



## 2018 BUDGET PLAN

### Our Vision:

We aspire to be a responsible and caring community empowered by its people, culture, heritage and landscape providing recreational, social, and economic opportunities.

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## ANNUAL BUDGET PROCESS

Budget planning refers to the process by which governments create and approve a budget. The corporate budget is the financial representation of the strategic plan which formulates Council's long term outcomes, goals and strategies in support of the community vision. The adoption of the Town's budgets and tax/utility rate bylaws are among the most critical functions undertaken by Council.

The municipal operating budget plan forecast shall be prepared for Council for a rolling three (3) year period for information. Council will debate and adopt year one (1) of the plan.

Key Assumptions to be considered for multi-year budget planning

- Inflation rates (based on CPI/MPI)
- Staffing changes, succession plans and payroll and benefit costs
- Property Assessment growth, population growth and demographic changes
- Utility rates (water, sewer, garbage, recycling) shall be funded by user rates (full cost recovery) to achieve financial independence and sustainability.
- Recreation user fees such as those applied at the Dr. Landers Memorial Swimming Pool and the Flare 'n' Derrick Community Hall will be reviewed on an annual basis.
- Development related functions (building inspection, development approvals, and subdivisions) will be set at levels for full cost recovery.
- Business licensing fees to fund economic development projects.
- Enhancements to existing services and potential of addition of new services and/or facilities.
- Allocation of funds to operating and capital budgets.
- Amortization (non-financial)
- The application of partnership agreements with other municipalities that may provide for the sharing and joint provision of services to residents of the respective jurisdiction.
- Asset and Risk Management
- 10 Year Infrastructure Management Plan

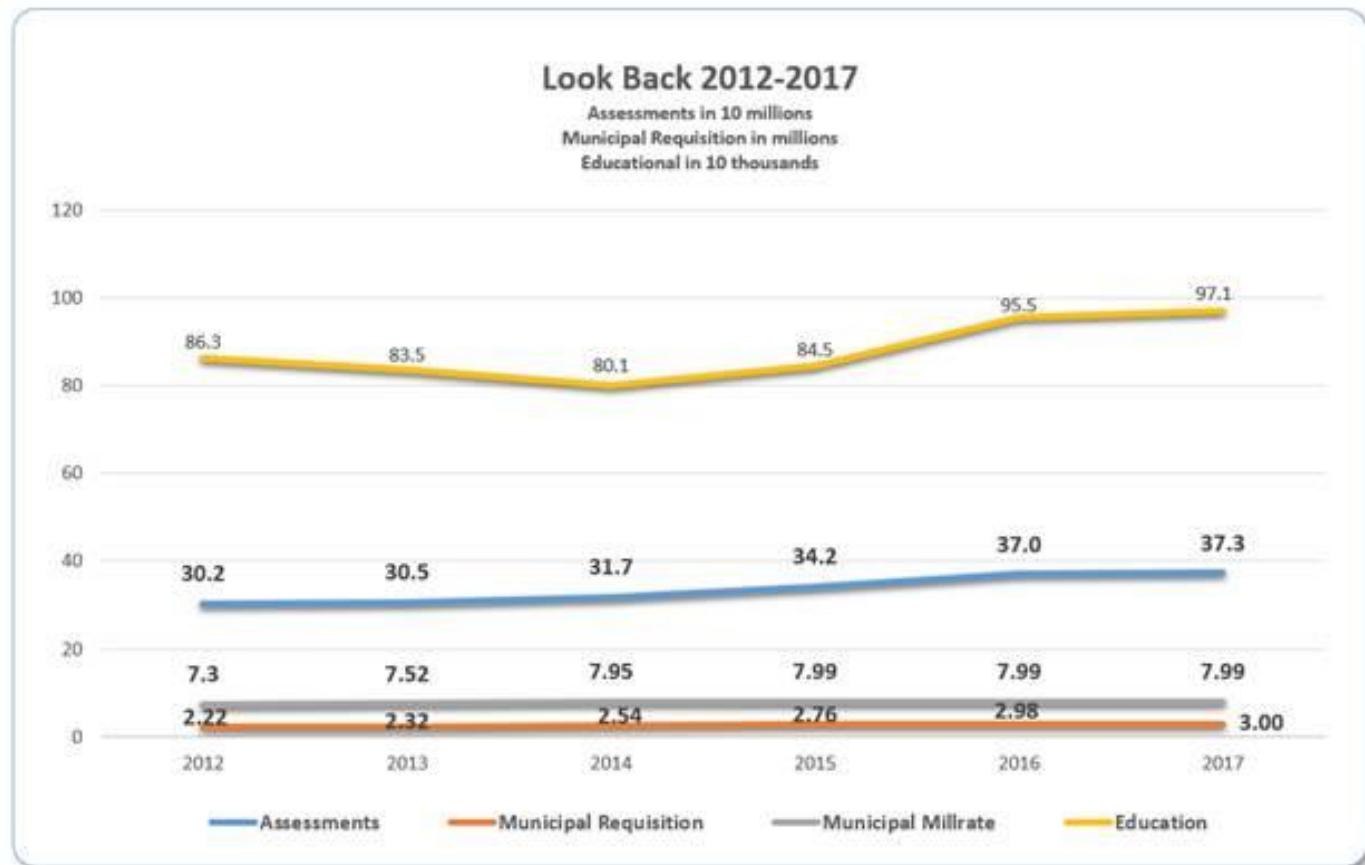
Preparation of the annual budget involves interaction, collaboration and consideration of:

- Mayor and Council (Bylaws, Policy and Programs)
- Administration
- Regional Partners (Inter-municipal Joint Steering Committee & Shared Service Agreements)
- Boards, Commission contributions (Foothills Regional Services Commission (Landfill), Foothills Regional Emergency Services Commission (911), Westend Regional Sewage Service Commission, Sheep River Inter-Municipal Library)
- Other stakeholders (Residents, School Boards and Westwinds Communities)
- Revisions to the Municipal Government Act having a strong focus on regional collaboration and municipal planning which include mandatory requirements for regional land use planning as well as the planning delivery and funding of regional services.

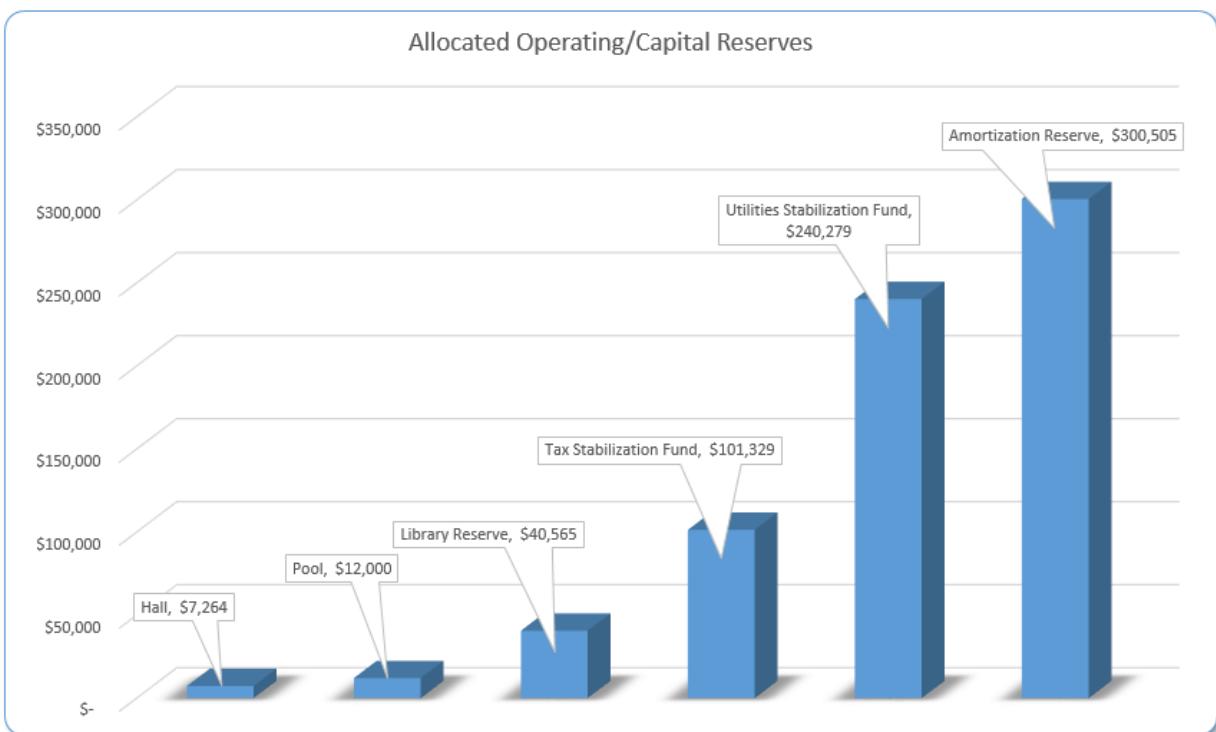
## FUNDING SOURCES (OPERATING)

- Municipal Taxes and Penalties
- Sales of Goods & Services (water, sewer, garbage, recycling, tax certificates, NSF charges, services charged to other municipalities)
- Franchise fees
- Licenses, Permits, Fines
- Return on Investments
- Operating Grants (minimal)
- Draws on Reserves
- Miscellaneous – unanticipated revenues

