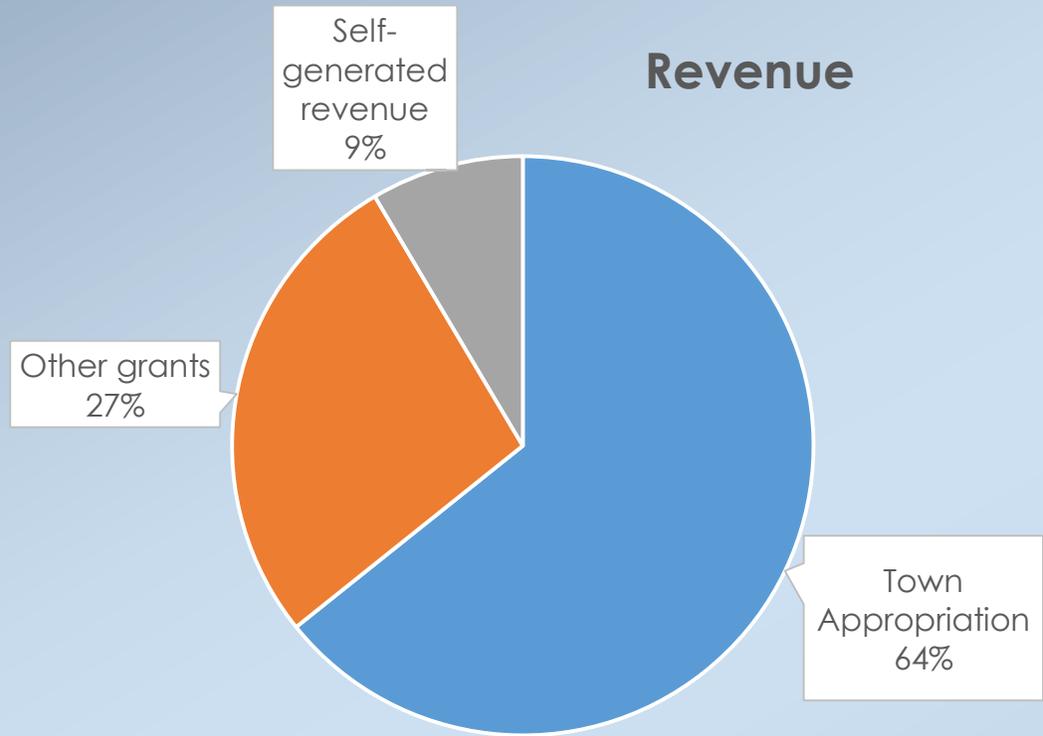


# Okotoks Public Library Budget 2018

## Financial Presentation

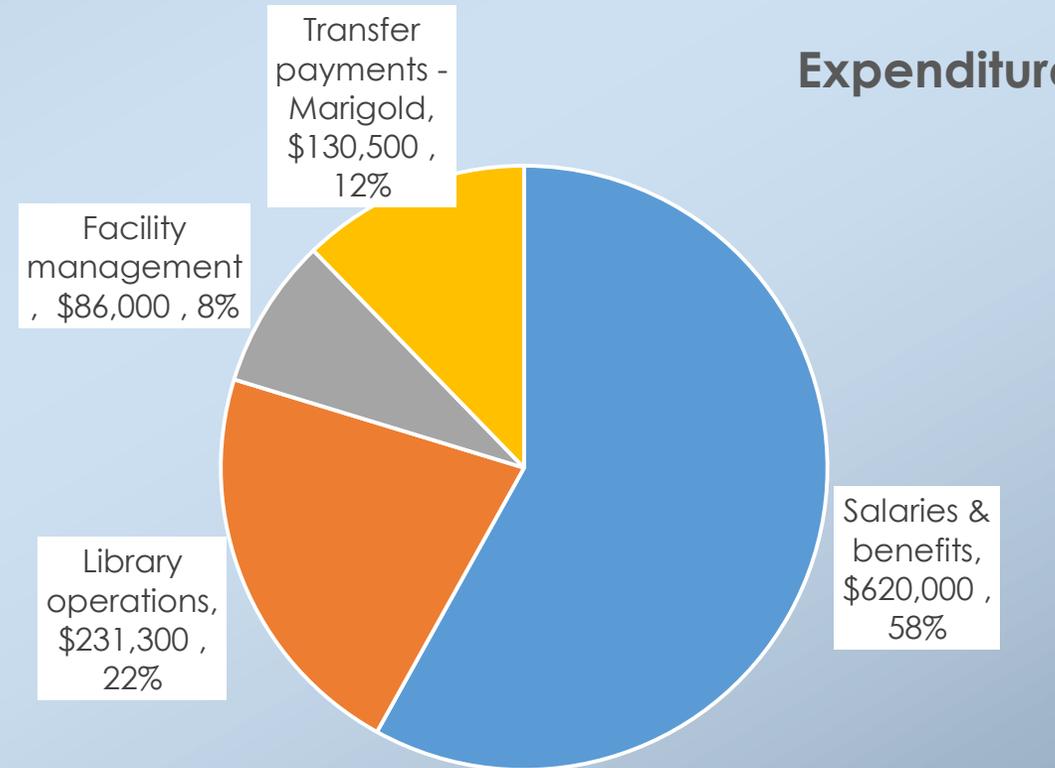
# Financial analysis 2017

## Revenue



- Town Appropriation
- Other grants
- Self-generated revenue

## Expenditure



- Salaries & benefits
- Library operations
- Facility management
- Transfer payments - Marigold

# Budget 2018 - Revenue

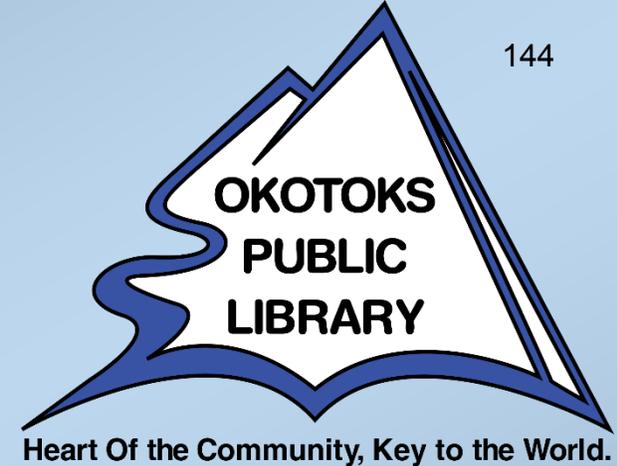
Revenue	Budget 2018
Local Appropriation	\$ <b>643,506.00</b>
Provincial Grants	155,489.00
Regional Library grants	70,040.00
Other grants and donations	5,500.00
Book sales	2,700.00
Membership fees	60,000.00
Overdue fines	16,500.00
Lost items	3,500.00
Rentals (rooms)	8,000.00
Interest	5,200.00
Miscellaneous	1,500.00
Printing and photocopy sales	3,400.00
Programmes	1,000.00
<b>Total Revenue</b>	\$ <b>976,335.00</b>

## Budget 2018 - Expenses

<b>Costs and Expenses</b>	<b>Budget 2018</b>
Wages and Benefits	670,000.00
Course and Conference fees Board	6,000.00
Course and Conference fees Staff	8,500.00
Advocacy and Public Relations	5,000.00
Telephone and Internet	2,000.00
Postage and courier	1,500.00
Programme expenses	2,500.00
Professional memberships	500.00
Equipment rental and repair	9,000.00
Accounting & Audit	14,800.00
Insurance	8,500.00
Books and Freight	7,000.00
Periodicals & newspapers	3,200.00

## Budget 2018 - Expenses continued

<b>Costs and Expenses continued</b>	<b>Budget 2018</b>
Audio visual material	2,300.00
Library & office supplies	8,000.00
Utilities	26,000.00
Janitorial & rug cleaning	34,000.00
Building maintenance & Snow removal	25,000.00
Legal fees & bank charges	2,000.00
Sundry	450.00
Computer maintenance & upgrades	5,000.00
Transfer payments (Marigold)	126,085.00
Capital expenditures	7,000.00
Emerging trends	2,000.00
<b>Total expenses</b>	<b>\$ 976,335.00</b>



# Okotoks Public Library Community Connection

This place  
is my home  
away from  
home, I LOVE  
IT HERE!



I think this is a  
wonderful Library the  
most best one ive  
been to.  
from Anola Andruski  
age 8.



Reading makes  
me think I  
can do  
ANYTHING!  
-mikayla



Perfect Location!  
Staff is Wonderful.  
We Love The Programs  
Offered of Friday  
Movies,  
Harry Potter  
Christmas Party.  
Keep Up The Fantastic  
Work!

I Love this  
place!



I know  
all of now  
the word's  
so I read a lot

merry christmas!



I Love the  
library



# Libraries transform...

- Libraries transform lives. They are a resource for people of any age to find what they need to improve their quality of life. They facilitate individual opportunity, levelling the playing field for all who seek information and access to technologies.
- Libraries transform communities. They are at the heart of our communities. Their traditional roles have expanded to provide further opportunities for community engagement, and deliver new services and programs that connect closely with people's needs.
- Libraries add value in five key areas: education, employment, entrepreneurship, empowerment and engagement.
- Today's libraries are not just about what we have for people, but what we do for, and with, people.

# We are the heart of the community for.....

- Students needing a place to study or write examinations.
- Entrepreneurs needing a place to work.
- People needing a place to relax and read.
- Parents needing a place to socialize and find friends.
- People needing a place where they feel they belong.
- Tutors needing a place in public where it is safe to teach.
- Children needing a place to read, play, attend a program or make friends.
- Public needing a place with free wireless or computer hub usage.
- Anyone needing a place to find information or help with research.
- Residents needing a place to attend meetings, programs or educational sessions.

# This year the Okotoks Public Library has.....

- Increased its reach into the community to raise awareness of the value of this library as we come ever closer to needing a bigger space.
- Increased its number of partnerships in this community and beyond.
- Increased its participation in events and local affairs.
- Increased its number of pre-school and elementary school programs.
- Increased its promotion of literacy and lifelong learning.
- Increased its collection with fun, literacy based formats.

Please see our current Plan of Service for how we are achieving these increases: <http://www.okotokslibrary.ca/sites/default/files/Plan%20of%20Service%202017-2019.pdf>

# The library has so much more than wonderful books.....

## It has:

- DVDs and BluRays
- Audiobooks, MP3s and Playaways
- Video games for all platforms, Atari, Genesis and Super Nintendo Classic game consoles
- Toys and summer game sets
- Walking poles
- Puzzles & flash cards for children
- E-content: books, music, magazines and newspapers, video and television streaming (Hoopla), educational and DIY databases.
- And the ability to supply any of 3 million+ items from 182 other libraries throughout Alberta for a patron for free!!

Please see our website, facebook and twitter pages at [www.okotokslibrary.ca](http://www.okotokslibrary.ca) for more information and regular updates.



“A library outranks any other one thing a community can do to benefit its people. It is a never failing spring in the desert.”  
 —Andrew Carnegie



**Council**  
December 11, 2017

## **RESPONSE TO COUNCILLOR INQUIRY**

### **COUNCILLOR CHRISTOPHERS**

Councillor Christophers inquired if other communities provide minor versus major home occupation business licenses; and if it would be possible to have a minor home occupation business license allow up to one employee?

### **RESPONSE**

Yes, other communities provide for business licenses for both major and minor home occupation permits. Currently, a major home occupation requires a business license and a development permit. Allowing minor home occupations to have one employee would require changes to Land Use Bylaw 40-98 and the current business licensing process. The current process does not require that minor home occupations obtain a development permit.

Prepared by:  
Jamie Dugdale  
Planning Services Manager  
December 05, 2017



## **RESPONSE TO COUNCILLOR INQUIRY**

### **COUNCILLOR CHRISTOPHERS**

Councillor Christophers referenced a January 2016 Response to a Councillor Inquiry regarding train whistle cessation at public grade crossings and inquired if an estimate is available outlining the potential costs and approximate timeframe to complete this process, if recommended by Council.

### **RESPONSE**

The Response to the Councillor Inquiry (RCI) completed in January 2016 has been attached to this response to offer background information regarding the train whistle cessation process. The previous report was completed prior to annexation. In addition, two additional crossings (in the Southbank subdivision) are scheduled for construction in 2018.

To provide additional detail with respect to timelines and costs associated with whistle cessation, Administration used information from the rail authority and professionals familiar with the whistle cessation process, as well as information contained within the RCI from January 2016.

With respect to timelines to achieve whistle cessation, consultants with knowledge of the matter indicate a reasonable minimum timeframe, given adequate resources, would be 3 years. This assumes a relatively smooth process and does not account for external delays that may be encountered as a result of the rail authority, Transport Canada, grant funding program timelines, etc. The January 2016 RCI provided information from other municipalities that suggests longer timeframes should be expected.

Considering that the crossing improvements are the largest hard cost in the whistle cessation process, and that the extent of the required improvements cannot be determined until safety assessments are completed and reviewed with the rail authority, it is challenging to provide an accurate estimate. However, Administration has completed a rough estimate using information obtained from the rail authority, consultants, and the January 2016 RCI. The estimate includes grade crossing improvements that would be considered typical and could vary depending on a number of factors.

- Completing safety assessments at five crossings (Secondary Road 549, Northridge Drive, Pedestrian Crossing, Veterans Way, Lineham Avenue) - \$50,000
- Assumed improvements at three existing crossings (Secondary Road 549, Pedestrian Crossing, Veterans Way) - \$1,600,000
- Fencing approximately 8,600m at \$55 per lineal metre – \$473,000
- Total - \$2,123,000

Additionally, it may be beneficial to consider the maintenance costs of the required fencing and the three new crossing improvements, which is estimated to be approximately \$30,000 per year. This can be viewed as an additional cost, but it is likely that with time the crossings will require upgrades regardless.