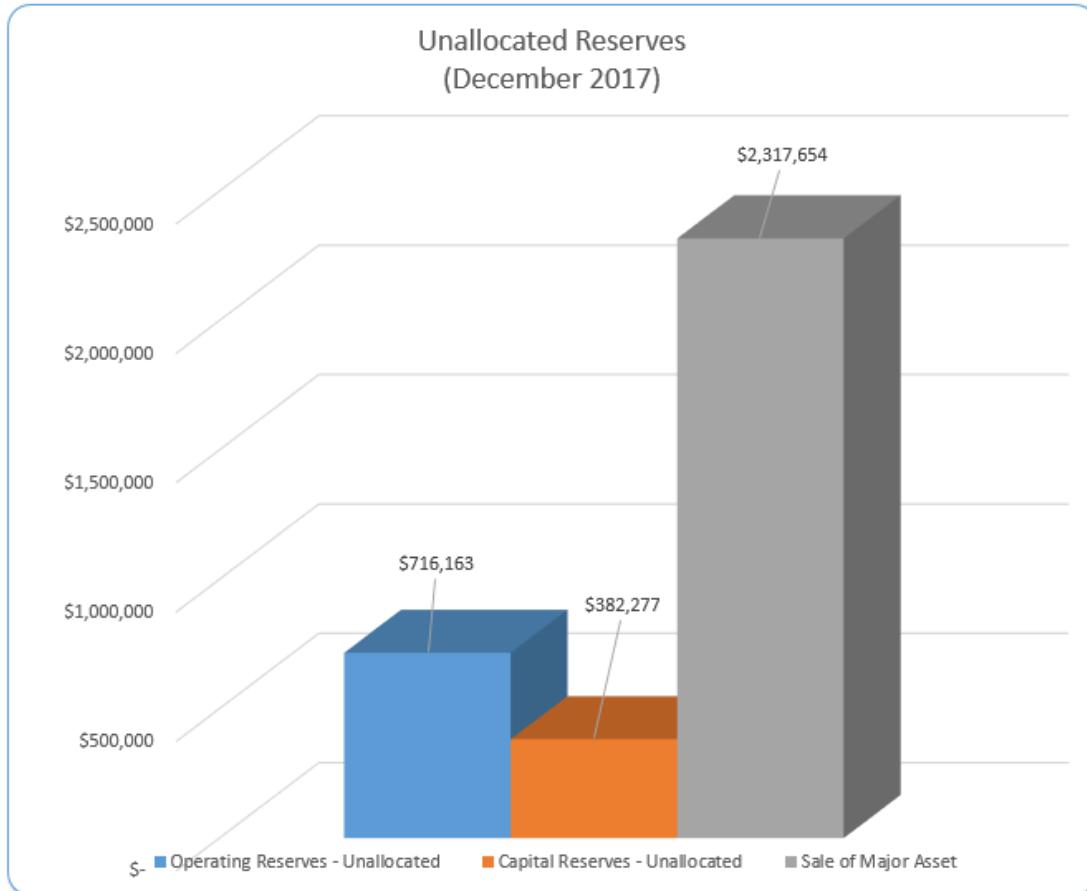
## FINANCIAL LOOK BACK



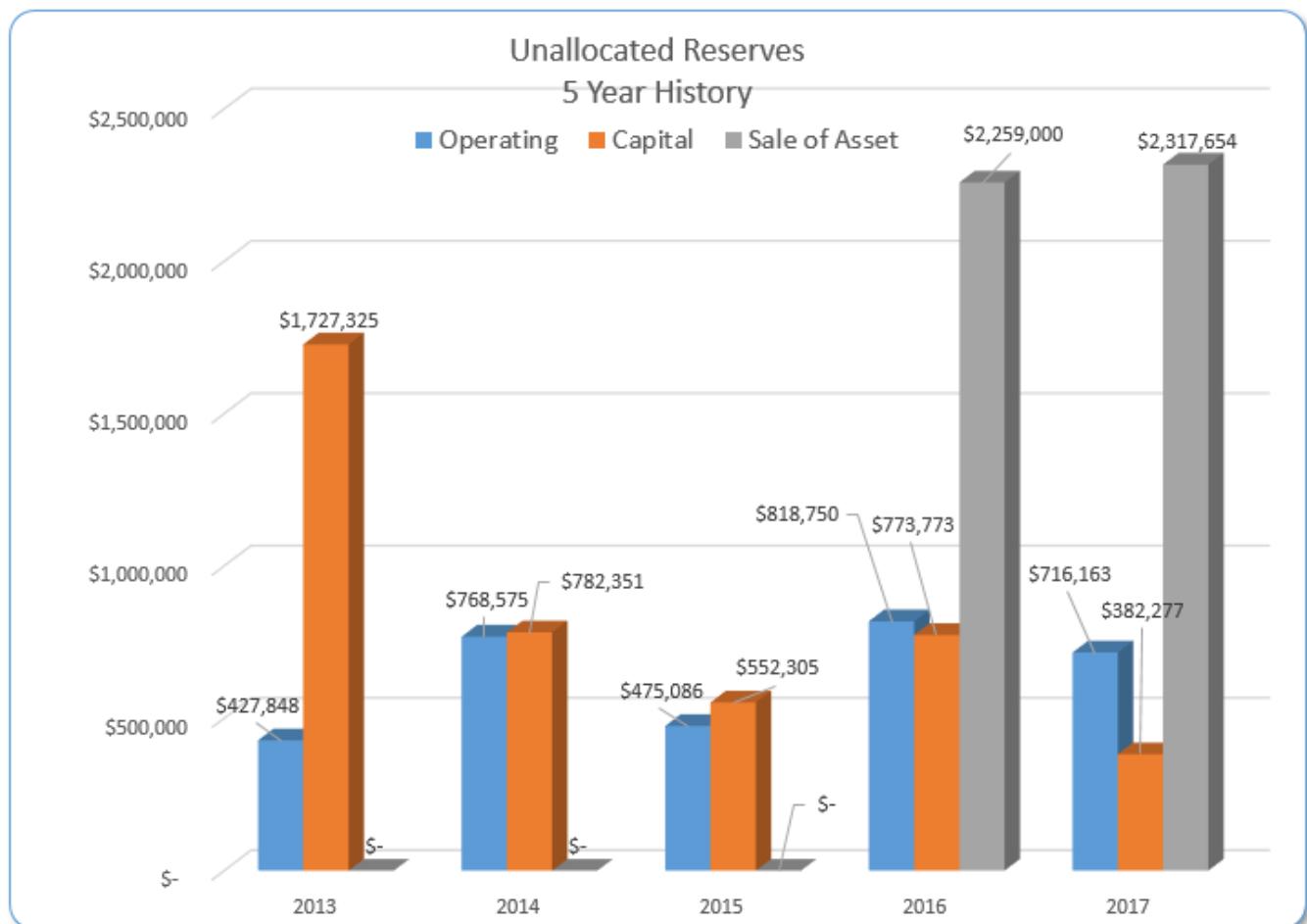
## ALLOCATED OPERATING/CAPITAL RESERVES



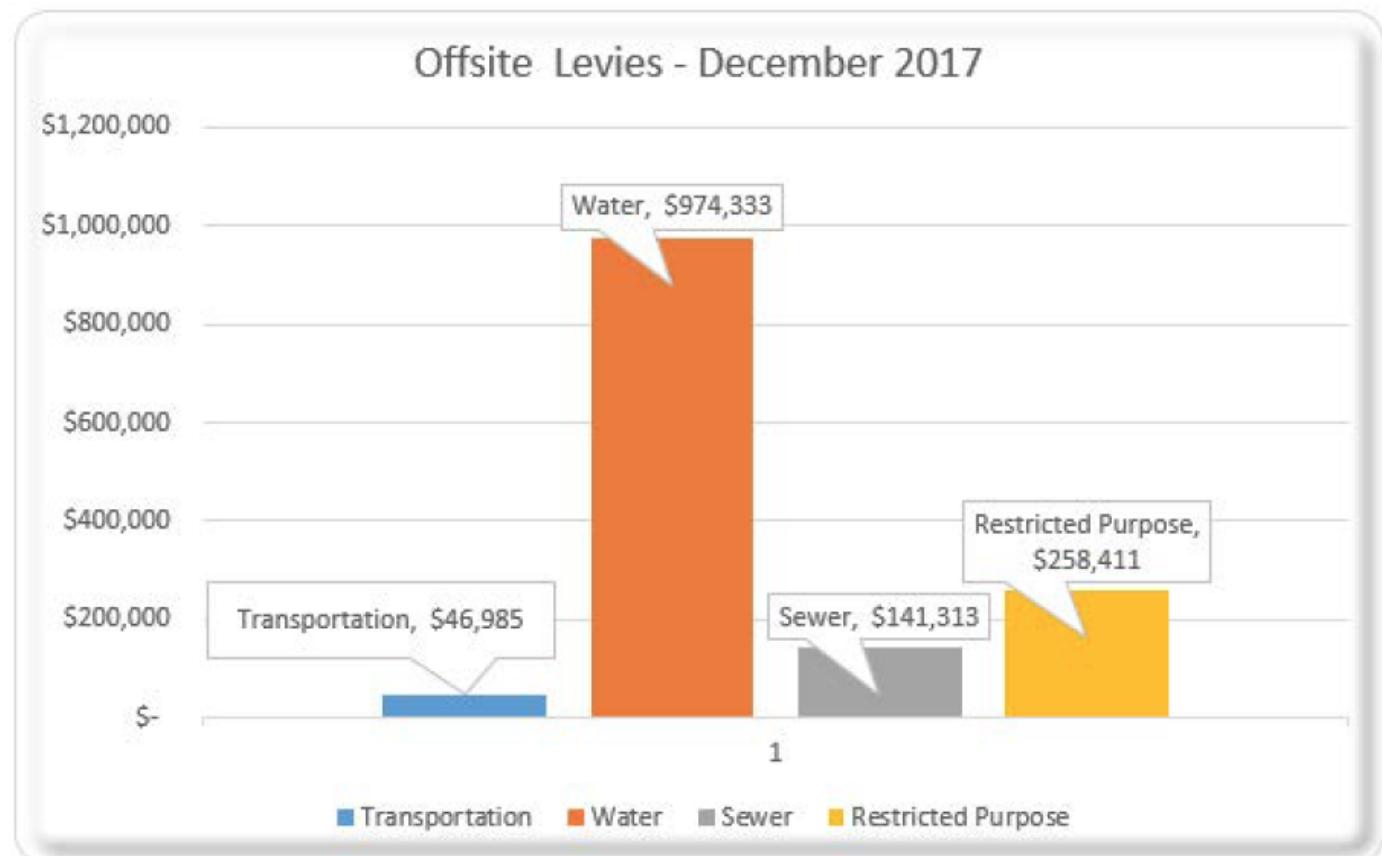
## UNALLOCATED OPERATING / CAPITAL RESERVES /ASSET SALES



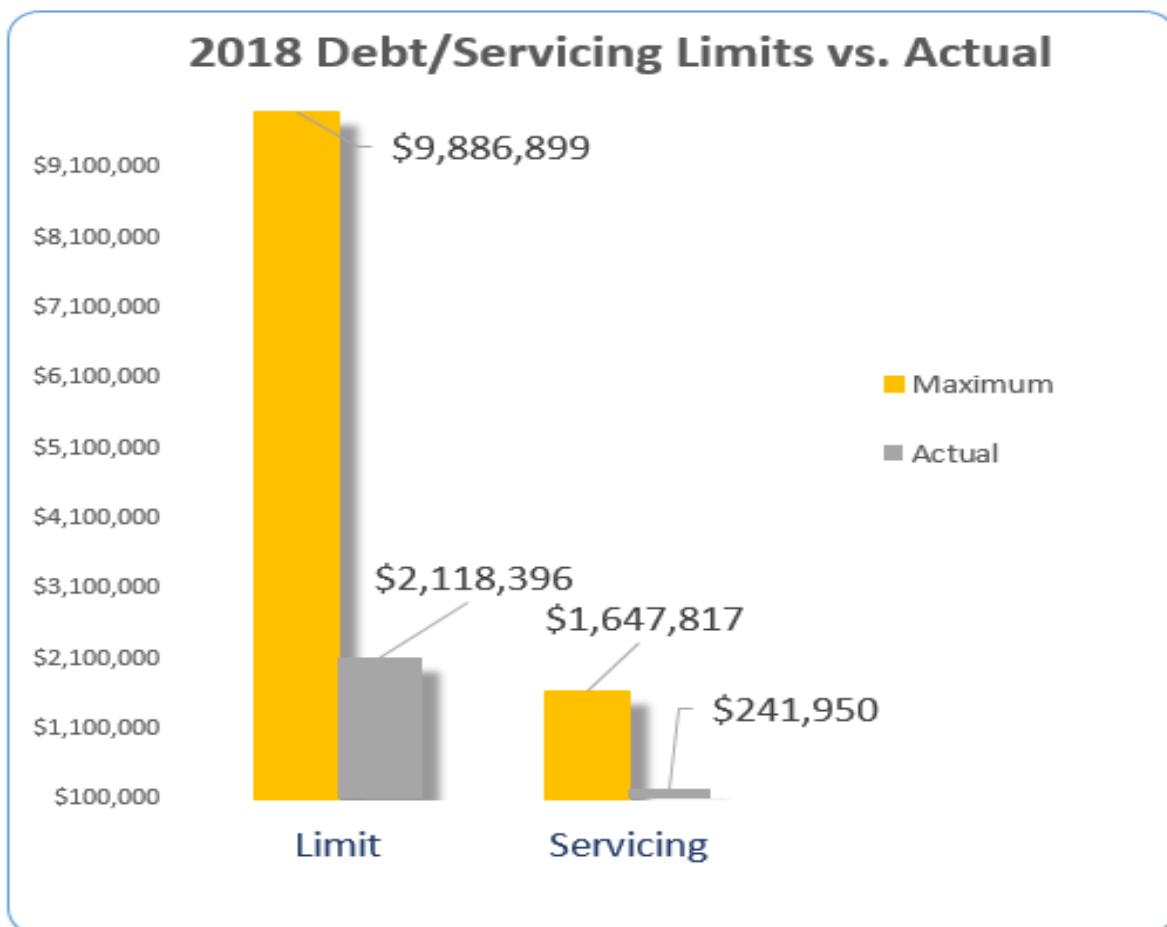
## UNALLOCATED RESERVES 5 YEAR HISTORY



## OFFSITE LEVIES – DECEMBER 2017

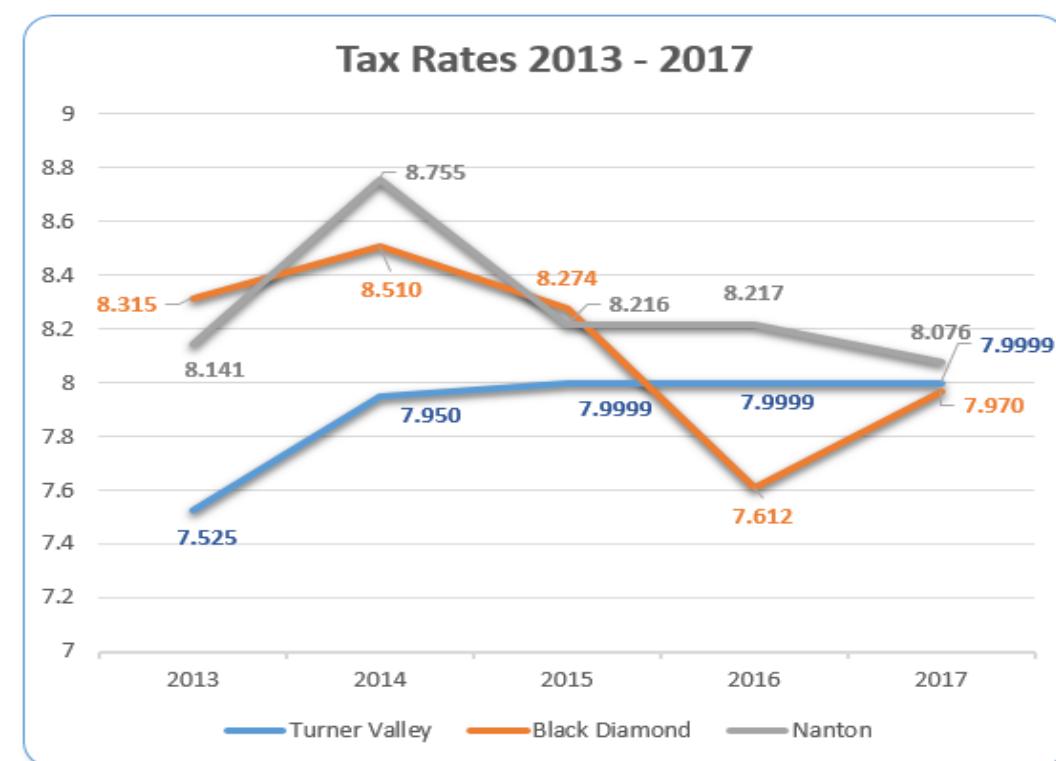


## 2018 DEBT/SERVICING LIMITS VS ACTUAL



Source - 2016 Audited Financial Statements

## MUNICIPAL COMPARISON TAX RATES 2013-2017



Source: MA Municipal Profiles/Municipal Bylaws

## MUNICIPAL COMPARISON (LIKE-SIZE) AREA, POPULATION, DWELLINGS

Federal census data now indicates populations as follows:

Nanton 2,130

Black Diamond 2,700

Turner Valley 2,511

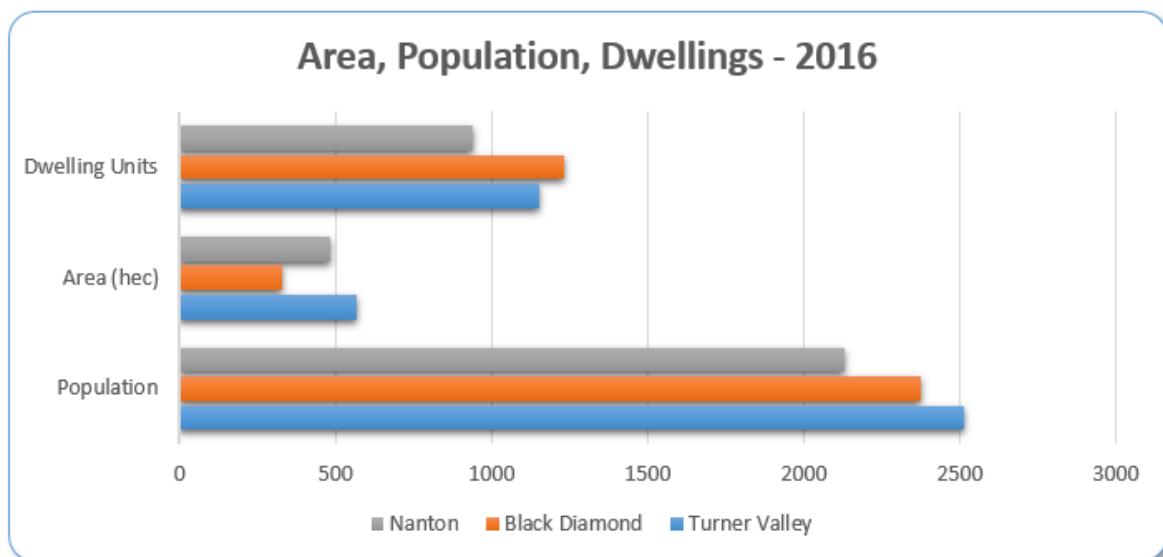
**Growth rates 2011-2016:**

Turner Valley +18.1%

Black Diamond +13.8%

Nanton -0.1%

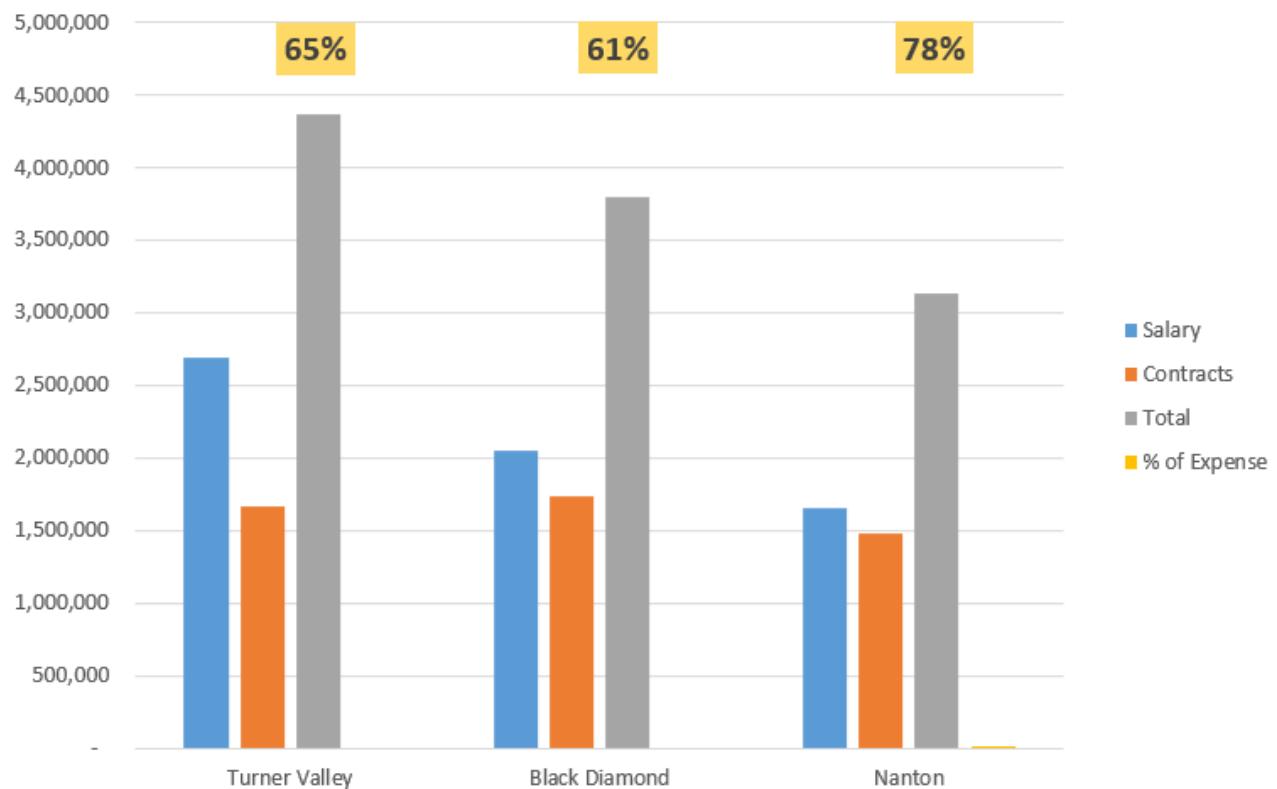
## AREA, POPULATION, DWELLINGS (LIKE SIZE)



## MUNICIPAL COMPARISON (LIKE-SIZE) SALARY & CONTRACTS

Note: Nanton Canadian Union of Public Employees contract applies (CUPE)

Salary & Contracts as % of Expenses



Source: 2016 Audited Financial Statements

## 2018 APPROVED OPERATING BUDGET WITH 2019 – 2020 PROJECTIONS

Revenues						Revenues		NOTES TO BUDGET	
Description	2017 Budget		2017 Actual		+/-	Final 2018	Assuming annual increase of 2.5%		
	2017 Budget	2017 Actual	2017 Actual	2017 Actual			Draft 2019	Draft 2020	
Taxes	\$ (3,017,433)	\$ (3,036,147)	\$ (18,714)	\$ (3,190,383)			\$ (3,270,143)	\$ (3,351,896)	
Franchise Fees	\$ (249,803)	\$ (304,502)	\$ (54,699)	\$ (267,639)			\$ (274,330)	\$ (281,188)	
Reserve Draws	\$ (223,581)	\$ (215,110)	\$ 8,471	\$ (38,211)			\$ (39,166)	\$ (40,145)	
Sales - Goods & Services	\$ (1,764,432)	\$ (1,867,332)	\$ (102,900)	\$ (1,792,688)			\$ (1,837,505)	\$ (1,883,443)	
Operating Grants	\$ (224,226)	\$ (245,635)	\$ (21,409)	\$ (144,880)			\$ (144,880)	\$ (148,502)	
Other Revenues	\$ (146,101)	\$ (180,505)	\$ (34,404)	\$ (89,601)			\$ (91,841)	\$ (94,137)	
Return on Investments	\$ (60,000)	\$ (97,807)	\$ (37,807)	\$ (90,000)			\$ 60,000	\$ 60,000	
Penalties	\$ (155,000)	\$ (128,312)	\$ 26,688	\$ (165,500)			\$ (169,638)	\$ (173,878)	
Licenses & Permits	\$ (69,700)	\$ (69,406)	\$ 294	\$ (69,700)			\$ (71,443)	\$ (73,229)	
<b>TOTAL REVENUES</b>	<b>\$ (5,910,276)</b>	<b>\$ (6,144,756)</b>	<b>\$ (234,480)</b>	<b>\$ (5,848,602)</b>			<b>\$ (5,838,945)</b>	<b>\$ (5,986,419)</b>	
Expenses									
Wages and Benefits	\$ 2,565,173	\$ 2,603,901	\$ 38,728	\$ 2,553,483			\$ 2,617,320	\$ 2,682,753	
Training, Conferences, Travel	\$ 140,037	\$ 98,803	\$ (41,234)	\$ 118,020			\$ 120,971	\$ 123,995	
Engineering & Legal	\$ 61,250	\$ 70,932	\$ 9,682	\$ 111,500			\$ 114,288	\$ 117,145	
Materials and Supplies	\$ 913,171	\$ 895,907	\$ (17,264)	\$ 955,115			\$ 978,993	\$ 1,003,468	
General & Building Maintenance	\$ 170,510	\$ 172,099	\$ 1,589	\$ 155,550			\$ 159,439	\$ 163,425	
Vehicle Maintenance	\$ 39,750	\$ 40,588	\$ 838	\$ 41,500			\$ 42,538	\$ 43,601	
Equip Maint and Fuel	\$ 133,604	\$ 134,778	\$ 1,174	\$ 130,750			\$ 134,019	\$ 137,369	
Phones	\$ 51,490	\$ 54,832	\$ 3,342	\$ 53,140			\$ 54,469	\$ 55,830	
Utilities	\$ 198,681	\$ 199,811	\$ 1,130	\$ 197,540			\$ 202,479	\$ 207,540	
Insurance	\$ 62,129	\$ 68,811	\$ 6,682	\$ 70,550			\$ 72,314	\$ 74,122	
IT Support and Purchases	\$ 89,250	\$ 186,431	\$ 97,181	\$ 103,000			\$ 105,575	\$ 108,214	
PR & Communications	\$ 21,575	\$ 22,126	\$ 551	\$ 29,685			\$ 30,427	\$ 31,188	
Transfers to Reserves	\$ 100,000	\$ 105,000	\$ 5,000	\$ 100,000			\$ 102,500	\$ 105,063	
Debt Payments	\$ 203,629	\$ 203,629	\$ (0)	\$ 202,948			\$ 208,022	\$ 213,222	
Contracted Services	\$ 806,262	\$ 704,467	\$ (101,795)	\$ 533,061			\$ 546,388	\$ 560,047	
Transfer Payments	\$ 353,765	\$ 323,706	\$ (30,059)	\$ 327,567			\$ 335,756	\$ 344,150	
<b>TOTAL EXPENSES</b>	<b>\$ 5,910,276</b>	<b>\$ 5,885,821</b>	<b>\$ (24,455)</b>	<b>\$ 5,683,409</b>			<b>\$ 5,825,494</b>	<b>\$ 5,971,132</b>	
<b>NET SURPLUS/DEFICIT</b>	<b>\$ (0)</b>	<b>\$ (258,935)</b>	<b>\$ (258,935)</b>	<b>\$ (165,193)</b>					

## APPROVED 2018 OPERATING BUDGET BY DEPARTMENT

DEPARTMENT	EXPENSES	REVENUE	NET
Legislative Services	\$ 280,462	\$ 35,880	\$ 244,582
Administration	\$ 836,120	\$ 138,307	\$ 697,813
Fire Services	\$ 292,202	\$ 63,000	\$ 229,202
Disaster Services	\$ 43,002		\$ 43,002
FRESC (911)	\$ 19,108		\$ 19,108
Bylaw Enforcement/Animal Control	\$ 283,731	\$ 71,660	\$ 212,071
Roads, Lanes, Sidewalks	\$ 741,996		\$ 741,996
Common Services (E&O and Safety)	\$ 231,293	\$ 6,200	\$ 225,093
Storm Sewer	\$ 46,790		\$ 46,790
Water - Distribution	\$ 495,807	\$ 599,900	\$ (104,093)
Sewer	\$ 393,892	\$ 595,000	\$ (201,108)
Waste Management Garbage	\$ 155,669	\$ 185,500	\$ (29,831)
Waste Management Recycle	\$ 176,030	\$ 207,028	\$ (30,998)
Family and Community Services (FSCC)	\$ 75,419	\$ 56,171	\$ 19,248
Foothills Cemetery	\$ 56,000		\$ 56,000
Planning and Development	\$ 274,062	\$ 57,100	\$ 216,962
Economic Development	\$ 127,703	\$ 20,000	\$ 107,703
Special Events	\$ 73,825.00	\$ 11,500.00	\$ 62,325
Parks	\$ 310,915	\$ 46,900	\$ 264,015
Dr. Landers Memorial Pool	\$ 293,623	\$ 106,800	\$ 186,823
Municipal Campground	\$ 46,952	\$ 30,000	\$ 16,952
Municipal Outdoor Skating Rink	\$ 29,053		\$ 29,053
Spray Park	\$ 44,748		\$ 44,748
Flare 'n' Derrick Community Hall	\$ 69,742	\$ 10,000	\$ 59,742
Sheep River Library	\$ 185,265	\$ 77,634	\$ 107,631
General- Taxes, Grants, Other Revenue	\$ 100,000	\$ 3,530,022	\$ (3,430,022)
Estimate Surplus to Capital Reserves		\$ (165,193)	\$ 165,193
<b>TOTAL</b>	<b>\$ 5,683,409</b>	<b>\$ 5,683,409</b>	<b>\$ (0)</b>

## DEPARTMENT PRESENTATIONS

### LEGISLATIVE SERVICES - COUNCIL

2018 Net Budget	\$244,582
2017 Net Budget	\$237,024
Budget Change	+\$7,558
% Change	+3.2%

#### Services and Programs Provided

Council is accountable to constituents and the provincial government.

Municipal councils are elected to:

- Represent their citizens and are tasked with making decisions in the best interests of the community as a whole;
- participate generally in developing and evaluating the policies and programs of the municipality;
- participate in council meetings and committee/board/commission meetings;
- obtain information about the operations or administration from the CAO;
- keep in confidence matters discussed in private at a council meeting until discussed in a public meeting; and
- perform any other duty or function imposed on Councillors by the MGA or any other enactment or by the council.

### 2018 Priority Developmental Initiatives

- Hiring of CAO
- Fiscal responsibility-2018 budget approval
- Identify short and long-term goals through strategic planning process.
- Collaboration with municipal partners

Goal	Rationale	Strategic Plan Link
Development of Code of Conduct Bylaw	MGA requirement	Operational Excellence
Development of Public Engagement Policy	MGA requirement	Operational Excellence
Consideration and possible implementation of video streaming Council meetings	Public Engagement	Operational Excellence
Development of Finance Committee		Fiscal Responsibility
Development of Joint Economic Development Committee		



**TOWN OF TURNER VALLEY**  
2018 format Legislative Services Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(157,552.00)	(99,824.42)	(35,880.00)
**	<b>REVENUES</b>	(157,552.00)	(99,824.42)	(35,880.00)
*	<b>TOTAL Salaries, Wages &amp; Benefits</b>	166,193.00	163,468.44	169,082.00
*	<b>TOTAL Training, Conferences, T</b>	29,300.00	12,057.25	20,000.00
*	<b>TOTAL Contracted Services</b>	176,012.00	180,793.91	72,380.00
*	<b>TOTAL Engineering &amp; Legal</b>	5,000.00	0.00	5,000.00
*	<b>TOTAL Materials &amp; Supplies</b>	5,590.00	5,616.43	5,000.00
*	<b>TOTAL Phones</b>	6,000.00	5,759.94	6,000.00
*	<b>TOTAL Utilities</b>	1,981.00	942.04	1,000.00
*	<b>TOTAL Insurance</b>	0.00	0.00	0.00
*	<b>TOTAL PR &amp; Communications</b>	1,500.00	1,980.46	2,000.00
*	<b>TOTAL Transfers/Donations</b>	3,000.00	8,070.00	0.00
**	<b>EXPENSES</b>	394,576.00	378,688.47	280,462.00
***	<b>NET</b>	237,024.00	278,864.05	244,582.00
*	<b>TOTAL Amortization</b>	0.00	361.41	0.00

## ADMINISTRATION

2018 Net Budget	\$697,813
2017 Net Budget	\$787,342
Budget Change	-\$89,529
% Change	-11%
2018 Full Time Staff - 5	
2018 Part Time Staff - 2.4	
2018 PW Staff - 0.34 (maintenance)	
2017 Full Time Staff - 5	
2017 Part Time Staff – 2.4	
2017 PW - 0.26 (maintenance)	

## Services & Programs Provided

The Admin Department provides services to the Town that includes

CAO – Legal/HR, Services to Council, Policies, Bylaws, Grants, Taxes, Utilities, Payroll, Benefits, A/P, A/R, IT, Phones, Insurance.

Strategic Plan 2017-2020 Key Accomplishments	
Goal	Measurement
Fiscal Responsibility	<ul style="list-style-type: none"> <li>Grant Application Policy and Procedures developed and approved September 15, 2017</li> <li>Reserve Fund Policy amended to provide consistent standards and guideline for the management of existing reserves and the establishment of new; approved January 23, 2017</li> <li>Multi-Year Budget Plan amended to include best practices and guidelines; approved June 5, 2017</li> <li>Business Case template developed and are being applied.</li> <li>Muniware Implementation: Access for departmental managers to real time financial information down to transaction detail level, custom Budget vs YTD reports created for every department and accessible to managers at any time</li> </ul>
Operational Excellence	<ul style="list-style-type: none"> <li>Implementation of Envisio strategic planning software</li> </ul>

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Make online services available to residents	Save staff time, provide better service	Operational Excellence, Fiscal Responsibility
Integrate Asset Management data into TCA software	Baseline for long term capital planning	Fiscal Responsibility
Public Communication	Engage and educate the public	Operational Excellence
Expand use of Envisio Software	Streamline performance reviews	Operational Excellence

## Innovations and Efficiencies

- Implement online tax certs – anytime access to tax certificates.
- Implement online self service for residents – tax/utility balances & payments, applications for business/animal licenses. Cost for staff time to set up/maintain, but subsequent savings in staff time should be achieved. Provides “any time, anywhere” service to residents.
- Implement video streaming of Council meetings.
- Purchase and implement Capital Planning & Analysis software to enable long term capital planning requirements and costs.
- Implement Envisio performance review module.



## TOWN OF TURNER VALLEY

### 2018 format Administration Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
* TOTAL Revenues		(131,869.00)	(207,288.66)	(138,307.00)
** REVENUES		(131,869.00)	(207,288.66)	(138,307.00)
* TOTAL Salaries, Wages & Benefi		609,021.49	646,167.49	547,370.00
* TOTAL Training, Conferences, T		36,000.00	38,877.05	30,000.00
* TOTAL Contracted Services		136,250.00	131,110.82	123,050.00
* TOTAL Engineering & Legal		11,000.00	6,495.96	11,000.00
* TOTAL Materials & Supplies		34,090.00	24,507.24	20,000.00
* TOTAL Phones		8,500.00	11,104.20	9,500.00
* TOTAL Utilities		10,350.00	11,099.03	11,200.00
* TOTAL Insurance		3,500.00	4,026.84	4,000.00
* TOTAL Safety Supplies		500.00	(0.03)	500.00
* TOTAL IT Support & Purchases		70,000.00	158,167.03	79,500.00
** EXPENSES		919,211.49	1,031,555.63	836,120.00
*** NET		787,342.49	824,266.97	697,813.00

## FIRE DEPARTMENT

2018 Net Budget	\$229,202
2017 Net Budget	\$235,329
Budget Change	-\$6,126
% Change	-2.6%
2018 Full Time Staff	0
2018 Casual Staff	2
2018 Paid on call	18
2017 Full Time Staff	0
2017 Casual Staff	2
2018 Volunteers	18

## Services & Programs Provided

The FIRE DEPARTMENT provides services to the Town that includes:

- -Suppression and Rescue services
- -Medical First and Co-Response
- -Fire Prevention and Community Education
- -Business Inspections and Fire Investigations

## 2017 Key Accomplishments:

- Annual call volume of 173 calls
- 3 Community First Aid courses offered throughout the year
- First Annual Firefighter Charity Basketball game – TV School Gr 6 vs. FF's/RCMP
- Annual Food Drive (TV/BD/Longview – collected 6226 kg of food and \$5300 in donations)
- Participation in Town/ Community Events: NYE, Discovery Days, Tim Horton's Camp Day
- Ongoing training initiatives with BD Fire, MD of Foothills Fire
- Participation in High River Mock Disaster
- Ongoing fire investigations and business license inspections

## Innovations and Efficiencies

- Continue to work with Mutual Aid partners to establish regional training and purchase initiatives



## TOWN OF TURNER VALLEY

### 2018 format Fire Services Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(61,000.00)	(61,644.69)	(63,000.00)
**	<b>REVENUES</b>	(61,000.00)	(61,644.69)	(63,000.00)
*	<b>TOTAL Salaries, Wages &amp; Benefi</b>	121,662.85	111,485.28	120,648.00
*	<b>TOTAL Training, Conferences, T</b>	33,000.00	18,174.75	33,000.00
*	<b>TOTAL Contracted Services</b>	28,650.00	32,726.79	20,650.00
*	<b>TOTAL Materials &amp; Supplies</b>	48,500.00	32,850.31	48,500.00
*	<b>TOTAL Equip Maint &amp; Fuel</b>	19,000.00	15,095.16	19,000.00
*	<b>TOTAL Phones</b>	5,200.00	4,026.20	5,200.00
*	<b>TOTAL Utilities</b>	6,400.00	8,738.29	8,311.00
*	<b>TOTAL Insurance</b>	13,600.00	16,093.81	16,000.00
*	<b>TOTAL Safety Supplies</b>	0.00	581.33	0.00
*	<b>TOTAL IT Support &amp; Purchases</b>	500.00	356.62	500.00
*	<b>TOTAL PR &amp; Communications</b>	875.00	56.90	850.00
*	<b>TOTAL Debt Payments</b>	18,941.00	7,891.55	19,543.82
**	<b>TOTAL EXPENSES</b>	296,328.85	248,076.99	292,202.82
***	<b>NET</b>	235,328.85	186,432.30	229,202.82
*	<b>TOTAL Amortization</b>	0.00	44,721.67	0.00

## EMERGENCY & DISASTER MANAGEMENT

2018 Net Budget	\$43,002
2017 Net Budget	\$33,680
Budget Change	+\$9,322.00
% Change	+27%
2018 Full Time Staff	0
2018 Part Time Staff	1
2018 Volunteers	0
2017 Full Time Staff	0
2017 Part Time Staff	1
2018 Volunteers	0

### 2017 Key Accomplishments:

- Alberta South Central Mutual Aid Agreement
- Participation in two full mobilization exercises (Municipal response to a tornado and Industrial response to a well release) and one table top exercise (oil & gas)
- Emergency planning, training and exercise related to well abandonments occurring in Turner Valley
- Revision of nine sections of the Turner Valley Municipal Emergency Plan

### Services & Programs Provided

Emergency & Disaster Management provides services to the Town that includes:

- Preparation and maintenance of the Turner Valley Emergency Management Plan
- Maintenance and equipping of the Emergency Operations Center
- Stockpiling of disaster supplies
- Training and exercise of stakeholders (First Responders, Municipal employees, Industry, and Government agencies)
- Liaison & coordination with emergency & disaster management stakeholders
- Public Alerting
- Coordination of all resources used to manage an emergency/disaster during an event
- Provision of Emergency Social Services
- Leadership of the initial recovery efforts after an emergency/disaster

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Development of a Rapid Assessment and Structural Triage Plan.	The current plan does not adequately address the means to rapidly assess the extent and degree of building damage after a disaster. This information is critical to recovery and re-entry planning.	Operational Excellence
Development of a Debris Management Plan.	Disasters often generate a large amount of refuse that would overwhelm normal Municipal collection services and pose a variety of hazards.	Values – Respect, Safety, Vibrancy, Excellence in service, proven results, continuous learning and Environmental
Provision of Incident Command System training.	Staff turnover has created a need to train personnel in the incident command system used to manage events.	
To implement a wildland/urban interface fire mitigation and response strategy.	Wildland/urban interface fires are increasingly impacting communities across Alberta. There is a need to strategize around prevention, mitigation, response and recovery for these events.	

### Innovations and Efficiencies:

- Leveraging regional models, collaborative efforts, and partnerships to increase local emergency/disaster management capacity while remaining fiscally responsible.
  - Safe Communities Alert Network
  - Alberta South Central Mutual Aid Agreement
  - Alberta First Responders Radio Communications System
- In-house delivery of Incident Command System training by ICS Canada accredited instructor to reduce training costs.



## TOWN OF TURNER VALLEY

2018 format EDR Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
* TOTAL Revenues		0.00	0.00	0.00
** REVENUES		0.00	0.00	0.00
* TOTAL Wages, Travel, Training		22,908.00	14,062.54	28,192.00
* TOTAL Contracted Services		3,560.00	77.21	4,000.00
* TOTAL Materials & Supplies		7,000.00	7,148.09	7,000.00
* TOTAL Equip Maint & Fuel		0.00	500.00	1,000.00
* TOTAL Phones		0.00	2,198.92	2,300.00
* TOTAL Utilities		0.00	0.00	0.00
* TOTAL Insurance		212.00	0.00	250.00
* TOTAL PR & Communications		0.00	0.00	260.00
** EXPENSES		33,680.00	23,986.76	43,002.00
*** NET		33,680.00	23,986.76	43,002.00

## MUNICIPAL ENFORCEMENT AND ANIMAL CONTROL

2018 Net Budget	\$212,071
2017 Net Budget	\$209,409
Budget Change	+2,662
% Change	+1.3%
2018 Full Time Staff (FTE)	1
2018 Part Time Staff	1.39
2018 Volunteers	15 (a)
2017 Full Time Staff	1
2017 Part Time Staff	1.39
2018 Volunteers	10 (a)

(a)Volunteers help with bicycle safety training at the Turner Valley School (includes fire department and RCMP volunteers, parents).

## 2017 Key Accomplishments

### Animal control

- Formalized pound services agreement with the Town of Black Diamond
- Developed strong and sustainable relationships with animal shelter partners: 100% return rate on impounded dogs, 75% return rate on cats, balance rehomed through partner organizations
- Staff training provided to deal with vicious dogs

### Municipal Enforcement

- Successful completion of speed reduction (40 km/h) zone program
- Increase in public education and youth engagement (bike safety training)

## Services and Programs Provided

The Municipal Enforcement Department (TVME) provides pound and animal control services to the Town which include:

### Animal Control:

- Animal bylaw enforcement; response to complaints
- Capture and care of dogs and cats
- Pound services provided to Black Diamond (agreement in place) and RCMP, MD Foothills on request

Turner Valley implements a standard of care meeting the Alberta SPCA standards and is a 'no kill' facility.

### Municipal Enforcement:

- Bylaw education and enforcement
- Public service targeting safety, education and response to complaints
- Engaged in several agency collaboration and partnerships to maximize resources and effectiveness
- Provincial enforcement; as per officer appointments
- Increased commercial vehicle enforcement/road bans (protection of public infrastructure)
- Increase in public education and youth engagement (bike safety training, wildlife awareness, theft reduction)
- Improved technology and communications; new radios and move to Alberta First Responders radio communications system (AFRRCS), upgraded GPS

## 2018 Priority Developmental Initiatives

Goal: Animal control	Rationale	Strategic Plan Link
Expand pound services to new partners	Extending pound services to the MD of Foothills (west end only) would be mutually beneficial.	Commitment to operational excellence Demonstrate fiscal responsibility: increase fiscal efficiencies and revenue sources. Develop and cultivate partnerships
Municipal Enforcement will focus on animal welfare and the education of responsible pet ownership:	<ul style="list-style-type: none"> <li>Promote and educate the values of pet licensing</li> <li>The safe capture and containment of dogs and cats</li> <li>Educate and promote the ethical and humane treatment of animals</li> <li>Educate and enforce the Animal Control Bylaw</li> <li>Work with other community service groups to promote responsible pet ownership and related events</li> </ul>	Commitment to operational excellence: Public safety: Ensure public safety and improve animal welfare by promoting responsible pet ownership.
Goal: Municipal Enforcement	Rationale	Strategic Plan Link
Focus on community bylaw priorities	Based on public engagement, record of complaints and identified monitoring and enforcement plan.	Commitment to operational excellence: Public Safety: Community policing. Promotion of community-based initiatives and programs.
Increased agency and partner collaboration	Development of sustainable and beneficial partnerships will increase effectiveness and decrease costs.	Fiscal responsibility and partnership development.
Traffic monitoring and control	Reduction in speed increases safety.	Public safety: traffic monitoring; public education and engagement.

### Special project costs

- \$1,107 request for funding from D.A.R.E. program (Drug Abuse Resistance Education)

### Innovations and Efficiencies

- Increased agency cooperation to strengthen and sustain partnerships with neighbouring municipalities, animal care organizations, veterinary services and protective services.
- Increased public engagement and safety programs.
- Reduced impoundments due to increased education, warnings and officer circulation.