**Attachment(s)**

1. Response to Councillor Inquiry, January 2016

Prepared by:  
Dan Kutzner, CET  
Engineering Projects Coordinator  
December 01, 2017

**Council**  
January 25, 2016

## **RESPONSE TO COUNCILLOR INQUIRY**

### **COUNCILLOR ROCKLEY**

Councillor Rockley provided information from a resident concerned about train whistling at public grade crossings within Okotoks who provided information on new regulations passed in 2014, and requested that Administration research the possibility of having the train whistles cease as they travel through Okotoks, while maintaining the current level of safety.

### **RESPONSE**

In accordance with the Canadian Rail Operating Rules, which are posted on Transport Canada's website, trains travelling 44 mph or less (trains travel 25 mph through Okotoks) must sound their whistle to provide 20 seconds warning before entering a public grade crossing and continue to sound the whistle until the crossing is fully occupied by the train. These rules apply to public crossings regardless of level of warning systems (e.g. flashing lights and bells, or flashing lights, bells and gates).

Currently, the Town has three grade crossings that accommodate both vehicles and pedestrians at Northridge Drive, Centre Avenue/Veterans Way and Lineham Avenue. There is a pedestrian crossing midway between Northridge Drive and Centre Avenue. These crossings have varying levels of warning systems. Additionally, there are two approved grade crossings, yet to be developed, on Southbank Crescent, a future industrial connection (post annexation) east of Town, and a grade crossing on Secondary Road 549 in the MD of Foothills which is relevant to this discussion.

Municipalities have the ability to request Transport Canada to permit whistling cessation at given crossing(s). The process is initiated when a Municipality receives a request from a citizen or a community. The Municipality would then enter into a discussion with the rail company operating the relevant line(s), in this case Canadian Pacific Railway (CP), to assess the feasibility of the whistling cessation request. This discussion would examine issues around meeting requirements of legislation including the Rail Safety Act, Grade Crossing Regulations, Grade Crossings Standards and associated costs and timelines for completion.

If this discussion proves reasonable, the Municipality must notify all relevant associations or organizations and issue a public notice of its intention to pass a resolution declaring that it agrees that whistles should not be used at a specific area, multiple crossings in this case, along a rail corridor. The Municipality must then assess the crossing(s) in question to ensure requirements of the grade crossing regulations and grade crossing standards have been met. These requirements may include a detailed safety assessment of the crossing and the warning systems at the crossing. A third party consultant is typically engaged to complete this step. This would have to be done for each of the crossings listed because of their proximity to each other.

If the crossing does not meet the necessary criteria, improvements to the crossing (e.g. upgraded warning systems, road repairs, sightline improvements, etc.) would have to be completed prior to proceeding any further. This would likely include complete development, in due course, of the approved crossings on Southbank Crescent.

A portion of the legislation is provided here for reference:

*Section 23.1 of the Rail Safety Act (RSC 1985) sets out requirements to be met under the Grade Crossing Regulation (2015) and Grade Crossing Standards (2014) to prohibit the use of a whistle (horn) on railway equipment in a specific area of a municipality.*

*Section 104 of the Grade Crossings Regulation (2015) requires:*

**104** *For the purposes of section 23.1 of the Railway Safety Act, the following requirements are prescribed:*

**(a)** *the area must be located*

**(i)** *within a railway right-of-way, on each side of a public grade crossing, and within 0.4 km from the outer edge of the crossing surface, as shown in Figure D-1 of the Grade Crossings Standards, and*

**(ii)** *within the road approach;*

**(b)** *the area must have a public grade crossing that has the applicable protection referred to in sections 105 to 107\*;*

**(c)** *the area must not have repeated incidents of unauthorized access to the line of railway; and*

**(d)** *the area must not require whistling for a grade crossing located outside the area.*

*(\*Sections 105 to 107 refer to design standards established to meet criteria in the Grade Crossings Standards, signs, flashing lights, bells and gates or combinations thereof)*

If the detailed review confirms that the criteria of the grade crossing regulations and the crossing standards have been met, the Municipality must consult with the railway company. The railway company may require further enhancements as they deem necessary.

Examples of additional enhancements include fencing the right of way boundary, (400m in each direction from the grade crossing on both sides of the rail line(s)), additional liability insurance, maintenance agreements in relation to the grade crossings and fence line, enhanced patrol agreements of the fence line with Municipal Enforcement and the RCMP and overall shared responsibility of cost.

The Grade Crossing Improvement Program (GCIP) through Transport Canada offers funding for approved projects up to 50% (maximum allocation of \$550K), of the eligible costs with the remaining 50% shared between the involved authorities. This program has an extensive list of requirements to determine what eligible funding might be assigned.

Administration has learned that similar ventures have been undertaken in Canmore, and Strathcona County. In Canmore, the project began in 1984 and has undergone many bylaw revisions and the fence line has been modified many times with the last modification requiring \$75K infusion of funds by the Town of Canmore (50% of total cost) and an annual operating budget of \$5K to address repairs and maintenance. A total cost of the process was not provided. Strathcona County commenced this process in relation to a singular grade crossing in 2012 and allotted \$200K for their portion of the project which included grade improvements, fencing and public engagement. The process is not yet complete, but they are hopeful for early 2016.

Without a detailed assessment of each grade crossing identified, the potential cost of upgrade(s) to meet requirements cannot be estimated. However, fencing that would likely be required for the in-Town grade crossings can be estimated at 8570m of 2m high fence at \$55.00 per linear foot (2016 costing) totalling +/- \$472K. A best case scenario would have 50% of this covered by the GCIP leaving \$236K to be divided between the Town and CP. That division of responsibility would have to be negotiated.

The grade crossing located in the MD of Foothills must also be addressed. The Grade Crossing Regulation s.104(1)(d) states: "the area must not require whistling for a grade crossing located outside the area". Clarification would need to be provided by CP if the Secondary Road 549 grade crossing meets this standard, however given the proximity, it is reasonable to presume it would require including the MD of Foothills Council and Administration in discussions.

A timeline for this process cannot be estimated as Transport Canada determines priority of projects to be funded and completed based on a number of factors with the main driver being public safety. The list of priorities is established each April under the GCIP program and modified each year as required to address public safety issues.

The final stage of the process when the Municipality(s) and the railway company come to an agreement with respect to whistling cessation, and the crossing(s) meets the requirements of the Grade Crossing Regulation and Standards, the Municipality(s) can pass a resolution indicating that train whistling is not to be used at the crossing(s). Once the resolution is passed, it becomes illegal under the Railway Safety Act to use a train whistle at the approach of the crossing. However, the Act still allows train whistling in times of emergency and in other limited circumstances as determined by the train. If the Municipality and railway company do not agree that the crossing meets the requirements for a warning system at a public crossing without train whistling, the issue can be brought forward to Transport Canada for a final decision.

Prepared by:  
Dan Kutzner, Engineering Projects Coordinator  
Colin Gainer, Planner  
Scott Roberts, Protective Services Director  
January 18, 2016

November 28, 2017



Congratulations on your recent victory in the October 2017 municipal elections! Strong local governance is critical to province-wide community services and supports. The Alberta Seniors Communities & Housing Association (ASCHA) and its membership are looking forward to working with you and your council to help Albertans age well in your communities.