# TOWN OF TURNER VALLEY

## 2018 format Bylaw/Animal Control Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(63,460.00)	(72,895.54)	(71,660.00)
**	<b>REVENUES</b>	(63,460.00)	(72,895.54)	(71,660.00)
*	<b>TOTAL Salaries, Wages &amp; Benefi</b>	218,732.00	219,914.51	229,360.00
*	<b>TOTAL Training, Conferences, T</b>	4,000.00	1,168.54	4,500.00
*	<b>TOTAL Contracted Services</b>	1,725.00	3,265.06	3,550.00
*	<b>TOTAL Engineering &amp; Legal</b>	2,500.00	950.00	2,500.00
*	<b>TOTAL Materials &amp; Supplies</b>	6,750.00	5,397.05	6,358.00
*	<b>TOTAL Equip Maint &amp; Fuel</b>	9,500.00	9,401.70	10,100.00
*	<b>TOTAL Phones</b>	7,000.00	4,610.56	5,000.00
*	<b>TOTAL Utilities</b>	500.00	525.28	500.00
*	<b>TOTAL Insurance</b>	3,500.00	1,666.99	2,000.00
*	<b>TOTAL IT - Support/Purchases</b>	5,000.00	9,394.24	6,000.00
*	<b>TOTAL PR &amp; Communications</b>	300.00	377.10	500.00
*	<b>TOTAL Debt Payments</b>	13,362.00	1,359.21	13,363.06
**	<b>EXPENSES</b>	272,869.00	258,030.24	283,731.06
***	<b>NET</b>	209,409.00	185,134.70	212,071.06
*	<b>TOTAL Amortization</b>	0.00	461,194.66	1.00

## ROADS LANES SIDEWALKS

2018 Net Budget	\$ 741,996
2017 Net Budget	\$704,816
Budget Change	+\$37,179
% Change	+5.3%
2018 Full Time Staff	5 FTE
2017 Full Time Staff	5 FTE

### 2017 Key Accomplishments:

- Paved a gravel portion of road at the Sunset and Madison intersection. Made the intersection safer and dust free for drivers
- Reworked and compacted the SB90 road surface on Madison Ave and 50% of Calkins
- Cleaned up and paved grass patches at the pool and library parking lots
- Repaired a collapsed storm sewer at Sunset and George
- Installed lighted pedestrian crosswalks at Sunset and George and Dunham and Main. This included proper drop downs and sidewalk
- Paved 18 laneway bibs (5m from curb into lane) to secure and protect water valves and curb/gutter from damage
- Achieved a 91% on the COR safety audit

### Services & Programs Provided

The Roads Department provides services to the Town that includes:

- Ensuring safe transportation for cars and pedestrian traffic
- Maintain collaborative relationships with BD and Alberta Traffic
- Summer road maintenance
  - Road sweeping, asphalt patching, crack sealing, manhole adjustments, line painting, crosswalk painting, signs, concrete curb and gutter repairs, greenspace construction, and alley grading.
- Winter road maintenance
  - Snow plowing, snow hauling, intersection ice control, snow dump safety and maintenance.
- Sidewalk repairs and renewal
- Waste removal
- Facility electrical maintenance
- Street decoration program
- Equipment inspections and maintenance
- Municipal road, sidewalk, laneway, curb and gutter, storm basin and grates inspections
- Customer service
- Sign replacement and adjustment
- Animal carcass clean up
- Storm and flood response
- Contractor oversight
- Bridge inspections and maintenance

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Pave another 15 laneway bibs	Protect the water valves located at each laneway, prolong the life and condition of the curb and gutter at the laneways from undermining and traffic damage. Reduce gravel wash onto roadway.	Operational Excellence
Repair manholes on Edward and country Meadows	Reduce impact on basins and traffic continuity	Operational Excellence
Get all road signs, crosswalks entered, paved laneway bibs into GIS	To create a detailed and efficient digital inventory and lifecycle.	Operational Excellence
Improve and implement a digital record of the preventative maintenance and lifecycle program	To electronically record equipment maintenance records and project lifecycle schedules that relate to maintenance costs	Operational Excellence

## Innovations and Efficiencies 2018

- Implementation of a preventative maintenance software to track all municipal work orders, facility maintenance schedules, and equipment maintenance scheduling and tracking
- Reorganized and inventoried town owned properties/assets and yards that public works uses for equipment storage or staging to eliminate clutter and unnecessary inventory.



## TOWN OF TURNER VALLEY

2018 format Roads,Lanes,Sidewalks Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
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* TOTAL Revenues		0.00	0.00	0.00
** 2018 REVENUES		0.00	0.00	0.00
* TOTAL Salaries, Wages & Benefi		184,064.00	196,105.81	201,715.00
* TOTAL Training, Conferences, T		4,500.00	1,315.15	4,500.00
* TOTAL Contracted Services		227,200.00	204,837.65	229,700.00
* TOTAL Engineering & Legal		5,000.00	5,689.18	1,000.00
* TOTAL Materials & Supplies		70,500.00	67,220.04	70,000.00
* TOTAL Equip Maint & Fuel		59,000.00	53,016.20	56,000.00
* TOTAL Phones		8,000.00	8,506.10	8,800.00
* TOTAL Utilities		112,200.00	101,093.13	111,700.00
* TOTAL Insurance		10,000.00	14,003.35	15,000.00
* TOTAL Safety Supplies		3,000.00	3,446.37	3,500.00
* TOTAL IT - Support/Purchases		0.00	4,027.35	3,000.00
* TOTAL Debt Payments		21,352.00	3,093.53	37,080.60
** TOTAL EXPENSES		704,816.00	662,353.86	741,995.60
*** NET		704,816.00	662,353.86	741,995.60
* TOTAL Amortization		0.00	461,194.66	1.00

## COMMON SERVICES-SAFETY

2018 Net Budget	\$ 225,093
2017 Net Budget	\$ 238,688
Budget Change	-\$13,595
% Change	-5.7%
2018 Full Time Staff	1 FTE
2017 Full Time Staff	1 FTE

## 2017 Key Accomplishments:

- Windsor Avenue (Sanitary & Road rebuild) phase II project completed
- Windsor Avenue (Sanitary & Road rebuild) phase I project warranty inspection completed
- Development agreement signed for Bluerock Subdivision
- Bluerock Subdivision design approved
- Bluerock Subdivision under construction
- Seclusion Valley Subdivision Final Acceptance Certificate (FAC) inspections complete
- Country Meadows Subdivision Final Acceptance Certificate (FAC) inspections complete
- Review labor needs for municipal operations
- Review capital equipment needs for municipal operations
- Review H & S program curriculum for 2018

## Services & Programs Provided

The DEPARTMENT NAME provides services to the Town that includes:

- Engineering & Capital Planning
  - Infrastructure condition assessments
  - Infrastructure needs assessments
  - Facility needs assessments
  - Infrastructure database updates
  - Developer design review
  - Developer construction review
  - Equipment needs assessments
  - Regional partnerships & planning
- Municipal Operations
  - Review municipal service delivery strategies
  - Review public complaints & concerns
  - Review near miss & incident investigations
  - Review facility upgrades
- Health & Safety
  - Provide support to the H & S Program.
  - Provide leadership and support to the Safety Coordinator.
  - Review H & S educational component of the program
  - Review the progress of maintaining Certificate of Recognition (COR)

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Transition of the SRRUC interim operations	Available resources	Operational Excellence, Fiscal Responsibility and Partnership
Ensure the construction of the Bluerock Subdivision is following approved design and specifications.	Monitor the quality of materials and construction methods used in the installation of assets that will be handed over to the Town.	Operational Excellence and Fiscal Responsibility
Pursue the agreement with Carolina Homes & The Town of Turner Valley, RE: Lot Purchase and Remediation of Development Deficiencies	The Town has identified the construction deficiencies of the Seclusion Valley Subdivision. A list of said deficiencies have been forwarded to Carolina Homes in 2017.	Operational Excellence and Fiscal Responsibility

## Innovations and Efficiencies

- Continue with the town's water meter installation program to ensure all residential and commercial water consumption can be identified and recorded. This information can then be compared to the wholesale water purchased by the Town from SRRUC. With the above two critical pieces of information gleaned a water balance (water loss) can be calculated on our potable water system.

## COMMON SERVICES - HEALTH & SAFETY

### 2017 Key Accomplishments:

- Certification External 2015 Audit Score - 81%
- Internal Health & Safety 2016 Audit Score – 87%
- **Internal Maintenance 2017 Audit – 91%**
- Development of Safe Work Practices and Safe Work Procedures
- Health and Safety Training Matrix
- In house Health and Safety Training
- Rotation and Documentation of Formal Workplace Inspections
- Safety Topic at every All Staff Meeting
- Pre-Use Inspections of Equipment

The Common Services -Health & Safety program provides services to the Town that includes:

**Organizational Commitment** - (Health & Safety Policy, Roles & Responsibilities).

**Hazard Identification & Control** - (Hazard Assessments, Safe Work Practices, Safe Work Procedures, Preventative Maintenance).

**Formal Workplace Inspections** - (Town Office & Council Chambers, Archive & Forestry Bays, Shop, Recycling, Pool & Spray Park, Dog Pound, Water Treatment, Fire Hall, Flare & Derrick, Library)

**Qualification Orientation & Training** - (Safety Meetings, Tool Box Talks, Adequately Qualified, Suitably Trained, Sufficient Experience)

**Emergency Response Planning** - (Drills - Fire, Medical, Severe Weather, Chemical, Biological)

**Incident Investigation** - A critical component in any safety management system is the ability to analyze incidents that did, or could have, resulted in harm to an individual or property. When both direct and indirect causes are known and understood, better corrective action can be taken. (Near Miss, Property Damage, Medical Aid, WCB, OH&S).

**Program Administration** - The Town of Turner Valley is committed to continually improving Health and Safety within the organization. This will be accomplished through internal and external auditing and revisions to the Safety Manual and our Safety Programs. (Leading Indicators, Proactive Measures).

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Maintain greater than 85% External Health & Safety Audit Score	A COR shows that the employer's health and safety management system has been evaluated by a certified auditor and meets provincial standards. These standards are established by Occupational Health and Safety (OHS).	Operational Excellence and Fiscal Responsibility
Conduct Office Hazard Assessments and Determining the Severity and Likely hood of incidents.	Improve ergonomic initiatives. Use this information to prioritize any corrective actions.	Operational Excellence and Fiscal Responsibility
Develop competency program and verification process	All employees can feel confident in their positions, performance improve performance and prevent loss. OH&S requires employers to provide competent workers to perform tasks which are potentially hazardous to unskilled persons.	Operational Excellence and Fiscal Responsibility
Develop a Health and Safety Committee	Provides a forum in the workplace to participate in OH&S initiatives and increases worker engagement in OH&S	Operational Excellence and Fiscal Responsibility Alberta Occupational Health & Safety Act Bill 30 – Act to Protect the Health and Well Being of Working Albertans
Develop a Defective Tool Inventory Procedure and Document what is destroyed and those that are out for repair	Will help the organization track what is being replaced and what was destroyed also beneficial for budgeting purposes	Operational Excellence and Fiscal Responsibility Hazard ID and Control
Conduct a noise assessment at the workplace.	Hearing Conservation Program. Prevent noise induced hearing loss.	Operational Excellence and Fiscal Responsibility Alberta Occupational Health & Safety Act. Bill 30 – Act to Protect the Health and Well Being of Working Albertans

## Innovations and Efficiencies

- **Alberta Occupational Health and Safety** works in consultation with industry to help prevent worker injuries and illnesses by providing measures and information for taking action. It includes resources such as publications on legislation and other topics, educational materials on how to work safely and stay healthy and e-learning programs.
- **Certificate of Recognition** - This program is essential to WCB's PIR and a key component of Alberta Human Services Partnerships program. A Certificate of Recognition (COR) is issued to employers who have successfully implemented a workplace health and safety management system that meets partnership standards. Benefits of obtaining a COR include: minimized accident costs, improved worker productivity, a safer workplace and a possible 5% to 20% rebate for WCB premiums.



**TOWN OF TURNER VALLEY**  
2018 format CMS & Safety Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
* TOTAL Revenues		0.00	(6,485.96)	(6,200.00)
** REVENUES		0.00	(6,485.96)	(6,200.00)
* TOTAL Salaries, Wages & Benefi		103,491.71	105,488.77	100,259.00
* TOTAL Training, Conferences, T		9,500.00	10,573.61	3,500.00
* TOTAL Contracted Services		61,150.00	59,254.15	60,600.00
* TOTAL Engineering & Legal		14,500.00	20,031.65	25,500.00
* TOTAL Materials & Supplies		3,700.00	1,260.44	2,000.00
* TOTAL Phones		2,100.00	766.87	1,000.00
* TOTAL Equip Maint & Fuel		0.00	0.00	0.00
* TOTAL Utilities		0.00	0.10	0.00
* TOTAL Insurance		12,000.00	9,959.10	10,000.00
* TOTAL Safety Supplies		4,500.00	1,083.23	688.00
* TOTAL IT Support & Purchases		2,500.00	1,389.40	2,500.00
* TOTAL Debt Payments		25,246.00	13,550.95	25,246.00
** EXPENSES		238,687.71	223,358.27	231,293.00
*** NET		238,687.71	216,872.31	225,093.00
* TOTAL Amortization		0.00	61,412.09	0.00

## STORM SEWER

2018 Net Budget	\$ 46,790
2017 Net Budget	\$ 43,636
Budget Change	+\$ 3,155
% Change	+7.3%
2018 Full Time Staff	Allocated to Roads
2017 Full Time Staff	Allocated to Roads
Storm water audits cancelled due to 2018 budget restraints.	

## 2017 Key Accomplishments:

Repaired collapsed storm line at George St. and Sunset Blvd.

- Repaired storm drains.

## Services & Programs Provided

The Storm Sewer provides services to the Town that includes:

- Condition assessment storm sewer mains
  - Main line flushing
  - Main line video inspection
  - Manhole barrel condition assessments
  - Manhole benching condition assessments
  - Catch basin barrel condition assessment
  - Storm flow monitoring
  - Cross connection sanitary sewer monitoring
  - Storm water quality (Debris, Oils, etc.)
- Storm water open creeks and ditches
  - Debris removal
  - Vegetation maintenance

## Innovations and Efficiencies

- Will use new technologies to track flows in manholes. This unit is strapped to the manhole surface and lowered into place and tracks flow and level information automatically.



## TOWN OF TURNER VALLEY

### 2018 format Storm Sewer Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	0.00	0.00	0.00
**	<b>2018 REVENUES</b>	0.00	0.00	0.00
*	<b>TOTAL Salaries, Wages &amp; Benefits</b>	25,285.94	28,075.01	27,890.00
*	<b>TOTAL Contracted Services</b>	15,050.00	8,154.81	10,000.00
*	<b>TOTAL Engineering &amp; Legal</b>	2,500.00	7,300.68	8,000.00
*	<b>TOTAL Materials &amp; Supplies</b>	50.00	18.98	0.00
*	<b>TOTAL Equip Maint &amp; Fuel</b>	700.00	835.04	900.00
*	<b>TOTAL Safety Supplies</b>	50.00	0.00	0.00
*	<b>TOTAL Debt Payments</b>	0.00	0.00	0.00
**	<b>TOTAL EXPENSES</b>	43,635.94	44,384.52	46,790.00
***	<b>NET</b>	43,635.94	44,384.52	46,790.00
*	<b>TOTAL Amortization</b>	0.00	21,423.65	0.00

## POTABLE WATER DISTRIBUTION

2018 Net Budget	-\$104,093
2017 Net Budget	-\$136,984
Budget Change	-\$32,891
% Change	-24%
2018 Full Time Staff	.5 FTE
2017 Full Time Staff	1 FTE

### 2017 Key Accomplishments:

- Potable water partnerships have reduced the cost of operations to the Town of Turner Valley.
- Residential & Commercial water meter installation program
- Adjust and set existing water main valves in back alley's that have just had new paved aprons
- New PRV building and thrust blocks installed at Calkins Place
- Numerous water main repairs

### Services & Programs Provided

The Water Distribution provides services to the Town that includes:

- Safely operate and maintain the Towns potable water distribution system
- Treated water reservoir (Gravity System)
  - Concrete holding reservoir inspection and maintenance
  - Electrical and communication maintenance
  - Grounds an security maintenance
- Distribution System
  - Water quality control
  - Water sampling and testing
  - Sample shipping
  - Environmental regulations reporting
  - Water main line leaks and repairs
  - Main valve repairs and maintenance
  - Service line leaks and repairs
  - Curb stop repairs and maintenance
  - Hydrant testing, flushing, and repairs
  - Pressure reducing valve maintenance and repairs
- Residential and commercial water meters
  - Inspection and replacements
  - Data collection
  - Customer liaison
- Facility maintenance

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Complete the residential water meter installation program.  Approximately 70 new water meters are needing replacement.	A comprehensive water audit / balance cannot be completed till the whole town has new accurate water meters.  Conservation of potable water.	Commitment to Operational EXCELLENCE  Demonstrate FISCAL Responsibility  Develop and Cultivate PARTNERSHIPS

## Innovations and Efficiencies

- The new R900 radio frequency sensor water meter provides accurate residential and commercial drive by water consumption data.



**TOWN OF TURNER VALLEY**  
2018 format Water Distribution Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(578,500.00)	(625,127.49)	(599,900.00)
**	<b>2018 REVENUES</b>	(578,500.00)	(625,127.49)	(599,900.00)
*	<b>TOTAL Salaries, Wages &amp; Benefits</b>	87,922.70	63,745.37	65,642.00
*	<b>TOTAL Training, Conferences, T</b>	1,000.00	34.80	800.00
*	<b>TOTAL Contracted Services</b>	66,100.00	78,466.51	91,673.00
*	<b>TOTAL Engineering &amp; Legal</b>	1,750.00	3,183.49	1,500.00
*	<b>TOTAL Materials &amp; Supplies</b>	2,750.00	14,578.23	2,250.00
*	<b>TOTAL Purchase of Treated Water</b>	240,000.00	245,479.51	290,000.00
*	<b>TOTAL Equip Maint &amp; Fuel</b>	5,000.00	3,966.57	5,050.00
*	<b>TOTAL Phones</b>	0.00	884.56	750.00
*	<b>TOTAL Utilities</b>	2,000.00	6,599.12	2,000.00
*	<b>TOTAL Insurance</b>	1,500.00	2,642.83	2,000.00
*	<b>TOTAL Safety Supplies</b>	200.00	266.93	300.00
*	<b>TOTAL IT - Support/Purchases</b>	5,000.00	4,221.70	5,000.00
*	<b>TOTAL PR &amp; Communications</b>	50.00	505.72	600.00
*	<b>TOTAL Debt Payments</b>	28,242.70	0.00	28,242.00
**	<b>TOTAL EXPENSES</b>	441,515.40	424,575.34	495,807.00
***	<b>NET</b>	(136,984.60)	(200,552.15)	(104,093.00)

## SANITARY SEWER

2018 Net Budget	-\$ 201,108
2017 Net Budget	-\$186,503
Budget Change	+\$ 15,605
% Change	+8.4%
2018 Full Time Staff	.5 FTE
2017 Full Time Staff	.5 FTE
2018 budget includes a transfer from the utility stabilization fund in the amount of \$109,855	

## 2017 Key Accomplishments:

- Windsor Avenue sanitary main replacement
- Gooding Lane sewer main replacement
- Main line flushing
- Main line video inspections
- Customer service requests for backed up sewer lines

## Services & Programs Provided

The Sanitary Sewer provides services to the Town that includes:

- Lift Station inspection and maintenance
  - Back- up generator service
  - Electrical panel inspection
  - Pump inspection, maintenance and repairs
  - Building maintenance
  - Lift station deep well cleaning (debris & grease)
- Condition assessment sewer mains
  - Main line flushing
  - Main line video inspection
  - Manhole barrel condition assessments
  - Manhole benching condition assessments
  - Effluent flow monitoring
  - Cross connection storm water monitoring
  - Effluent quality (BOD, Grease, etc.)
- Sanitary service video inspections
- Sanitary service repairs

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Rebuild / re-tool sewage lift station at Seclusion Valley	<p>Electrical panel is sinking and a possible electrical shortage is imminent.</p> <p>This will cause a sanitary service disruption to Seclusion Valley residents, and initiate an emergency pumping of effluent.</p>	Commitment to Operational EXCELLENCE

## Innovations and Efficiencies

- Bring electrical panel and back-up generator into a mechanical building for protection and aesthetics. (Seclusion Valley)



## TOWN OF TURNER VALLEY

2018 format Sewer Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(679,000.00)	(690,250.99)	(595,000.00)
**	<b>REVENUES</b>	(679,000.00)	(690,250.99)	(595,000.00)
*	<b>TOTAL Salaries, Wages &amp; Benefi</b>	77,846.38	79,722.26	61,327.00
*	<b>TOTAL Training, Conferences, T</b>	1,500.00	0.00	500.00
*	<b>TOTAL Contracted Services</b>	61,200.00	39,135.85	73,813.00
*	<b>TOTAL Engineering &amp; Legal</b>	1,000.00	8,462.41	10,000.00
*	<b>TOTAL Materials &amp; Supplies</b>	2,100.00	1,428.32	1,850.00
*	<b>TOTAL Equip Maint &amp; Fuel</b>	6,550.00	7,596.44	6,550.00
*	<b>TOTAL Phones</b>	3,000.00	3,200.40	3,000.00
*	<b>TOTAL Utilities</b>	25,000.00	24,177.33	25,000.00
*	<b>TOTAL Insurance</b>	1,100.00	1,319.04	1,500.00
*	<b>TOTAL Safety Supplies</b>	2,000.00	154.99	1,000.00
*	<b>TOTAL PR &amp; Communications</b>	1,500.00	630.72	1,000.00
*	<b>TOTAL Transfers to Reserves</b>	0.00	0.00	0.00
*	<b>TOTAL Westend Requisition</b>	309,701.00	948,221.04	208,352.00
*	<b>TOTAL Debt Payments</b>	0.00	0.00	0.00
**	<b>EXPENSES</b>	492,497.38	1,114,048.80	393,892.00
***	<b>NET</b>	(186,502.62)	423,797.81	(201,108.00)
*	<b>TOTAL Amortization</b>	0.00	151,165.16	0.00

## WASTE MANAGEMENT - GARBAGE

2018 Net Budget	-\$ 29,831
2017 Net Budget	-\$ 71,442
Budget Change	+\$ 41,610
% Change	+58.3%

2018 Full Time Staff	Allocated to Roads
2017 Full Time Staff	Allocated to Roads

The 2017 budget included \$45,000 subsidy for residents, this will not be provided in 2018.

## 2017 Key Accomplishments:

- Maintained service levels expected by our customers.

## Services & Programs Provided

The Solid Waste Collection & Disposal provides services to the Town that includes:

The safe operations of solid waste collection and disposal.

- Solid Waste Collection
  - Safely maneuver the solid waste collection vehicle throughout the neighborhoods emptying trash carts into this vehicle
  - Keep a log of customers who are perpetually over filling trash carts and pass this information onto the supervisor
  - Supervisor to communicate with customers and remind them of our solid waste procedures (blue on blue) cart lid positions
  - Supply mobile collection assistant to keep ahead of waste vehicle, moving carts away from tight areas such as cul- de- sac's and p- loops
- Solid Waste Disposal
  - Safely maneuver the solid waste vehicle to the regional waste facility for disposal
  - Safely maneuver the solid waste vehicle at the regional waste facility site
- Solid Waste Vehicle maintenance
  - Drivers cab maintenance
  - Tire inspections
  - Brake adjustments
  - Lights and signals
  - Hoses(air, coolant & hydraulic)
  - Lubrication
  - Solid waste compactor compartment flushing and degreasing

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Reduce solid waste	Continued regional participation on the study for single stream recycling program in Turner Valley.	Commitment to Operational EXCELLENCE Demonstrate FISCAL Responsibility Develop and Cultivate PARTNERSHIPS

## Innovations and Efficiencies

- Cart handler moves hard to reach carts for the solid waste vehicle



## TOWN OF TURNER VALLEY

### 2018 format Garbage Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(224,000.00)	(140,946.00)	(185,500.00)
**	<b>REVENUES</b>	(224,000.00)	(140,946.00)	(185,500.00)
*	<b>TOTAL Salaries, Wages &amp; Benefi</b>	74,078.21	82,199.80	75,519.00
*	<b>TOTAL Training, Conferences, T</b>	250.00	286.61	300.00
*	<b>TOTAL Contracted Services</b>	54,630.00	51,521.81	58,350.00
*	<b>TOTAL Materials &amp; Supplies</b>	1,000.00	2,298.98	200.00
*	<b>TOTAL Equip Maint &amp; Fuel</b>	19,000.00	19,896.01	18,000.00
*	<b>TOTAL Phones</b>	0.00	0.00	0.00
*	<b>TOTAL Insurance</b>	2,000.00	2,422.49	2,500.00
*	<b>TOTAL PR &amp; Communications</b>	1,600.00	630.73	800.00
**	<b>EXPENSES</b>	152,558.21	159,256.43	155,669.00
***	<b>NET</b>	(71,441.79)	18,310.43	(29,831.00)
*	<b>TOTAL Amortization</b>	0.00	12,580.00	0.00

## WASTE MANAGEMENT - FOOTHILLS RECYCLE CENTRE

2018 Net Budget	-\$ 30,999
2017 Net Budget	-\$35,844
Budget Change	-\$4,845
% Change	-13.6%%
2018 Full Time Staff	2.3 FTE
2017 Full Time Staff	2.3 FTE

### 2017 Key Accomplishments:

- Sold cardboard shredder (never used)
- Purchase and install (2) additional bailers (Increased productivity)
- Painted building exterior
- Replaced exterior signage
- Upgrade to exterior LED lighting

### Services & Programs Provided

The Recycle Centre provides services to the Town that includes:

The safe operations of the collection, bundling and shipping of household recyclable products.

- Recycling Product Collection
  - Communicate with customers on how to segregate the various recyclables into product categories
  - Inspect and maintain bulk product material mover (fork lift)
  - Safely replace propane tanks that fuel this machine
  - Transfer bulk products within the facility to one of 4 compactor machines
  - Inspect and maintain bulk product compactors
  - Transfer bulk products for compacting
  - Remove and store compacted products for shipping
- Administrative Record Keeping
  - Keep a tally of the number of bales produced by product category
  - Contact shipping company and safely load baled products into shippers haul vehicle
  - Keep the public's common areas, washroom, and lunch room clean and

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Replace boardwalk roofing	Lifecycle replacement	Commitment to Operational EXCELLENCE Demonstrate FISCAL Responsibility
Replace weather stripping on overhead doors	Lifecycle replacement	Commitment to Operational EXCELLENCE Demonstrate FISCAL Responsibility Municipal Operations and Engineering Safe Community

## Innovations and Efficiencies

- Household electronic recycling
- Addition of new balers has increased compactor production 20 %



# TOWN OF TURNER VALLEY

## 2018 format Recycling Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(206,018.00)	(264,563.49)	(207,028.00)
**	<b>REVENUES</b>	(206,018.00)	(264,563.49)	(207,028.00)
*	<b>TOTAL Salaries, Wages &amp; Benefi</b>	144,846.25	155,906.91	148,489.00
*	<b>TOTAL Training, Conferences, T</b>	687.00	0.00	0.00
*	<b>TOTAL Contracted Services</b>	11,270.00	14,080.26	12,200.00
*	<b>TOTAL Materials &amp; Supplies</b>	1,250.00	3,403.54	1,000.00
*	<b>TOTAL Equip Maint &amp; Fuel</b>	1,604.00	4,015.02	3,700.00
*	<b>TOTAL Phones</b>	2,500.00	2,749.22	2,500.00
*	<b>TOTAL Utilities</b>	3,800.00	3,769.02	3,840.00
*	<b>TOTAL Insurance</b>	2,017.00	2,549.27	2,600.00
*	<b>TOTAL Safety Supplies</b>	1,000.00	680.97	1,000.00
*	<b>TOTAL IT - Support/Purchases</b>	0.00	0.00	0.00
*	<b>TOTAL PR &amp; Communications</b>	1,200.00	630.73	700.00
**	<b>EXPENSES</b>	170,174.25	187,784.94	176,029.00
***	<b>NET</b>	(35,843.75)	(76,778.55)	(30,999.00)
*	<b>TOTAL Amortization</b>	0.00	2,733.33	0.00

## FAMILY AND COMMUNITY SUPPORT SERVICES (FCSS)

2018 Net Budget	\$19,248
2017 Net Budget	\$18,613
Budget Change	+\$635
% Change	+0.35%

### Staff and volunteers

2018 Full Time Staff (FTE)	.2
2018 Part Time Staff	.2
2018 Volunteers	8
2017 Full Time Staff	.3
2017 Part Time Staff	.5
2017 Volunteers	15

### 2017 Key Accomplishments:

- Introduced Housekeeping Subsidy Program pilot
- Expanded volunteer base (added 9 to Snow Angel program)
- Developed/implemented volunteer recognition and honourarium program for organizations
- increase promotions of local FCSS programs (advertising, website, social media)

### Services and Programs Provided

The Family and Community Support Services manages provincial grant funds used to support and develop community social programs. The program is funded by primarily through the Government of Alberta, with the balance contributed by the participating municipalities. The Turner Valley FCSS operates under the direction of a Committee of Council with support from a part-time coordinator. It currently provides financial support 15 external programs and 11 internal and primarily joint (with Black Diamond and Okotoks) programs:

1. Community Access Program (taxi subsidy)
2. Housekeeping Subsidy
3. Income Tax Preparation
4. Babysitting and Home Alone
5. Pool Fee Subsidy
6. Volunteer Appreciation event
7. Snow Angels (snow clearing program)
8. Seniors' Week Luncheon event
9. Event support; volunteer recognition and support, Discovery Days, New Year's Eve
10. Bicycle Safety – School Program
11. Okotoks Resource Centre referrals/intakes

## 2018 Priority Developmental Initiatives

- Develop volunteer policy
- Increase promotion of FCSS-funded agencies and programs; profile each supported agency
- Continue to host and grow interagency meetings to ensure exchange of information

Goal	Rationale	Strategic Plan Link
Expand volunteer base	Volunteerism supports local programs and increases public engagement.	Demonstrate fiscal responsibility and development of effective partnerships: The citizens of Turner Valley will be actively engaged in support of community based programs and events.
Increase promotion of FCSS-funded agencies and programs	Increased promotion will help connect residents to needed programs and services	Develop and cultivate partnerships: Communication with the public and promotion of programs will improve services to residents and increase public engagement.
Increase referral and resource information	Current, accurate and easily-accessible information will help residents	Communication with the public and promotion of programs will improve services to residents and increase public engagement.

## Innovations and Efficiencies

- Updated FCSS Committee information.
- 4 training sessions held with service providers and FCSS-funded agencies to assist with grant application and outcome measurement requirements set out by the Province.
- Streamlined application process to synchronize all regional FCSS application intake dates and application process.



## TOWN OF TURNER VALLEY

2018 format FCSS Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(56,171.00)	(74,405.60)	(56,171.00)
**	<b>REVENUES</b>	(56,171.00)	(74,405.60)	(56,171.00)
*	<b>TOTAL Salaries, Wages &amp; Benefi</b>	21,349.87	20,779.59	21,869.00
*	<b>TOTAL Training, Conferences, T</b>	1,400.00	346.92	800.00
*	<b>TOTAL Contracted Services</b>	2,500.00	15.24	2,500.00
*	<b>TOTAL Materials &amp; Supplies</b>	2,000.00	2,229.85	2,000.00
*	<b>TOTAL Phones</b>	2,250.00	2,420.97	2,250.00
*	<b>TOTAL PR &amp; Communications</b>	600.00	751.20	1,000.00
*	<b>TOTAL Transfers to Other</b>	44,684.00	51,341.85	45,000.00
**	<b>EXPENSES</b>	74,783.87	77,885.62	75,419.00
***	<b>NET</b>	18,612.87	3,480.02	19,248.00

## PLANNING & DEVELOPMENT

2018 Net Budget	\$216,952
2017 Net Budget	\$198,030
Budget Change	+\$18,932
% Change	+9.6%
2018 Full Time Staff	2
2018 Part Time Staff	0
2017 Full Time Staff	2
2017 Part Time Staff	0

## 2017 Key Accomplishments:

- Development a new development agreement template
- Initiate Municipal Planning Commission bylaw review
- Initiate business license bylaw review (interdepartmental)
- Initiate Off-Site Levy bylaw review (interdepartmental)
- Bring forward a number of business cases to Council for approval
- Prepare a business case template
- Assist with the expansion of the parks and pathways system

## Services & Programs Provided

Planning & Development provide services to the Town that includes:

- Long Range Planning
  - Joint Growth Study
  - Intermunicipal Development Plan
  - Intermunicipal Collaborative Framework
  - Joint Use and Planning Agreements
- Current Planning
  - Processing of redesignation and subdivision applications
  - Processing of development permit applications
  - Respond to requests for compliance certificates
- Oversee the processing of building permit applications through Park Enterprises Ltd.
- Manage geographical information data and mapping
- Manage business licenses
- Support the Municipal Planning Commission
- Support the On-It regional transit pilot project
- Provide support to Economic Development in terms of the Storefront Enhancement Program and business investment inquires
- Provide support to Operations & Engineering in terms of offsite levy review and assisting with various capital projects (i.e. parks/pathways)

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Ensure transparency of non-statutory planning documents by making available on website all planning policy documents (i.e. area structure plans, intermunicipal development plan, municipal development plan)	Mandated by the Municipal Government Act Amendments (comes into effect January 1, 2018)	Operational Excellence
Maintain GIS data/mapping for use by staff and the public	Fill vacant GIS position. Continue with the GIS data/mapping program	Commitment to operational excellence
Update the Intermunicipal Development Plan (IDP) in collaboration with the Town of Black Diamond and M.D. of Foothills	Current IDP is 15 years old and is in need of a review so as to better reflect current local, regional and provincial mandates	Develop and cultivate partnerships
Initiate work on an Intermunicipal Collaborative Framework (ICF) in collaboration with the Town of Black Diamond and M.D. of Foothills	Mandated by the MGA Amendments (comes into effect April 1, 2018)	Develop and cultivate partnerships
Assist Operations and Engineering with bringing forward a new Off-site Levy Bylaw	A review of the current OSL began in 2017. In addition, amendments to the MGA provide for an expanded scope and as such amendments to the current OSL is warranted	Demonstrate fiscal responsibility
Initiate a Joint Use and Planning Agreement with Foothills School Division	Mandated by the MGA Amendments (April 1, 2018)	Develop and cultivate partnerships
Development planning policy to address Conservation Reserves in the MDP and ASPs	Mandated by the MGA Amendments (comes into effect October 27, 2017)	Commitment to operational excellence
Assist Legislative Services with ensuring adherence to MGA amendments within the required timelines	Mandated by the MGA Amendments (comes into effect October 27, 2017, January 1, 2018 and April 1, 2018)	Commitment to operational excellence
Bring forward new or amended Bylaws for Council approval (i.e. Municipal Planning Commission, Business Licenses, Land Use Bylaw)	Some bylaws are over 10 years old and could benefit from being reviewed and amended to reflect current practices, policies, procedures	Commitment to operational excellence
Update and development planning and development templates, applications, forms	The goal is to streamline the application and approvals process, while ensuring adherence to statutory requirements, policies and procedures	Commitment to operational excellence

## **Innovations and Efficiencies**

- Changes to the way the Town receives and processes planning and development applications will result in a reduction in staff resources while maintaining an adequate level of service.
- Developing application packages for redesignation, subdivision and development permit applications will ensure consistent treatment of all applications as well as reduce the number of incidences in which an application is delayed due to incomplete applications.



## TOWN OF TURNER VALLEY

### 2018 format Planning/Development Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(68,493.00)	(37,922.96)	(57,100.00)
**	<b>REVENUES</b>	(68,493.00)	(37,922.96)	(57,100.00)
*	<b>TOTAL Salaries, Wages &amp; Benefi</b>	169,140.07	172,009.55	176,177.50
*	<b>TOTAL Training, Conferences, T</b>	9,000.00	7,292.74	11,320.00
*	<b>TOTAL Contracted Services</b>	54,693.00	25,909.35	35,300.00
*	<b>TOTAL Engineering &amp; Legal</b>	18,000.00	24,051.16	47,000.00
*	<b>TOTAL Materials &amp; Supplies</b>	1,000.00	1,094.47	1,200.00
*	<b>TOTAL Phones</b>	840.00	650.25	840.00
*	<b>TOTAL IT - Support/Purchases</b>	1,250.00	2,888.14	500.00
*	<b>TOTAL PR &amp; Communications</b>	600.00	1,872.35	1,725.00
*	<b>TOTAL MGA Amendments</b>	12,000.00	509.85	0.00
**	<b>EXPENSES</b>	266,523.07	236,277.86	274,062.50
***	<b>NET</b>	198,030.07	198,354.90	216,962.50

## ECONOMIC DEVELOPMENT AND SPECIAL EVENTS

	EDC	Special Events
2018 Net Budget	\$107,703	\$62,325
2017 Net Budget	\$101,930	\$61,187
Budget Change	+\$5,773.20	-\$3,615
% Change	+5.7%	-5.5%
2018 Full Time Staff (FTE)	0.7 (a)	
2018 Part Time Staff		
2018 Volunteers	65	
2017 Full Time Staff	0.6	
2017 Part Time Staff		
2017 Volunteers	60	

(a) Additional hours 2018 result from split between departments. No actual staff position hours were added  
 (b) Storefront Enhancement Program cancelled for 2018

**2017 Key Accomplishments:** Storefront Enhancement Program Pilot Project; 16 applications; 7 projects completed; 6 indicated intention to proceed in 2018 if program is offered.