We were pleased to participate in both the AAMDC and AUMA events this month and meet some of you face-to-face. As you are aware, the seniors' population in our communities are set to double over the next 20 years, and it will be important to prepare for the housing and community services these residents will require. Seniors housing is also a growing industry offering job opportunities to a wide variety of potential employees.

With both Provincial and Federal Housing Strategies underway, you may have the occasion to govern local housing decision-making as a board member of your local Housing Management Body. Housing Management Bodies have different portfolios under ministerial order, and may offer everything from seniors lodges, seniors self-contained apartments, and community housing programs. ASCHA serves these Housing Management Bodies, along with other voluntary and private sector housing providers, and can offer education and support to your board. Ultimately, ASCHA is committed to its Noble Cause – to empower seniors to have choice and a life of purpose wherein they are honoured, valued and respected. Visit our blog at [www.charlieandhazelblog.wordpress.com](http://www.charlieandhazelblog.wordpress.com) and our Facebook page at [www.facebook.com/ascha.team](http://www.facebook.com/ascha.team) to see our public engagement.

We provide our members with advocacy toolkits on seniors housing issues, host region meetings to arrive at locally-driven solutions, and support those working within the sector. Resources be accessed in the Member Area of our website at [www.ascha.com](http://www.ascha.com). We hope that you will visit this site often, and reach out and contact us with any questions you may have. In the interim, we wanted to provide you with the following infographic to acquaint you with the major factors influencing Alberta's seniors housing industry currently:

#### [Key Factors Influencing Seniors Housing in Alberta Infographic](#)

Seniors Housing can be complex, and the terminology and regulations can be difficult to navigate at times. We invite you to [subscribe](#) to the ASCHA Weekly Rollout – an e-newsletter that will keep you apprised of key information and updates in seniors housing.

Thank you for choosing to represent the people of your community and provide leadership to the many programs supported by your municipality. By working collaboratively, we can continue to create and maintain vibrant seniors housing for Albertans.

Sincerely,

Raymond Swonek, ASCHA President

Irene Martin-Lindsay, ASCHA Executive Director

*Seniors are empowered to have choice and life of purpose, wherein they are honoured, valued and respected.*

9711-47 Ave, Edmonton, AB T6E 5M7  
 Phone: 780.439.6473 Fax: 780.433.3717  
 Email: [ascha@ascha.com](mailto:ascha@ascha.com) Web: [www.ascha.com](http://www.ascha.com)



December 5, 2017

His Worship William (Bill) Robertson  
Mayor  
Town of Okotoks  
PO Box 20  
Okotoks AB T1S 1K1

Dear Mayor Robertson:

We are writing to you today to share Alberta Health's updated *Position Statement* on community water fluoridation, and my support for this important public health measure. In the recent months, several municipalities have asked Alberta Health for information and direction on community water fluoridation, and as part of proactive outreach we are also sharing the *Position Statement* with you.

In early 2017, the 2014 *Position Statement* was updated to include a review of the latest scientific research, and was reformatted to be more concise. The evidence review has not changed our position, and the new evidence strengthens our support for community water fluoridation:

- Alberta Health recognizes the benefits of community water fluoridation as safe, effective and cost effective, as described in our updated Position statement on community water fluoridation: <https://open.alberta.ca/publications/9781460131268>.

The decision to fluoridate a municipal water supply and the associated costs are the responsibility of municipal governments. Alberta Health along with Alberta Health Services plays an important role of providing guidance to municipal leaders to help them make informed decisions on the issue.

The value of water fluoridation must not be underestimated. Tooth decay is the single most common chronic disease among children, and also affects over 95 per cent of adults. Furthermore, tooth decay disproportionately affects economically disadvantaged people. In addition to causing chewing problems, pain, and cosmetic concerns, poor oral health negatively affects overall health. Treatment costs for tooth decay can be high, making adequate dental care unattainable for many Albertans, especially the most vulnerable.

Community water fluoridation remains the most equitable and cost-effective method of delivering fluoride to a community. The health benefits of water fluoridation extend to all residents regardless of age, socioeconomic status, education or employment, and are not dependent on an individual's behaviour. Even with other sources of fluoride available today, fluoridated drinking water still reduces the rates of tooth decay not only in children, but also in adults and seniors.

.../2

Mayor Robertson  
Page 2

Water fluoridation for the prevention of tooth decay is endorsed by over 90 national and international professional health organizations who have carefully weighed the evidence, including the Public Health Agency of Canada, the U.S. Centers for Disease Control and Prevention (CDC) and the World Health Organization. The CDC has called the use of fluoride in drinking water one of the greatest public health achievements of the 20<sup>th</sup> century.

We strongly encourage you to support fluoridation of your community water supply so that residents of your municipality can enjoy the long-term oral health benefits. If you would like more information about community water fluoridation and health, please feel free to contact Dr. Jason Cabaj. You can reach Dr. Cabaj at 403-943-0209 or [Jason.Cabaj@ahs.ca](mailto:Jason.Cabaj@ahs.ca).

Yours sincerely,



Dr. Karen Grimsrud  
Chief Medical Officer of Health  
Alberta Health



Dr. Jason Cabaj  
Medical Officer of Health  
Alberta Health Services Calgary Zone

Enclosure: *Alberta Health's Position Statement on Community Water Fluoridation, 2017*

cc: Dr. Jason Cabaj, Medical Officer of Health, Alberta Health Services Calgary Zone

**Alberta Health**

# **Position statement on community water fluoridation**

January 2017

*Alberta*  Government

Alberta Health and Alberta Health Services recognize that community water fluoridation effectively prevents tooth decay, especially among people who are most vulnerable. It offers significant benefit with very low risk and reaches all residents who are connected to a municipal water supply. Therefore, Alberta Health and Alberta Health Services endorse community water fluoridation as a foundational public health measure to prevent dental disease and improve oral health.

## Background

Despite significant improvements in oral health over the last several decades, dental caries (tooth decay) continue to be a common health problem among Canadians, with consequences including pain, infection, impaired chewing ability, compromised appearance, tooth loss, and absence from work or school. Dental caries occur when bacteria present in the mouth turn sugar and carbohydrates in the foods we eat into acids. These acids attack the tooth enamel and create decay.

Fluoride is known to have a protective effect against dental caries throughout life. In infants and children with pre-erupted teeth, ingested fluoride is incorporated into the structure of developing tooth enamel, making it more resistant to decay after eruption. In adults, drinking fluoridated water reduces the rate of demineralization and promotes the remineralisation of early caries. A constant low level of fluoride, such as that found in fluoridated drinking water, is able to provide a more constant supply of fluoride to teeth throughout the day than brushing with fluoridated toothpaste alone.

More than 56 per cent of 6–11 year-old children and almost 96 per cent of adults have experienced tooth decay (1). Dental caries are more prevalent among disadvantaged people who do not have the financial resources to receive dental care. Poor oral health affects the wellbeing and quality of life of millions of Albertans while costing money and time off from school and work. Teeth affected by dental caries may require repeated treatments and repair over the years. Reducing tooth decay benefits everyone by minimizing the need for fillings, tooth replacements and emergency care.