- Increase in community engagement initiatives; Community Group Registration, participation in events (volunteers and attendance).
- Expanded business support programs: joint marketing, event promotions, building enhancement, public relations, business referrals and inquiry support.
- Increase in third party events and donations to municipally-coordinated events
- Municipal information campaigns: Public works projects, service information, event promotions.
- Cool Little Towns tourism marketing partnership nominated for Travel Alberta Partnership award.

## Services and Programs Provided

- Economic development and special events programming fall under the Community Services and Business Development department. This department handles business inquiries, develops business programs and works to attract new businesses to expand the non-residential tax base. Although dated, the 2012 Economic Development Plan continues to guide business development initiatives with a focus on business retention and attraction. Long-term and beneficial partnerships with neighbouring municipalities and organizations such as Diamond Valley Chamber of Commerce, Community Futures Highwood, Sheep River Library, Calgary Regional Partnership and Cool Little Towns provide expanded opportunities for local businesses and organizations.

Programs include:

Business development programs Cool Little Towns and business shared advertising initiatives, LocalIntel - CRP, business training programs (in partnership with Black Diamond, Chamber, Community Futures and Bow Valley College)

Commercial inquiries

Community and Corporate Support grant programs

Corporate communications; community profile, marketing, promotional materials, brand guidelines, media inquiries, news releases, public service announcements

Event and general business promotions

Event planning, implementation; Event support and administration related non-municipally sponsored events

Flare 'n Derrick hall management

Municipal representative on regional and provincial initiatives

Special projects as assigned; broadband study,

Visitor information centre: contract with Sheep River Library to provide visitor services

## 2018 Priority Developmental Initiatives

- Implement next phase of Storefront Enhancement Program
- Increase promotion and support of non-municipal events (increase visits to the community)

Streamline Corporate and Community Support process (request for donations) Goal	Rationale	Strategic Plan Link
Increase Community Support Grant Program funding	Funding request exceeded the allotted amount. Transfer underused Corporate Support funds in order to assist more community initiatives.	Demonstrate fiscal responsibility: provide community groups and businesses financial support to hold events which will draw visitors to the area; establish public process to assess donation requests.
Increase partnerships with events and business initiatives; review revenue options	Municipal support will help promote events and increase local investment and revenues (tourism proceeds, hall revenue, booking and staff services fees).	Demonstrate fiscal responsibility and develop and cultivate partnerships: assist external event organizers to expand events held in Turner Valley Investment in outdoor recreation opportunities: continue to promote Turner Valley's many outdoor recreation and event opportunities.
Update Economic Development Plan	Economic Development Plan should be reviewed and updated to ensure it aligns with Council's strategic objectives	Commitment to Operational Excellence: ensure plans are reflective of current and future economic opportunities.

## **Innovations and Efficiencies**

- Continued improvements made to communications materials and social media/website management
- Business engagement is increasing; more participation in events, promotions and training
- Interdepartmental cooperation applied in business attraction and investment efforts (planning and economic development coordinate and manage business inquiries)



## TOWN OF TURNER VALLEY

2018 format EDC Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(48,000.00)	(35,825.27)	(20,000.00)
**	<b>REVENUES</b>	(48,000.00)	(35,825.27)	(20,000.00)
*	<b>TOTAL Salaries, Wages &amp; Benefits</b>	32,224.80	32,028.87	32,803.00
*	<b>TOTAL Training, Conferences, T</b>	3,000.00	2,685.25	2,500.00
*	<b>TOTAL Contracted Services</b>	104,005.00	85,778.05	81,700.00
*	<b>TOTAL Materials &amp; Supplies</b>	2,500.00	1,494.64	2,500.00
*	<b>TOTAL Phones</b>	1,700.00	1,543.97	1,700.00
*	<b>TOTAL IT - Support/Purchases</b>	2,500.00	489.05	2,500.00
*	<b>TOTAL PR &amp; Communications</b>	4,000.00	4,256.68	4,000.00
**	<b>EXPENSES</b>	149,929.80	128,276.51	127,703.00
***	<b>NET</b>	101,929.80	92,451.24	107,703.00



## TOWN OF TURNER VALLEY

### 2018 format Special Events Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(5,500.00)	(12,519.30)	(11,500.00)
**	<b>REVENUES</b>	(5,500.00)	(12,519.30)	(11,500.00)
*	<b>TOTAL Salaries, Wages &amp; Benefits</b>	35,087.10	50,232.56	40,625.00
*	<b>TOTAL Training, Conferences, T</b>	900.00	811.11	300.00
*	<b>TOTAL Contracted Services</b>	1,200.00	16,778.25	23,700.00
*	<b>TOTAL Materials &amp; Supplies</b>	1,500.00	3,570.75	3,000.00
*	<b>TOTAL Phones</b>	0.00	(311.79)	0.00
*	<b>TOTAL PR &amp; Communications</b>	28,000.00	7,378.67	6,200.00
**	<b>EXPENSES</b>	66,687.10	78,459.55	73,825.00
***	<b>NET</b>	61,187.10	65,940.25	62,325.00

## PARKS, OPEN SPACES, & FACILITIES

2018 Net Budget	\$ 264,015
2017 Net Budget	\$ 300,800
Budget Change	-\$36,785
% Change	-12.3%
2018 Full Time Staff	4.2 FTE
2018 Part Time Staff	3 Seasonal
2017 Full Time Staff	4.0 FTE
2017 Part Time Staff	3 Seasonal

## 2017 Key Accomplishments:

- Received a new water truck which allowed for safer and more efficient watering method for watering the hanging baskets on main street, barrels on main street, flower beds and the 225 newly planted trees.
- Receiving the new tractor and rough mower which allowed the parks team to reduce the use of herbicides and cost of weed management in open areas
- The overall efficiency of the parks team with the leadership of the new parks supervisor (replaced)

## Services & Programs Provided

The Parks Department provides services to the Town that includes:

- Safely operate and maintain the Towns potable water distribution system
- Trails
  - Surface inspections, repairs
  - Crack sealing
  - Mowing, weedie, weed management
  - Garbage can management, litter pick up, dog waste bags
  - Snow and ice management
- Parks, Playgrounds, sports fields
  - Inspections and repair of amenities, such as tables, benches, play ground structures, garbage cans, lights, fencing, signage, etc.
  - Snow and ice management
  - Mowing, weeding, pruning, flower barrels, bed maintenance, hanging baskets, watering, general landscaping
  - Weed management including contractor management
  - Ball diamond infield maintenance
  - Storm pond maintenance
  - Safety training, equipment training
  - Equipment inspections and maintenance
  - Christmas decorations
  - Special events
- Facilities
  - Facility inspections and maintenance
  - Recycle collection and management
  - Snow and ice management including parking lot clearing
  - Gutter cleaning, light bulbs, painting, and general maintenance/repairs
  - Change furnace filters
  - Safety training

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Enhance the East Town entry feature with plantings	A freshly landscaped feature will provide a fresh appearance for residents and visitors	Operational Excellence
Enhance the North Town entry feature with plantings	A freshly landscaped feature will provide a fresh appearance for residents and visitors	Operational Excellence
Complete the install of the Edgar Street playground	Incomplete install from 2017	Operational Excellence

## Innovations and Efficiencies

- Purchasing equipment and tool inventory that increases the efficiency of parks staff with the daily operational tasks
- Developing better procedures and processes for maintaining TV assets that increase productivity, reduce expenses overall, and create a culture of responsible stewardship



## TOWN OF TURNER VALLEY

2018 format Parks Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
* TOTAL Revenues		0.00	(6,938.75)	(46,900.00)
** REVENUES		0.00	(6,938.75)	(46,900.00)
* TOTAL Salaries, Wages & Benefi		182,230.47	190,359.29	195,515.00
* TOTAL Training, Conferences, T		2,500.00	2,684.29	3,000.00
* TOTAL Contracted Services		32,350.00	35,171.14	33,600.00
* TOTAL Materials & Supplies		31,500.00	31,499.64	32,300.00
* TOTAL Equip Maint & Fuel		27,500.00	30,159.13	30,000.00
* TOTAL Phones		1,000.00	2,659.50	2,500.00
* TOTAL Utilities		2,000.00	1,748.38	2,000.00
* TOTAL Insurance		2,500.00	2,260.92	2,500.00
* TOTAL Safety Supplies		1,500.00	2,879.53	3,000.00
* TOTAL IT - Support/Purchases		0.00	4,830.73	6,000.00
* TOTAL PR & Communications		500.00	606.18	500.00
* TOTAL Debt Payments		17,219.60	1,503.85	0.00
** EXPENSES		300,800.07	306,362.58	310,915.00
*** NET		300,800.07	299,423.83	264,015.00
* TOTAL Amortization		0.00	112,536.51	0.00

## DR. LANDERS MEMORIAL POOL

2018 Net Budget	\$186,823
2017 Net Budget	\$193,591
Budget Change	-\$7,368
% Change	-3.8%
2018 Full Time Staff	Pool & Parks Allocation
2018 Seasonal	11
2017 Full Time Staff	Pool & Parks Allocation
2017 Seasonal	11

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## Services & Programs Provided

The Dr. Landers Pool provides services to the Town that includes:

- Safely operate a public recreation facility with well trained professional staff
- Provide a variety of public swim programs for seniors, adults, youth, and children
- Scheduling drop in programs for a variety of programs such as lane swim, aqua fit, etc.
- Swim instruction for bronze cross, swim for life, swim stroke training, levels 1 – 6, etc.
- Pool rentals for birthday parties or special interest groups
- Pool and facility hygiene as per Alberta Health Guidelines
- Mechanical equipment monitoring
- Pool chemistry and maintenance
- Customer service
- High level of industry training to maintain qualifications and to be ready for emergency situations
- Facility inspections
- Life guarding
- Weather monitoring
- Community information service

## Accomplishments:

- Replaced the use of Hydro Chloric Acid with Sodium Bi-Sulphate. This was to provide a safer work environment for the staff that need to maintain the pool chemistry
- Developed a new business practice to operate the pool more efficiently. Separating the concession and pool administrative (program registration) away from the pool staff. Now pool staff can focus on pool related tasks alone while the CSR's maintain the front side
- Developed a plan for implementing better scheduled programming and increasing programming for 2018

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Install a new pool boiler	Current boiler has exceeded the expected lifecycle and is requiring repetitive attention to keep operational. A new boiler will also be 96% efficient vs the 48% we currently get	Operational Excellence; Fiscal Responsibility
Implement better scheduling of programs	Increased program potential by adjusting the swim lesson schedule and thereby increase the revenue	Operational Excellence; Fiscal Responsibility
Implement an increase and variety of swim programs	More variety attracts more opportunity, and perhaps more revenue	Operational Excellence; Fiscal Responsibility

## Innovations and Efficiencies

- Replaced the use of Hydro Chloric Acid with Sodium Bi-Sulphate. This was to provide a safer work environment for the staff that need to maintain the pool chemistry
- Developed a new business practice to operate the pool more efficiently. Separating the concession and pool administrative (program registration) away from the pool staff. Now pool staff can focus on pool related tasks alone while the CSR's maintain the front side



## TOWN OF TURNER VALLEY

2018 format Pool Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	TOTAL Revenues	(102,562.00)	(130,215.96)	(106,800.00)
**	REVENUES	(102,562.00)	(130,215.96)	(106,800.00)
*	TOTAL Salaries, Wages & Benefi	180,920.21	165,560.46	191,790.00
*	TOTAL Training, Conferences, T	2,500.00	1,661.78	2,000.00
*	TOTAL Contracted Services	14,200.00	14,516.95	12,700.00
*	TOTAL Materials & Supplies	20,100.00	21,216.88	16,500.00
*	TOTAL Equip Maint & Fuel	15,000.00	16,077.52	10,000.00
*	TOTAL Phones	1,500.00	2,192.77	1,800.00
*	TOTAL Utilities	19,500.00	20,373.73	16,100.00
*	TOTAL Insurance	3,700.00	4,638.11	4,700.00
*	TOTAL Safety Supplies	1,000.00	4,996.45	1,800.00
*	TOTAL IT - Support/Purchases	2,500.00	667.40	1,000.00
*	TOTAL PR & Communications	500.00	766.88	500.00
*	TOTAL Transfers to Reserves	0.00	0.00	0.00
*	TOTAL Debt Payments	34,732.50	4,576.71	34,732.80
**	EXPENSES	296,152.71	257,245.64	293,622.80
***	NET	193,590.71	127,029.68	186,822.80
*	TOTAL Amortization	0.00	61,412.09	0.00

## MUNICIPAL CAMPGROUND

2018 Net Budget	\$ 16,952
2017 Net Budget	\$ 14,237
Budget Change	\$ 2,714
% Change	+19.1%
2018 Full Time Staff	Allocated to Pool & Parks
2017 Full Time Staff	Allocated to Pool & Parks

## 2017 Key Accomplishments:

- Increased the size of key camp sites to improve access for larger camp units. This improves the customer experience. Added three new sites to make up for the loss of available sites due to the site increase.
- Built a full turn around bulb at the bottom end of the camp ground access road. This now allows customers to turn around once they have entered the camp ground. Before, they would have had to back out.
- The implementation of an online reservation system for the Camp Ground in 2017 made reservations more available to all users. This software also made taking payments easier and provided a great source for advertising our services more broadly.

## Services & Programs Provided

The Parks Department provides services to the Town that includes:

- Safely operate and maintain the Towns Camp Ground
- Road Access Maintenance
  - Maintain a smooth gravel surface from the entrance to the turn – around bulb
  - Maintain graveled camp sites
- Camp Sites
  - Electrical outlet safety and maintenance
  - Fire pit cleaning and ash disposal
  - Litter pick up
  - Raking common lawn areas around the camp sites
  - Picnic Table cleaning and repairs
- General Camp Ground Maintenance
  - Mowing of large common areas
  - Whipper snipper maintenance around trees, shrubs, buildings and other fixtures
  - Weed control
  - Cleaning around the commercial waste bin
  - Washroom/shower maintenance
- Administrative Site Management
  - Set up online booking system with service provider
  - Set up banking / visa transfer system for the booking system
  - Assist customer either by phone or in person for campsite booking
  - Monitor camp site for reservations and vacancies
  - Daily cash management and bank deposits
  - Police undesirable behaviours and activities

## Innovations and Efficiencies

- Regular inspection intervals have increased our ability to identify and repair deficiencies in our public amenities. This has also achieved the effect of instilling a division wide culture of safety, not only to the team themselves but for the public at large. The inspection process is also a direct method to record and produce an effective preventative maintenance schedule and lifecycle.
- The addition of an on-line reservation software has increased our tracking and retention of customers. It has also provided a superior method of collecting payment and providing a detailed reporting process.
- Site improvements have increased functionality of our campground. Making our campground more available to the larger more modern trailers has increased our user ship.



# TOWN OF TURNER VALLEY

## 2018 format Campground Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
* TOTAL Revenues		(20,000.00)	(18,111.17)	(30,000.00)
** REVENUES		(20,000.00)	(18,111.17)	(30,000.00)
* TOTAL Salaries, Wages & Benefi		26,187.69	35,803.24	39,752.00
* TOTAL Contracted Services		3,300.00	9,974.35	3,000.00
* TOTAL Materials & Supplies		600.00	1,206.35	0.00
* TOTAL Equip Maint & Fuel		1,000.00	206.37	500.00
* TOTAL Utilities		2,150.00	2,974.01	2,900.00
* TOTAL Insurance		500.00	541.35	600.00
* TOTAL PR & Communications		500.00	850.66	200.00
** EXPENSES		34,237.69	51,556.33	46,952.00
*** NET		14,237.69	33,445.16	16,952.00

## MUNICIPAL ICE RINK

2018 Net Budget	\$29,053
2017 Net Budget	\$44,730
Budget Change	-\$15,677
% Change	-35.1%
2018 Full Time Staff	Allocated to Parks
2017 Full Time Staff	Allocated to Parks

## 2017 Key Accomplishments:

- Acquired a tractor mounted Zamboni and tractor to provide exceptional ice surface maintenance. This ice conditioner will make it possible establish higher and more efficient ice maintenance practices. Better ice surface also equals higher level of public safety.
- Repaired and leveled the existing arena boards to allow for better gate operation and a more appealing public appearance. This included the replacement of some lighting and welding together a broken gate bracket.
- Installed a new concrete access ramp at the equipment gate. This is critical for safe access and egress from the rink surface. It also improves the public appearance.

## Services & Programs Provided

The Parks department provides services to the Town that includes:

- Safely operate and maintain the Municipal Skating Rink
- Facility Maintenance
  - Inspect boards and gates for pinch points, protruding screws, and sharp edges
  - Maintain overhead lighting
  - Repair damaged boards and gates
  - Maintain a crack & pot hole free asphalt base
  - Maintain and repair benches
  - Maintain and renew information signs
  - Litter pick up
  - Grounds lawn maintenance
  - Proper staff training for ice making, tractor and ice conditioner, small equipment, work safe on ice, site inspections
- Ice making and Maintenance
  - Safe operation of tractor and ice conditioning machine
  - Safe operation of small motorized equipment
  - Hand shoveling snow and ice
  - Hand flooding
  - Seasonal Ice Rink start up and shut down

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Improve / rejuvenate existing facilities for improved longevity and public / staff inspiration	Many of the TV facilities have been neglected over time. This has reduced public interest and staff enthusiasm	Operational Excellence; Fiscal Responsibility
Increase staff training and efficiencies through betterment of equipment and facilities	Staff training is imperative to protect them from injury, produce a superior finished product, increase confidence, and protect our assets	Operational Excellence; Fiscal Responsibility
Enhance rink service	Provide the parks team with the proper equipment that increase their productivity and reduce exhaustion and exposure to the elements	Operational Excellence; Fiscal Responsibility

## Innovations and Efficiencies

- Regular inspection intervals have increased our ability to identify and repair deficiencies in our public amenities. This has also achieved the effect of instilling a division wide culture of safety, not only to the team themselves but for the public at large. The inspection process is also a direct method to record and produce an effective preventative maintenance schedule and lifecycle.
- The purchase of a new tractor and ice conditioner has made it possible to improve the teams' efficiency. The purchase of new equipment also produces a sense of pride and a new level of respect. New ice conditions (moving forward) encourages the public to visit our rink. It also improves the safety to the users. Eventually, site improvements and possibly site usage may provide future revenue opportunity through advertising on the boards.



## TOWN OF TURNER VALLEY

2018 format Rink Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	0.00	0.00	0.00
**	<b>REVENUES</b>	0.00	0.00	0.00
*	<b>TOTAL Salaries, Wages &amp; Benefits</b>	37,380.16	40,823.70	25,553.00
*	<b>TOTAL Contracted Services</b>	6,000.00	7,016.52	2,500.00
*	<b>TOTAL Materials &amp; Supplies</b>	400.00	1,982.86	0.00
*	<b>TOTAL Utilities</b>	800.00	841.68	850.00
*	<b>TOTAL PR &amp; Communications</b>	150.00	84.43	150.00
**	<b>EXPENSES</b>	44,730.16	50,749.19	29,053.00
***	<b>NET</b>	44,730.16	50,749.19	29,053.00

## SPRAY PARK

2018 Net Budget	\$ 44,748
2017 Net Budget	\$ 45,273
Budget Change	-\$525
% Change	-1.2%
2018 Full Time Staff	Allocated to Parks & Pool
2017 Full Time Staff	Allocated to Parks & Pool

## 2017 Key Accomplishments:

- Repair PLC operation deficiencies that were creating undesirable operating faults
- Change the use of Hydro Chloric Acid to Sodium Bi-Sulfate. Safer to use and less likely to cause serious or fatal injury
- Install potable water by-pass so that the park can remain in operation while repairs are made to the mechanical system.
- Correct and repair many mechanical deficiencies with the water pressure, water diversion issues, and chemical balance.

## Services & Programs Provided

The Parks Department and the Pool Staff provides services to the Spray Park that includes:

- Safely operate and maintain the Towns Spray park and Facility
- Start each day with inspecting the splash pad, washrooms, pump and filters, chemical injection system, and check water quality.
- Water quality is tested 4 times daily as per Alberta Health
- Washrooms, spray pad, and mechanical equipment are inspected 4 times daily and cleaned, repaired, or adjusted as required
- Litter pick up daily (multiple)
- Turf maintenance on a weekly schedule
- Check and maintain picnic tables
- Bed and tree maintenance
- Verify that the mechanical system is functioning properly within the specified parameters. Mechanical equipment must be inspected and checked regularly. This equipment consists of:
  - A 5hp water pump with strainer
  - 2 large sand filters
  - UV system
  - In-line strainers
  - Chemical injection system
  - PLC for controls
  - Valve header for controlled water distribution to features
  - Two stage holding tank
  - Diverter valve for sanitary water disposal from tanks
  - Automated potable water valve to maintain water level in holding tanks
- Inspect and maintain chain link and gates
- Respond to customer inquiries

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Update electrical deficiencies	Many bits of wiring are plumbed in using extension cords. Not up to code. Move hot water tank that is situated directly above the main power panel.	Operational Excellence; Fiscal Responsibility
Paint washrooms	Washrooms need an additional coat of paint after two years of use. Original paint has worn, and the mud joints can be seen through the original paint	Operational Excellence; Fiscal Responsibility
Train a facilities person to assist with the mechanical portion of the spray park	A facilities person in parks would allow for experienced back up in maintaining facility tasks. Especially in the absence of the facilities manager	Operational Excellence; Fiscal Responsibility

## Innovations and Efficiencies

- Potable water by-pass installation will allow the park to remain in operation during mechanical failures or maintenance. The elimination of customer complaints due to park closure in the future.
- Identified and repaired all major PLC issues. (The PLC is the primary computer control that monitors the chemicals, pump, water valves, water quality, UV, Diversion valve, etc.)
- Defined roles of the pool staff to be more efficient and trained parks staff to inspect basic operating parameters of the mechanical system. This allowed the Facilities Manager more time to focus on primary duties.

## Variance Highlights:

- Spray park operational costs are still being defined as the town continues to learn the full operational liability of the park.
- The town has now operated the park for two complete seasons (2016 and 2017).



## TOWN OF TURNER VALLEY

2018 format Spray Park Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	0.00	(2,500.00)	0.00
**	<b>REVENUES</b>	0.00	(2,500.00)	0.00
*	<b>TOTAL Salaries, Wages &amp; Benefi</b>	24,522.66	20,454.12	27,498.00
*	<b>TOTAL Contracted Services</b>	6,500.00	5,583.23	4,300.00
*	<b>TOTAL Engineering &amp; Legal</b>	0.00	1,858.93	0.00
*	<b>TOTAL Materials &amp; Supplies</b>	3,650.00	2,342.05	2,650.00
*	<b>TOTAL Equip Maint &amp; Fuel</b>	6,000.00	7,514.73	5,000.00
*	<b>TOTAL Utilities</b>	4,000.00	9,002.80	5,000.00
*	<b>TOTAL Insurance</b>	0.00	0.00	0.00
*	<b>TOTAL Safety Supplies</b>	600.00	379.00	300.00
*	<b>TOTAL PR &amp; Communications</b>	0.00	0.00	0.00
**	<b>EXPENSES</b>	45,272.66	47,134.86	44,748.00
***	<b>NET</b>	45,272.66	44,634.86	44,748.00
*	<b>TOTAL Amortization</b>	0.00	630.88	0.00

## FLARE 'N' DERRICK COMMUNITY HALL

### 2017 Key Accomplishments:

- Renovation of the men's and women's washrooms
- Started the install of a wheel chair accessible washroom. Ran out of funds to complete the project
- Removed a public pay phone that was costing the town approximately \$2,000 per year

2018 Net Budget	\$ 59,742
2017 Net Budget	\$ 69,327
Budget Change	-\$9,585
% Change	-13.9%
2018 Full Time Staff	Allocated to Parks
2017 Full Time Staff	Allocated to Parks

### Services & Programs Provided

The Parks Department provides services to the Town that includes:

- Safely operate and maintain the Flare'n Derrick Community Hall
- Facility Maintenance
  - Facility inspections for mechanical, appliances, washrooms, tables and chairs, alarm systems and general site safety.
  - Perform preventative maintenance tasks
  - Maintain safe sidewalks and parking lot
  - Paint as necessary
  - Replace light bulbs
  - Remove nails, staples, tacks, tape from walls
  - Maintain and repair furniture
  - Litter pick up
  - Grounds lawn maintenance
  - Adjust thermostat for functions
  - Flush sewer line prior to functions
  - Snow and ice control
  - Manage and monitor contractors
  - Special event set up
- Other Facilities Public Works Maintains
  - Fire Hall Facility & Grounds Maintenance
  - Sheep River Library Facility & Grounds Maintenance
  - Town Municipal Office & Grounds Maintenance
  - Municipal Office Storage Sheds and Grounds Maintenance
  - Recycle building and grounds
  - WTP and Raw water storage grounds
  - RCMP grounds

## 2018 Priority Developmental Initiatives

Goal	Rationale	Strategic Plan Link
Complete the wheel chair accessible washroom	Provide a wheel chair accessible washroom to a facility the should have one	Operational Excellence; Fiscal Responsibility
Space heater replacement	The old heater is approximately 30 years old. Not very efficient and very unsightly	Operational Excellence; Fiscal Responsibility

## Innovations and Efficiencies

- Improved appearance with the completion of a renovated washroom and lobby. A remarkable improvement from 2015.



## TOWN OF TURNER VALLEY

2018 format Hall Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(12,000.00)	(8,849.29)	(10,000.00)
**	<b>EXPENSES</b>	(12,000.00)	(8,849.29)	(10,000.00)
*	<b>TOTAL Salaries, Wages &amp; Benefi</b>	26,077.46	19,304.90	22,142.00
*	<b>TOTAL Contracted Services</b>	32,500.00	31,810.97	32,000.00
*	<b>TOTAL Materials &amp; Supplies</b>	7,500.00	3,917.67	3,500.00
*	<b>TOTAL Equip Maint &amp; Fuel</b>	2,500.00	1,247.67	1,500.00
*	<b>TOTAL Phones</b>	1,900.00	1,869.89	0.00
*	<b>TOTAL Utilities</b>	8,000.00	6,581.19	6,500.00
*	<b>TOTAL Insurance</b>	2,600.00	3,332.55	3,500.00
*	<b>TOTAL Safety Supplies</b>	250.00	581.30	600.00
*	<b>TOTAL PR &amp; Communications</b>	0.00	0.00	0.00
**	<b>EXPENSES</b>	81,327.46	68,646.14	69,742.00
***	<b>NET</b>	69,327.46	59,796.85	59,742.00
*	<b>TOTAL Amortization</b>	0.00	13,216.06	0.00

## SHEEP RIVER INTERMUNICIPAL LIBRARY BOARD

2018 Net Budget	\$ 107,631
2017 Net Budget	\$93,237
Budget Change	+15.5%
% Change	+15.5%
2018 Full Time Staff	Allocated to Parks
2017 Full Time Staff	Allocated to Parks

## Services & Programs Provided

The Parks Department provides services to the Town that includes:

Facility Maintenance may include:

- Facility inspections for mechanical, appliances, washrooms, alarm systems and general site safety.
- Perform preventative maintenance tasks
- Maintain safe sidewalks and parking lot
- Replace light bulbs
- Litter pick up
- Grounds maintenance
- Snow and ice control
- Manage and monitor contractors



# TOWN OF TURNER VALLEY

## 2018 format Library Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	<b>TOTAL Revenues</b>	(77,633.80)	(51,971.89)	(77,634.00)
**	<b>REVENUES</b>	(77,633.80)	(51,971.89)	(77,634.00)
*	<b>TOTAL Salaries, Wages &amp; Benefi</b>	0.00	0.00	10,266.00
*	<b>TOTAL Contracted Services</b>	0.00	3,442.24	3,000.00
*	<b>TOTAL Materials &amp; Supplies</b>	0.00	0.00	0.00
*	<b>TOTAL Equip Maint &amp; Fuel</b>	0.00	265.38	2,000.00
*	<b>TOTAL Utilities</b>	0.00	363.76	400.00
*	<b>TOTAL Insurance</b>	3,400.00	3,354.31	3,400.00
*	<b>TOTAL IT - Support/Purchases</b>	0.00	0.00	0.00
*	<b>TOTAL Debt Payments</b>	44,533.22	24,015.22	44,740.02
*	<b>TOTAL Library Requisition</b>	122,937.69	122,937.69	121,459.00
**	<b>EXPENSES</b>	170,870.91	154,378.60	185,265.02
***	<b>NET</b>	93,237.11	102,406.71	107,631.02
*	<b>TOTAL Amortization</b>	0.00	53,859.57	0.00

## GENERAL

2018 Net Budget	\$3,430,022
2017 Net Budget	\$3,304,163
Budget Change	+\$125,859
% Change	+4%

## Services & Programs Provided

The General Category reflects the main revenues of the Town, including taxes, franchise fees, and grants in lieu of taxes. The only expenses in this category are contributions to Operating, Capital or Amortization reserves.

## Variance Highlights

- Assumes 0% assessment increases and 50% of new construction value.
- Annual contribution to Amortization of \$100,000

NOTE: Provincial requisitions for educational and seniors' accommodations are not reflected in the Town budget, as they are funds that are collected and remitted to the Province

Strategic Plan 2017-2020 Key Accomplishments	
Goal	Measurement
Fiscal Responsibility	Use of conservative estimates of assessment increases and new construction, resulting in realistic revenue forecasts.



## TOWN OF TURNER VALLEY

### 2018 format General Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
* TOTAL Revenues		(3,404,163.00)	(3,381,499.36)	(3,530,022.00)
** 2018 REVENUES		(3,404,163.00)	(3,381,499.36)	(3,530,022.00)
* TOTAL Transfers		100,000.00	99,999.65	100,000.00
** 2018 EXPENSES		100,000.00	99,999.65	100,000.00
*** NET		(3,304,163.00)	(3,281,499.71)	(3,430,022.00)

## TRANSFERS TO OTHER ORGANIZATIONS

### FOOTHILLS REGIONAL EMERGENCY SERVICES COMMISSION

2018 Net Budget	\$19,108
2017 Net Budget	\$17,500
Budget Change	+\$1,608
% Change	+9.2%



### TOWN OF TURNER VALLEY

2018 format FRESC

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
<b>Transfers to Other Organization</b>				
2-25-000-755	EDR - Contributed to FRESC	17,500.00	19,108.70	19,108.00
*     TOTAL Transfers to Other Organ		17,500.00	19,108.70	19,108.00

## FOOTHILLS CEMETERY BOARD

2018 Net Budget	\$56,000
2017 Net Budget	\$56,000
Budget Change	\$0.00
% Change	0%



## TOWN OF TURNER VALLEY

### 2018 format Cemetery Condensed

General Ledger	Description	2017 Budget	2017 Actual	2018 Budget
*	TOTAL Transfers to Other Organ	56,000.00	56,000.00	56,000.00

**2018 - 2022**

**CAPITAL BUDGET PLAN**

**Municipal Infrastructure, Equipment and Strategic Plan**

## 2018 APPROVED CAPITAL BUDGET AND FUNDING SOURCES

2018 Capital Budget	Estimate
Land Purchase - see Strategic Plan	\$ 750,000
Water Meter Install Program	\$ 20,000
Main Street South Pathway	\$ 246,000
Alley Way Apron Paving and Valve Adjustments	\$ 60,000
Dunham Lane Culvert Upgrade	\$ 160,000
Two Solar Pedestrian Crosswalks (Royal and Edward School Crosswalks)	\$ 30,000
Seclusion Valley Lift Station Building, Control Panel, & Screening Fence	\$ 400,000
Current Ball Diamond Upgrade	\$ 57,500
East Municipal Entrance sign	\$ 25,000
Server replacement - Municipal Office	\$ 30,000
Fire Department - SCBA Equipment (2009)	\$ 60,000
Fire Hall EOC back up generator	\$ 20,000
Fire Department - CAD Hardware	\$ 10,000
TORO Mower (2009) 8 year replacement	\$ 75,000
<b>Total Capital Project and Equipment Budget 2018</b>	<b>\$ 1,943,500</b>

Funding Sources	
2018 Allocation Municipality Sustainability Initiative (MSI) (BMTG) inc March allocation and 2017 Allocation brought forward	\$ 841,000
2018 Federal Gas Tax Fund (FGTF) inc 2017 allocation brought forward	\$ 205,000
Calgary Foundation/Atco TBD	\$ 57,500
Capital Reserve - Sale of Assets	
Capital Reserve - Unallocated	\$ 90,000
Debenture (Anticipated)	\$ 750,000
<b>Total Funding Sources Capital Project and Equipment 2018</b>	<b>\$ 1,943,500</b>

## **2018 CAPITAL MUNICIPAL INFRASTRUCTURE PROJECTS**

### **STRATEGIC PLAN**

#### **SP-1 Land Purchase**

Estimated Cost: \$750,000; Purchase Agreement in place with conditions (Confidential)

### **WATER DISTRIBUTION**

#### **WD-1 Water Meter Installation Program**

(Replacement of out of date commercial and residential water meters).

Estimated Cost: \$20,000 Approved

Funding Sources: (FGTF)

Background: In 2014 an audit of residential and commercial water meters was performed by the Town's Utility Clerk. Five hundred and thirty six (536) water meters were identified to be beyond the manufacturers recommended accuracy specification (15 years).

All of these water meters were of the age and style whereby the Town's Utility Operators had to obtain water volume consumption readings by physically attending the property where the water meter was installed.

Town Councils have supported a program to purchase and install the new style water meter which contains a radio transmitter that transmits water consumption data to a portable data collector kept in a vehicle as it drives by the meter locations.

Presently the Town has 76 water meters that were previously purchased and in stock. The estimate to install the 71 outstanding water meters that are due of replacement, assuming the Town can gain access to the residences, is \$20,000.

Many modes of communication have been used to contact customers to have their free water meter installed (many phone messages, robo-calls, door knockers).

By year-end 2017, there was seventy one (71) customers who have proven to ignore the Town's attempts to make an appointment to have a free water meter installed. This replacement is essential in order for the Town to calculate an accurate potable water balance (water consumed through water meters vs. water sent out of the treatment plant).

The Town of Turner Valley's Water Bylaw 950-08 states;

**3.7 Maintenance**

- (a) If the owner of the property neglects, fails or refuses to maintain, repair or replace a water service connection, pipe or water system as required by the Town Manager pursuant to Section 2.3 of this Bylaw, the Town Manager may:
  - (i) turn off the water supply until the repairs have been made to stop the water loss; and
  - (ii) estimate the volume of water loss and require payment from the owner for that amount of water estimated to have been lost and such payment shall become due and payable upon demand being made.

**2.3 Private Property**

- (a) The water service connections on private property shall be installed, maintained, repaired and replaced by the Owner at his expense, and without limiting the generality of the foregoing, as a condition of receiving water from the Water Utility, the owner shall maintain in a state of good repair, with sufficient protection from freezing, free of leakage or other water loss, all to the satisfaction of the Town Manager, any water service connection, pipe line or water system on private property or at the boundary of private property and any street or easement containing a Town water main and through which the supply of water is conveyed from the water utility.

**4.11 Access to Premises**

- (a) For the purpose of conducting water use surveys or sampling, leakage, flow and pressure tests, or reading water meters or inspecting, repairing or replacing water meters, backflow prevention devices and related equipment upon any water service connection within or without any house or building as may be required, employees of the Town employed for that purpose, shall have free access at reasonable hours of the day and upon providing reasonable notice of request to the owner and occupant to all parts of every building or other premises in which water is delivered and consumed.

#### 4.14 Maintenance and Testing of Meters

- (a) Water meters may be removed by the Town for maintenance and testing on a periodic basis. The Town may require that a water meter be tested on site, or be removed and tested.
- (b) An owner may request the Town to test a water meter located on the owner's premises. If the water meter is found to be measured within two (2%) percent of accuracy, the owner shall pay the actual cost incurred by the Town for testing the meter plus a ten (10%) administration fee, otherwise the Town shall not charge the owner for the meter test.