Dental care cost Canadians approximately \$12.5 billion in 2013 of which over ninety percent was funded through private insurance and out of pocket expenses (2). As a costly population level problem that affects the wellbeing of Albertans, oral disease is a public health concern that needs to be addressed. Preventing the disease is the best option.

Community water fluoridation (CWF) is the deliberate adjustment of the fluoride concentration in drinking water to optimal levels to ensure safety and achieve desired health benefits. CWF began in Canada in 1945 and early results showed a 39 per cent reduction in decay among primary teeth and a 53 per cent reduction in decay for permanent teeth; all at a cost less than 20 cents per person per year (3). Further, dental care costs decreased significantly for children born in fluoridated communities after fluoridation began (4).

The fluoride-containing compounds that are used for CWF have been shown to dissolve fully in water and release fluoride ions. These are the same fluoride ions that can be found naturally in water. Some drinking water has very low levels of fluoride and therefore requires the addition of fluoride to obtain health benefits. Health Canada recommends the addition of fluoride to an optimal level of 0.7 ppm for fluoridation programs. Municipal water treatment operators in Alberta are required to regularly monitor their water supply to ensure that fluoride levels do not exceed the

Maximum Allowable Concentration of 1.5 ppm recommended by Health Canada in the *Guidelines for Canadian Drinking Water Quality*.

There has been a multitude of scientific studies evaluating the effectiveness and safety of CWF published over the last six decades, including several high-quality systematic reviews of the literature. Systematic review methods are designed to be comprehensive, transparent, reproducible, and to minimize selection bias. They provide the highest level of scientific evidence by assessing all available information on a topic. Despite its long history and wealth of data showing improvements in oral health with CWF, this public health measure remains controversial. It is important to consider all of the research evidence on the issue as non-systematic selection of single reports may lead to inconclusive results and unsupported decisions.

Across Canada, municipalities have the responsibility for deciding on water fluoridation in their community and many communities do not fluoridate their water. Therefore, even though fluoridation has been proven to be a safe and effective practice, many Albertans do not have fluoridated water. Municipalities may look to senior levels of government and health authorities for guidance on the decision to fluoridate drinking water. This document provides a clear statement of support for community water fluoridation and outlines the current rationale for supporting it in Alberta. As research accumulates on this topic, Alberta Health will continue to review the evidence on CWF and adapt provincial recommendations accordingly.

## Effectiveness of community water fluoridation

Studies show that fluoridation continues to be effective in reducing tooth decay even in an era with widespread availability of fluoride from other sources, such as fluoridated toothpaste. There have been several major systematic reviews of the literature published on this topic in addition to dozens of individual studies confirming the benefits of CWF.

Systematic reviews of the large body of scientific evidence have consistently concluded that CWF is effective at decreasing the prevalence and severity of dental caries. Effects include significant increases in the proportion of caries-free children and significant reductions in the number of teeth or tooth surfaces with caries in both children and adults. Additionally, between communities comparisons have demonstrated fewer cavities within communities where the drinking water is fluoridated. McLaren et al., recently reported the adverse effect on children's oral health following the cessation of CWF in Calgary (5).

A systematic review conducted in the UK in 2000 included before/after studies and prospective cohort studies looking at the impact of CWF initiation on caries prevalence and severity in children (6). The review included 26 studies and found that the best available evidence showed that fluoridation was associated with:

- approximately 15 per cent more children totally free from tooth decay; and

- an average of two fewer decayed, missing or filled teeth per child.

Truman et al., published a systematic review in 2002 of 36 studies that concluded there is “strong evidence that water fluoridation is effective in reducing the cumulative experience of dental caries within communities” (7).

A 2003 Cochrane systematic review of 74 studies of fluoride toothpaste concluded that fluoridation provided a benefit over and above that of toothpaste alone (8).

A 2007 meta-analysis of 20 studies found that fluoridation prevented 27 per cent of tooth decay in adults (9).

A 2015 Cochrane review of the literature, which included 107 studies, concluded that water fluoridation is effective in reducing caries in deciduous and permanent teeth in children (10). This review found that, in comparison to the control group, fluoridation was associated with:

- a 35 per cent reduction in decayed, missing or filled deciduous teeth
- 15 per cent more caries free children in deciduous dentition, and 14 per cent more in permanent dentition

The overall body of scientific evidence supports CWF as an effective public health strategy to reduce dental disease.

## Safety of community water fluoridation

A number of potential adverse effects of fluoride have been suggested. As fluoride is present at naturally high levels in drinking water used in some parts of the world, it is important to distinguish between fluoride effects at very high levels and effects that may occur at the levels recommended for CWF. Studies examining the effects of fluoride at the levels recommended for CWF have shown that fluoride does not pose a risk to human health.

A systematic review conducted in the UK in 2000 considered 214 studies on the safety and efficacy of water fluoridation; 88 concerned side effects other than dental fluorosis (6). The review included *all studies showing any negative effects from water fluoridation in humans*. They found no association with water fluoride and adverse effects such as cancer, bone fracture and Down’s syndrome.

Australia’s 2007 review update found insufficient evidence to reach a conclusion; a detailed review on bone fracture risk showed fluoridation has little effect, either protective or deleterious (11).

Health Canada’s Expert Panel review of fluoridation examined *all identified human health risks, taking into account new studies and approaches* including a literature review and total diet study (12). The 2010 report found that fluoride in drinking water up to twice the recommended amount is unlikely to

cause adverse health effects, including cancer, bone fracture, immunotoxicity, reproductive/developmental toxicity, genotoxicity, and/or neurotoxicity. A fluoride level of 0.7 ppm in drinking water prevents excessive intake of fluoride through multiple sources of exposure.

In 2011 the European Commission's critical review (13) of new evidence on the hazard profile, health effects, and human exposure to fluoride found:

- the weight of evidence did not substantiate adverse health effects such as carcinogenicity, developmental neurotoxicity and reproductive toxicity;
- exposure of water organisms to fluoridated water is not expected to lead to unacceptable risks to the environment; and
- the fluoridation additive, hydrofluorosilicic acid, rapidly hydrolyzes in water and acts as if fluoride is naturally present in the water. Any slight impurities in the additive are at least 100 times less than drinking water guidelines established by the World Health Organization and are not regarded as a health risk.

The overall body of scientific evidence supports CWF as a safe public health measure.

## Dental fluorosis

All sources of ingested fluoride, including fluoride in drinking water, toothpaste and dietary fluoride supplements, increase the likelihood of dental fluorosis— a discolouration of the teeth that occurs during development. Dental fluorosis ranges from barely visible lacy white markings in mild cases to pitting of the teeth in the rare, severe form. There is a dose-response relationship between fluoride intake and fluorosis. The risk for and severity of dental fluorosis depends on the amount, timing, frequency, and duration of fluoride exposure. Surveys in Australia (14) and New Zealand (15) have found no significant differences in dental fluorosis between areas with fluoridated and non-fluoridated drinking water.

The Canadian Health Measure Survey 2007–2009, identified less than 0.3 per cent of children as having dental fluorosis in Canada (16). Additionally, in Canada, the prevalence of dental fluorosis of cosmetic concern is minimal. Most people with very mild dental fluorosis are unaware; it is barely noticeable to the untrained eye and does not affect health. Therefore, the burden of this condition at the population level is very small.

## Cost-effectiveness

There have been multiple studies evaluating the cost-effectiveness of CWF including studies from the US, Australia and Canada. All of these studies have indicated that CWF is cost-effective. In a 2015 systematic review of the economics of CWF, it was concluded that the economic benefit of CWF exceeds the intervention cost. Furthermore, the cost-benefit ratio improves as the community population size increases (17). For larger communities of more than 20,000 people, it is estimated

that every \$1 invested in this preventive measure yields approximately \$38 savings in dental treatment costs (18).

Although other fluoride-containing products are available and contribute to the prevention and control of dental caries, CWF has been identified as the most cost-effective method of delivering fluoride to all members of a community, regardless of socio-demographic factors that may otherwise affect their dental health.

## Ethics of community water fluoridation

CWF, like most public health measures, has to balance the inherent tension between protecting valued individual rights and achieving positive societal goals such as avoided disease and greater equity or fairness in health. While individual choice should be preserved when possible, exceptions exist if there is a significant benefit to the broader community. The benefits of fluoridation significantly outweigh its potential negative effects and therefore justify limiting the freedom of choice for people who do not wish to have their water fluoridated. In addition, fluoride toothpaste and dental treatments alone will not reduce inequalities (unfair differences) in oral health because their use depends on individual behaviour and personal cost.

In a 2003 Section 7 Charter of Rights and Freedoms analysis, the Supreme Court of British Columbia dismissed an applicant's claims for damages for personal injuries resulting from the fluoridation of public water. The Court determined that adding fluoride (a naturally occurring substance in water) was different than adding a drug or medication that did not naturally occur. Fluoridation at optimum levels was a minimal intrusion into a person's right to liberty and security of the person, which are protected under the Charter.

The odds of having caries are significantly greater in people with low education levels (or low parental education) or low income (19). A recent study of the impact of the cessation of CWF in Calgary on dental caries in children demonstrated increasing inequities in oral health in the absence of CWF (20).

In 2007 the Nuffield Council on Bioethics (UK) advised that the reduction of ill health and reduction of health inequalities, especially among children, make fluoridation justifiable when balanced against the principles of avoiding coercive interventions and minimizing interventions in personal life (21).

## Conclusion

The best available scientific evidence supports fluoridation as a safe and effective public health measure to improve oral health and reduce dental caries. Alberta Health values the oral health of Albertans and supports fluoridation as a public health approach to minimize dental disease and related complications.

Municipal governments can be confident that the use of CWF at the recommended level does not pose a risk to public health, that it promotes the oral health of the population, and reduces inequities within communities.

Alberta Health, along with Alberta Health Services, Health Canada, the Public Health Agency of Canada, the United States Centers for Disease Control, and the World Health Organization, continue to monitor scientific evidence on this issue and continue to support fluoridation as a safe and effective way to prevent dental disease.

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# THE ALBERTA ORDER OF EXCELLENCE

TOWN OF OKOTOKS

DEC 07 2017

RECEIVED

November 30, 2017

Mr. William (Bill) Robertson  
Town of Okotoks  
PO Box 20  
Okotoks Alberta T1S 1K1

Dear Mr. Robertson,

*The Alberta Order of Excellence is the highest honour the Province of Alberta can bestow on a citizen of this province. Members of the Order are citizens who have gone above and beyond to serve Albertans. The Order reflects the diversity and breadth of achievement of all Albertans.*

*Because of your position, I trust that you might know, or know someone who knows, a remarkable Albertan who has made significant contributions to the lives of other Albertans and deserves to be considered for this honour. If so, could you encourage their nomination for 2018? Nominees must be Canadian citizens, live in Alberta and have made a significant contribution provincially, nationally or internationally.*

*More information and nomination forms are available on our website at [www.lieutenantgovernor.ab.ca/aoe](http://www.lieutenantgovernor.ab.ca/aoe). The deadline for submission is February 15, 2018.*

*I encourage you to share this information with your colleagues.*

*Sincerely,*

Andrew C.L. Sims  
Chair

Facebook: @AlbertaOrderofExcellence  
Twitter: @AOEalberta

**UNADOPTED MINUTES  
OF THE TOWN OF OKOTOKS  
FAMILY AND COMMUNITY SUPPORT SERVICES ADVISORY COMMITTEE  
HELD ON WEDNESDAY, NOVEMBER 29, 2017  
IN THE OKOTOKS MUNICIPAL CENTRE  
COUNCIL CHAMBER**

**COMMITTEE MEMBERS  
PRESENT**

Ashley Dreger, Chair  
Councillor Ken Heemeryck  
Reilly Carlson  
Gabby Gibbs  
Jana Giger  
Sharon Hudspeth  
Lynnea Knight  
John Lowe

**COMMITTEE MEMBERS  
ABSENT**

Melissa Whitney

**STAFF PRESENT**

Debbie Posey, Community Wellness Manager  
Sian Anderson, Recording Secretary

**A AGENDA**

A.1 Call to Order

S. Anderson, Recording Secretary, called the meeting to order at 6:17 p.m.

A.2 Elections of Chair and Vice Chair

S. Anderson, Recording Secretary, called for nominations for Chair.

L. Knight nominated A. Dreger for the position of Chair of the Family and Community Support Services Advisory Committee for the period ending October 31, 2018.

There were no other nominations.

MOTION: By J. Giger that nominations for Chair cease.

Carried Unanimously

A. Dreger was elected and assumed the Chair.

Chair Dreger called for nominations for Vice Chair.

Councillor Heemeryck nominated M. Whitney for the position of Vice Chair of the Family and Community Support Services Advisory Committee for the period ending October 31, 2018.

S. Anderson, Recording Secretary, emailed M. Whitney, as she was absent from the meeting, who accepted the nomination.

There were no other nominations.

MOTION: By R. Carlson that nominations for Vice Chair cease.

Carried Unanimously

M. Whitney was elected Vice Chair.

### A.3 Additions/Deletions/Changes

MOTION: By G. Gibbs that the November 29, 2017 agenda for the Family and Community Support Services Advisory Committee be adopted as presented.

Carried Unanimously

## **B MINUTES OF PREVIOUS MEETING(S)**

B.1 Family and Community Support Services (FCSS) Advisory Committee - October 4, 2017

MOTION: By S. Hudspeth that the minutes of the FCSS Advisory Committee Meeting held October 4, 2017 be adopted as presented.

Carried Unanimously

## **C NEW BUSINESS**

C.1 Family and Community Support Services Association of Alberta (FCSSAA) Conference and Annual General Meeting (AGM)

Councillor Heemeryck provided information on his experience at the 2017 Power of Prevention Conference and the FCSSAA AGM, including an overview of the sessions attended and highlights.

C.2 2017/18 Annual Calendar and Meeting Dates

The Committee reviewed the 2017/18 meeting calendar.

### C.3 Overview of Family and Community Support Services (FCSS)

D. Posey, Community Wellness Manager, provided an overview of the role of the FCSS Advisory Committee, as well as the mandate and purpose of FCSS.

### C.4 Family and Community Support Services 2018 Funding Decision Making Process

D. Posey, Community Wellness Manager, and Leeann Jarman, Community Wellness Specialist, provided an overview on the process for funding decision-making and presentations. The Committee reviewed the 2018 Funding Application Form, Funding Matrix, Funding Process Map and the summary of the 2017 funding requests. Examples of programs that would not fit the mandate for FCSS funding were provided.

### C.5 Round Table Discussion

The Committee talked about trends they are seeing in youth, including social media, drug use, programs and activities.

MOTION: By J. Lowe that items C.1 to C.5 be received as information.

Carried Unanimously

## D REPORTS

### D.1 Councillor Update – K. Heemeryck

Councillor Heemeryck reported on Council activities including budget deliberations and provincial discussions on the legalization of cannabis.

### D.2 Community Wellness Manager Report – D. Posey

L. Jarman, Community Wellness Specialist, provided information on the 2016 Family and Community Support Services report. D. Posey, Community Wellness Manager, provided information on community activities including the Elder Abuse Coordinated Community Response Model, Dementia Friendly initiatives and United Way fundraising.

### D.3 Foothills Composite High School/Alberta High School of Fine Arts Youth Representative – R. Carlson

R. Carlson reported on activities at the Foothills Composite High School/Alberta High School of Fine Arts including the first school dance in five years, becoming paper free, and ongoing construction at the school. The Community Garden mural project is underway with a group of students engaged.

**D.4 Holy Trinity Academy Youth Representative – G. Gibbs**

G. Gibbs reported on activities at Holy Trinity Academy including the expanded ambassador program, a scholarship evening, Parent Advisory Council engagement events for parents, youth night at St. James' Church, Christmas market, and band fundraising. It was noted that coaches for sports teams are staff and community volunteers.

MOTION: By S. Hudspeth that items D.1 to D.4 be received as information.  
Carried Unanimously

**E CORRESPONDENCE**

- E.1 Family and Community Support Services Association of Alberta 2017 Annual Report
- E.2 Family and Community Support Services Association of Alberta 2017 Story Book

MOTION: By J. Giger that items E.1 and E.2 be received as information.  
Carried Unanimously

**F NEXT MEETING DATES**

- January 16, 2018 (4:00 p.m. start – funding presentations)
- January 17, 2018 (4:00 p.m. start – funding presentations)
- February 7, 2018

**G ADJOURNMENT**

MOTION: By L. Knight that the November 29, 2017 Family and Community Support Services Advisory Committee meeting adjourn at 8:31 p.m.  
Carried Unanimously

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Ashley Dreger, Chair

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Sian Anderson, Recording Secretary

**ADOPTED MINUTES  
OF THE FINANCE AND BUDGET COMMITTEE  
2018 BUDGET MEETING  
HELD NOVEMBER 15, 16, and 17, 2017  
IN THE MUNICIPAL CENTRE COUNCIL CHAMBER**

**COUNCIL PRESENT** Mayor Robertson (left meeting at 3:40 p.m. on Nov. 16)  
Councillor Christophers  
Councillor Heemeryck  
Councillor Rockley  
Councillor Sands  
Councillor Thorn  
Councillor Watrin

**COMMITTEE MEMBERS PRESENT** Darren Cunningham (arrived at meeting on 9:30 a.m. on Nov. 17)  
David Thompson

**COMMITTEE MEMBERS ABSENT** Allan Evenson (Nov. 15, 16, 17)  
Darren Cunningham (Nov. 15)

**STAFF PRESENT** Elaine Vincent, Chief Administrative Officer  
Ralph Ettenauer, Finance & Systems Director  
Susan Laurin, Community Services Director  
Michael MacIntyre, Development Services Director  
Scott Roberts, Protective Services Director  
Chris Radford, Infrastructure & Operations Director  
Nancy Weigel, Corporate & Strategic Services Director  
Allan Felker, Accounting Services Manager

**STAFF ABSENT** Scott Roberts, Protective Services Director (Nov. 17)

**A. CALL TO ORDER**

Chair Rockley called the meeting to order at 9:00 a.m. on November 15, 2017.

Administration welcomed the Finance and Budget Committee to the 2018 Budget proceedings.

**B. ADOPTION OF AGENDA**

**MOTION:** By Councillor Sands that the agenda for the November 15, 16, and 17, 2017 Finance and Budget Committee Meeting be adopted as presented.

Carried Unanimously

**C. ABSENCE APPROVAL**

MOTION: By Councillor Heemeryck that the Finance and Budget Committee approve the request of Allan Evenson to be absent from the scheduled meetings on November 15, 16, and 17, 2017.

Carried Unanimously

**D. OPENING REMARKS/BUDGET WALK-THROUGH**

Elaine Vincent, Chief Administrative Officer, presented an overview of the proposed 2018 Budget.

Break at 9:43 a.m. Reconvene at 9:54 a.m.

Elaine Vincent, Chief Administrative Officer, continued with her opening comments.

Break at 11:08 a.m. Reconvene at 1:43 p.m.

**E. DIVISIONAL PRESENTATIONS****E.1 Community Services Division Presentation**

Susan Laurin, Community Services Director, presented the Community Services 2018 Budget for the Finance and Budget Committee's review and comment.

MOTION: By Councillor Sands that the Finance and Budget Committee wait until the end of each Division's presentation to ask questions of the presenters.

Carried Unanimously

**E.2 Protective Services Division Presentation**

Scott Roberts, Protective Services Director, presented the Protective Services 2018 Budget for the Finance and Budget Committee's review and comment.

**E.3 Operations & Utilities Division Presentation**

Chris Radford, Infrastructure & Operations Director, presented the Infrastructure & Operations 2018 Budget for the Finance and Budget Committee's review and comment.

**E.4 Development Services Division Presentation**

Michael MacIntyre, Development Services Director, presented the Development Services 2018 Budget for the Finance and Budget Committee's review and comment.

#### E.5 Finance & Systems Division Presentation

Ralph Ettenauer, Finance & Systems Director, presented the Finance & Systems 2018 Budget for the Finance and Budget Committee's review and comment.

Councillor Heemeryck declared a potential pecuniary interest as a family member is employed at the Town of Okotoks in the Corporate & Strategic Services Division, and excused himself from the meeting at 4:10 p.m.

#### E.6 Corporate & Strategic Services Division Presentation

Nancy Weigel, Corporate & Strategic Services Director, presented the Corporate & Strategic Services 2018 Budget for the Finance and Budget Committee's review and comment.

Councillor Heemeryck returned to the meeting at 4:30 p.m.

Break at 4:32 p.m. on November 15, 2017.

Reconvene at 9:02 a.m. on November 16, 2017.

### F. CAPITAL BUDGET REVIEW

Elaine Vincent, Chief Administrative Officer, presented a detailed review of the proposed 2018 Budget and 10-Year Capital Forecast.

MOTION: By Councillor Heemeryck that the Finance and Budget Committee forward a recommendation to Council that the \$275,000 garbage truck purchase from Project #6-49 New Fleet Program be removed from the 2018 Budget.

Carried Unanimously

MOTION: By Councillor Heemeryck that the Finance and Budget Committee forward a recommendation to Council that the Olde Town Gateway Signage Project #6-44 be delayed by one year to start in 2019, and therefore be removed from the 2018 Budget.

Carried Unanimously

Break at 11:58 a.m. Reconvene at 12:45 p.m.

Elaine Vincent, Chief Administrative Officer, continued with a detailed review of the proposed 2018 Budget and 10-Year Capital Forecast.

Break at 2:49 p.m. Reconvene at 2:59 p.m.

**G. OPERATING BUDGET REVIEW – INCLUDING UTILITIES**

Elaine Vincent, Chief Administrative Officer, presented a detailed review of the proposed 2018 Budget projects and 4-Year (2019-2022) Operating Forecast.

MOTION: By Councillor Heemeryck that the Finance and Budget Committee forward a recommendation to Council to support Option #2 for the Local Transit Pilot Project in the 2018 Budget.

Carried Unanimously

MOTION: By D. Thompson that the Finance and Budget Committee forward a recommendation to Council to support the cost savings incorporated by Administration into the 2018 Budget.

Carried Unanimously

Mayor Robertson excused himself from the meeting at 3:40 p.m.

MOTION: By Councillor Sands that the Finance and Budget Committee forward a recommendation to Council to support the Service Level Reviews and the Trails, Roads and Sidewalk Maintenance Option #3.

Carried Unanimously

D. Thompson excused himself from the meeting at 4:23 p.m.

Break at 4:38 p.m. on November 16, 2017.

Mayor Robertson returned to the meeting at 8:59 a.m.

Reconvene at 9:00 a.m. on November 17, 2017.

MOTION: By Councillor Heemeryck that the Finance and Budget Committee recommend to Council to approve the PCA Solar Project #6-33 in the 2018 Budget.

Defeated

MOTION: By D. Thompson that the Finance and Budget Committee forward a recommendation to Council that the PCA Solar Project #6-33 be removed from the capital budget plan and that it be presented for consideration in 2019.

Carried Unanimously

MOTION: By Councillor Heemeryck that the Finance and Budget Committee forward a recommendation to Council to support Renewable Energy Certificate Option B as presented, and remove \$200,000 from the 2018 Operating Budget.

Carried Unanimously

MOTION: By D. Thompson that the Finance and Budget Committee forward a recommendation to Council that the Seaman Stadium Project #6-31 be adjusted to a maximum expenditure of \$135,000 in the 2018 Capital Budget.

Carried Unanimously

MOTION: By Councillor Sands that the Finance and Budget Committee forward a recommendation to Council to approve the amended 2018 Capital Budget as presented.

Carried Unanimously

MOTION: By D. Thompson that the Finance and Budget Committee go In Camera as the matters to be discussed during this portion of the meeting are within one of the exceptions to disclosure in Division 2 of Part I of the *Freedom of Information and Protection of Privacy (FOIP) Act* at 11:01 a.m. to discuss a Human Resources matter.

Carried Unanimously

MOTION: By Councillor Sands that the Finance and Budget Committee come out of In Camera at 11:18 a.m.

Carried Unanimously

MOTION: By Councillor Sands that the Finance and Budget Committee forward a recommendation to Council that the additional \$65,000 per year cost as a result of the Service Level Review as Options #3 presented by Administration for Trails, Roads and Sidewalk Maintenance be included in the 2018 Operating Budget.

Carried Unanimously

MOTION: By D. Thompson that the Finance and Budget Committee forward a recommendation to Council that the Climate Change Action Plan project #9-5 be supported on the condition that the anticipated 80% grant funding is received.

Carried Unanimously

Break at 10:30 a.m. Reconvene at 10:35 a.m.

MOTION: By Mayor Robertson that the Finance and Budget Committee forward a recommendation to Council that the additional staffing requests for 2018 be approved in the 2018 Operating Budget, with the exception of the Communications Specialist.

Carried Unanimously

Councillor Heemeryck declared a potential pecuniary interest as a family member is employed at the Town of Okotoks in the Communications Business Centre and excused himself from the meeting at 11:31 a.m.

MOTION: By Mayor Robertson that the Finance and Budget Committee forward a recommendation to Council that the additional position of Communications Specialist be approved in the 2018 Operating Budget.  
Carried Unanimously

Councillor Heemeryck returned to the meeting at 11:35 a.m.

MOTION: By D. Cunningham that the Finance and Budget Committee forward a recommendation to Council that the revisions to the 2018 Fees, Rates, and Charges Bylaw be approved to support the 2018 Budget.  
Carried Unanimously

MOTION: By Mayor Robertson that the Finance and Budget Committee forward a recommendation to Council to approve the amended 2018 Budget and that the 2019-2022 Forecasted Operating Budget Plan be accepted as information.  
Carried Unanimously

## **S. ADJOURNMENT**

MOTION: By D. Thompson that the Finance and Budget Committees Meeting on November 15, 16 and 17, 2017 adjourn at 12:04 p.m. on November 17, 2017.  
Carried Unanimously

**UNADOPTED MINUTES  
OF THE FINANCE AND BUDGET COMMITTEE  
HELD ON WEDNESDAY, DECEMBER 6, 2017  
IN THE MUNICIPAL CENTRE  
BIG SKY ROOM**

**COMMITTEE MEMBERS  
PRESENT**

Councillor Matt Rockley, Chair  
Councillor Ken Heemeryck  
Councillor Ed Sands  
Allan Evenson  
David Thompson

**COMMITTEE MEMBERS  
ABSENT**

Darren Cunningham

**STAFF PRESENT**

Nancy Weigel, Deputy Chief Administrative Officer  
Ralph Ettenauer, Finance & Systems Director  
Allan Felker, Accounting Manager  
Patty Huber, Legislative Services Assistant

**A. AGENDA**

A.1 Call to Order

Chair Rockley called the meeting to order at 12:21 p.m.

A.2 Additions / Deletions / Changes

A.3 Adoption

MOTION: By D. Thompson that the agenda for the December 6, 2017 Finance and Budget Committee meeting be adopted as presented.

Carried Unanimously

**B. MINUTES OF PREVIOUS MEETING**

B.1 Minutes of the Finance and Budget Committee Meeting - November 15, 16, and 17, 2017

The minutes of the November 15, 16, and 17, 2017 Finance and Budget Committee Meeting were amended to better indicate members' attendance and absences over the three day meeting.

MOTION: By Councillor Heemeryck that the minutes of the Finance and Budget Committee meeting held November 15, 16, and 17, 2017 be adopted as amended.

Carried Unanimously

**G. BUSINESS ITEMS**

**G.1 2017 Third Quarter Variance Report**

Ralph Ettenauer, Finance & Systems Director, reviewed the report containing the issue that the 2017 Third Quarter Variance Report is referred to the Finance and Budget Committee for information.

MOTION: By D. Thompson that the 2017 Third Quarter Variance Report be provided to Council for information.

Carried Unanimously

**S. ADJOURNMENT**

MOTION: By A. Evenson that the December 6, 2017 Finance and Budget Committee meeting adjourn at 1:40 p.m.

Carried Unanimously