Beginning in 2013, the Town of Black Diamond completed (989) water meter installs over a 2.5 year time period. There were only (8) "Hold Out" customers that were issued a water disconnection notice by the Town Manager. That notice had the desired effect.

Project Start: This project is anticipated to go to tender in the spring of 2018, and be completed by the end of fall 2018.



## ROADS

### **RD-1 Main Street South (Asphalt Paving)**

From Hwy 22 to Decalta Road.

Estimated Cost: \$246,000 approved with conditions of Council April 23, 2018 resolution

Funding Sources: (MSI/BMTG)

MPE has supplied an estimate for the installation of a 2.5 meter asphalt pathway, to be tied into the existing Main Street South western road edge. Utilizing the west shoulder should save some costs. Delineators and some concrete barricades will be required to protect the walking public and to prevent parking of small cars and transport trucks on the new pathway. An extension of an existing culvert will be needed at the south end of the pathway.

#### **Per Policy MP.F.A.13.14 and Procedure:**

s. 4.1.4 any purchase of goods or services valued at \$75,000 or greater, and for construction valued at \$200,000 or greater must be sent for request for quote (RFQ) or Request for Proposal (RFP) and must be advertised, and posted through an electronic tendering system such as the Alberta Purchasing Connection, in accordance with NWPTA and AIT.

A minimum of three RFQs or RFPs must be obtained. The Department Head and the CAO will review the RFQs or RFPs received, approve and authorize any purchase approved in the Budget.

On the following pages, please find the project cost estimate and rough location of the proposed pathway. Please note this is an estimate for planning purposes only.





## **RD-2 Alley Way Apron Paving and Valve Adjustment**

Estimated Cost: \$60,000 Approved

Funding Sources: (MSI)

- Paving the alley way aprons protects the integrity of the gutter from erosion, cracking and breaking out.
- Reduces the volume of gravel/dirt transfer into the road way and storm system.
- Eliminates potholes at the road/alley transition.
- Protects the water main valves that are typically located at the ends of each alley way from equipment and impact damage.
- \$60,000 to pave approximately 15 aprons annually until 2022.
- [This project is anticipated to begin in July 2018](#)

## **RD-3 Dunham Lane Storm Water Culvert Replacement**

(Installation of two (2) twin 1050 mm culverts on Dunham Lane at Dunham Creek)

Estimated Cost: \$160,000 Approved

Funding Sources: (FGTF)

Background: In 2005, 2011, and 2013, Dunham Creek flooded over Edward Avenue and Dunham Lane, indicating the culvert capacities were insufficient to convey the 100-year storm water discharge from the upstream catchment area. Please see following map.

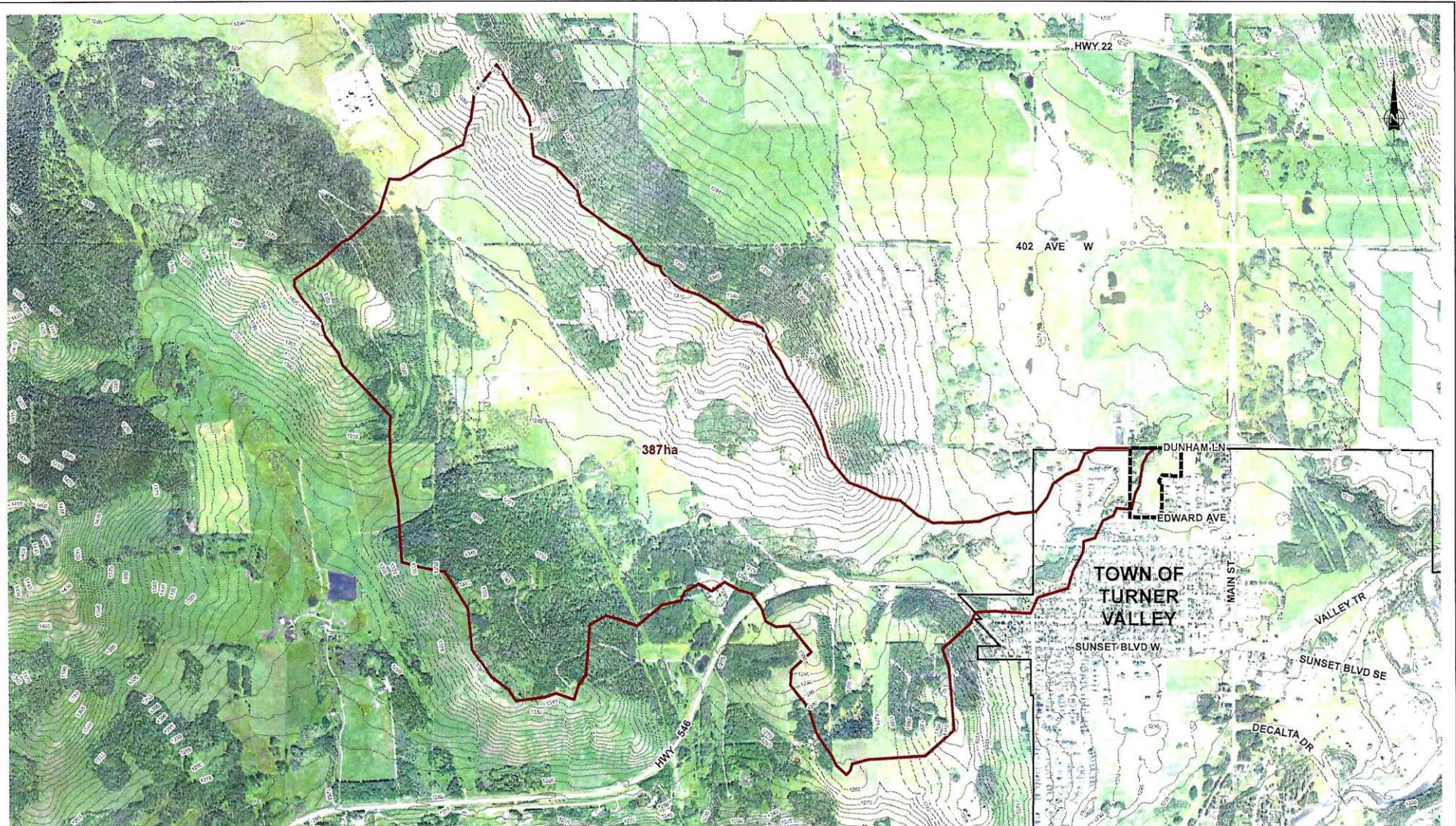
In 2017, the Town commissioned a flood risk assessment study on Dunham Creek to review any impacts to the proposed Bluerock Heights subdivision and the Dunham Lane culvert crossing.

The study concluded that to improve the drainage performance around the Bluerock Heights residential subdivision and to prevent the erosion of Dunham Lane at the Dunham Creek crossing, the Town should remove the existing single undersized culvert and replace it with two (2) twin 1050mm CSP culverts at this location, see page 10.

The upstream culvert crossing at Edward Avenue was upgraded after the 2005 flood.

Dunham Lane will see road sub surface rebuilding and paving from Main Street (HWY 22) to Country Meadows Street over the next 3 years. The Town and adjacent land owners will be contributing to the costs of these upgrades.

Project start: This project is anticipated to go to tender in the spring of 2018 and be completed by the end of summer, 2018.



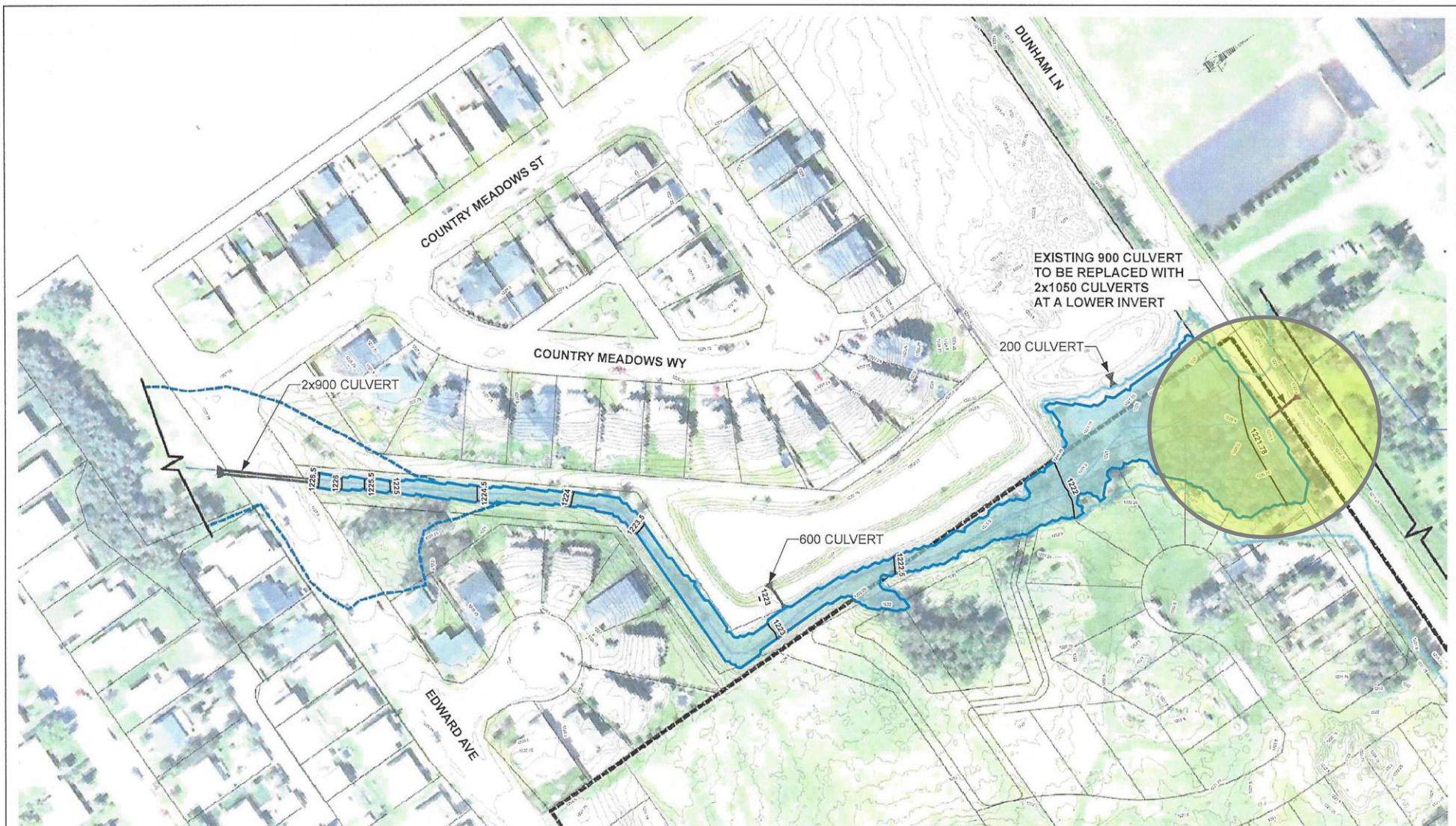
Offsite Catchment  
Proposed Development

Turner Valley

DUNHAM CREEK STORMWATER ANALYSIS  
OFFSITE CATCHMENT

**MPE**  
Engineering Ltd.

DATE: JULY 2017	SCALE: 1:15,000
JOB: 2370-138-01	FIGURE: 1



#### **RD-4 Two Solar Pedestrian Crosswalks (Royal and Edward School Crosswalks)**

Estimated Cost: \$30,000 Approved

Funding Sources: (MSI)

- 1 solar light crossing located on Edward Avenue at the school cross walk.
- 1 solar light crossing located on Royal Avenue at the school crossing.
- Both locations are heavily utilized by students and are very busy with vehicular traffic.
- The school board and the parent teacher committee would agree that these crossings are a priority for more effective and visible crossing identification.
- This project is anticipated to be completed for September, 2018.

### **SANITARY STORM**

#### **SS-1 Seclusion Valley Sanitary Sewer Lift Station**

(Pre-fab Building and Control Panel installation).

Estimated Cost: \$467,000 Install Building & Control Panel & Back-up Generator

Approved \$400,000 per resolution of Council.

Funding Sources: (MSI)

Background: On February 17, 2007, the Town received a letter of comments and recommendations from their consulting engineers with regards to the proposed Seclusion Valley subdivision Phase 1.

Recommendations from MPE Engineering consultants for a sanitary lift station state that the Seclusion Valley lift station should be located on a public utility lot with an adequate access road with a minimum 12 meter turning radius. Also stated, the addition of a permanent (back-up) generator should be made within 3 years (by the end of 2010). The original location of the sanitary lift station was to be hidden at the bottom of the public utility lot (PUL) (see pg 15).

From a preliminary investigation, it appears the sanitary lift station was to be located at the bottom of the Public Utility Lot (PUL), which would have placed the infrastructure out of sight, and hence no recommendation that can be found for including a building to house the electronic / control panel and back-up generator.

Presently the control / electrical panel are not sitting on a solid secure base and is slowly leaning to one side. The Town's electrician is concerned that in the near future the underground electrical cables may breach and short out the pumping motors and control structures. (see pg. 16, 17, & 18)

If the electrical cables breach, there is a real safety concern that the surrounding ground could become electrically active and therefore pose a health risk to the public.

If this scenario plays out, the Town will have to contract a vacuum truck to pump and haul sewage to Black Diamond.

The Seclusion Valley Lift Station currently consists of a wet well with an outdoor enclosed control / electrical panel. Pump impellers were upgraded and SCADA communications added in 2015.

Upgrades to this facility include the following:

- Construct a pre-fabricated building with concrete foundation, similar to all other sanitary sewer lift stations within the Town.
- Relocate the outdoor enclosed control panel into the building.
- For emergency purposes, install a natural gas generator in the building.
- It is recommended that the lift station wet well remain outside of the building, but that a PVC fence (or other decorative fence) be installed to enclose the lift station wet well.
- An LED dark sky light to be included in the upgrades.

**Project Start:** This project is anticipated to go to tender in the spring of 2018 and be completed by the end of summer 2018.

**Per Policy MP.F.A.13.14 and Procedure:**

s. 4.1.4 any purchase of goods or services valued at \$75,000 or greater, and for construction valued at \$200,000 or greater must be sent for request for quote (RFQ) or Request for Proposal (RFP) and must be advertised, and posted through an electronic tendering system such as the Alberta Purchasing Connection, in accordance with NWPTA and AIT.

A minimum of three RFQs or RFPs must be obtained. The Department Head and the CAO will review the RFQs or RFPs received, approve and authorize any purchase approved in the Budget.

The estimate provided is for planning purposes only, and is estimated on the entire project including the generator (installation costs for generator are not included in this estimate). Generator and associated costs estimate are included in 2019 - 2022 Budget Plan - Year 2019.

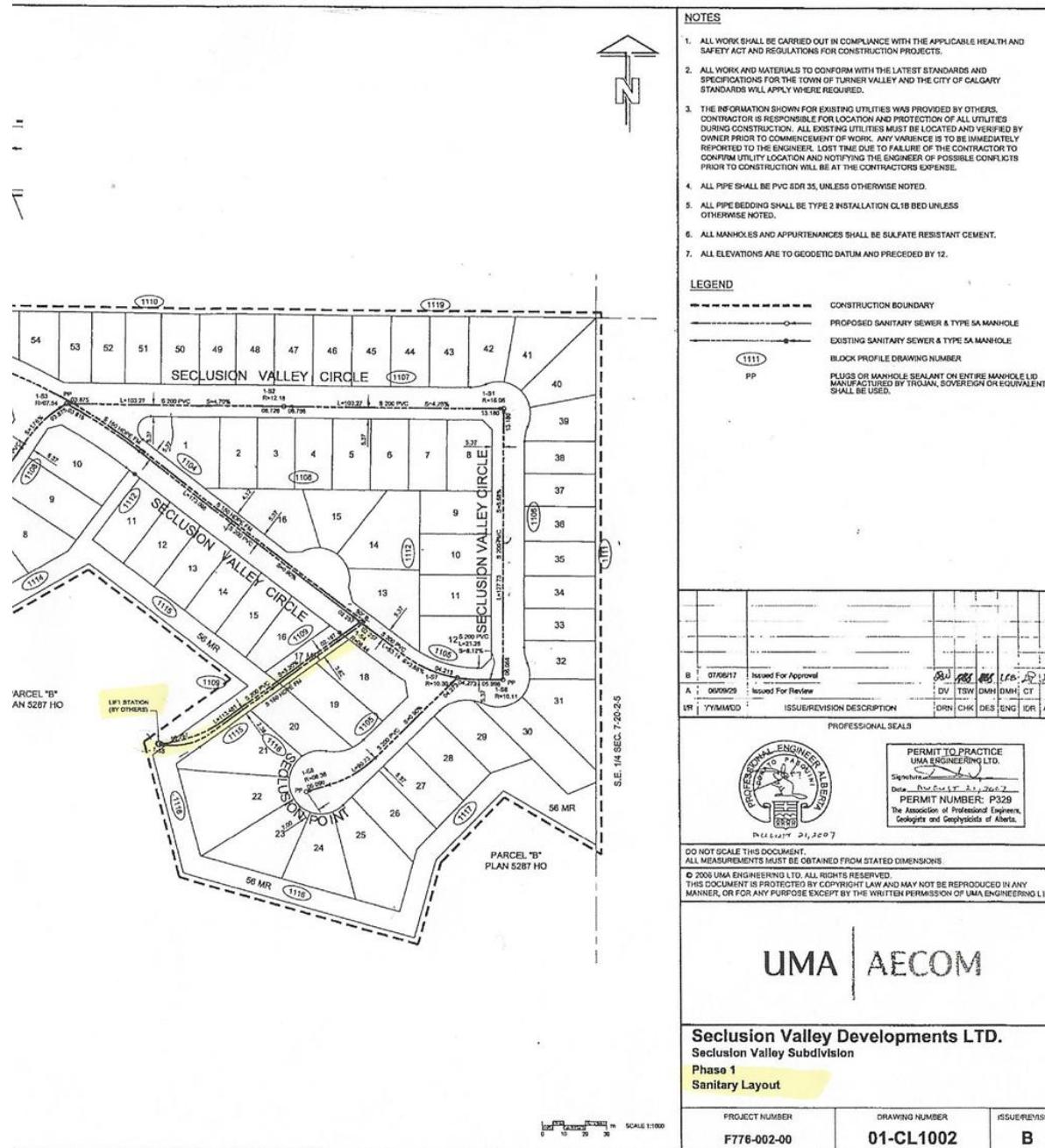
Please see following estimate and related drawing and photos.

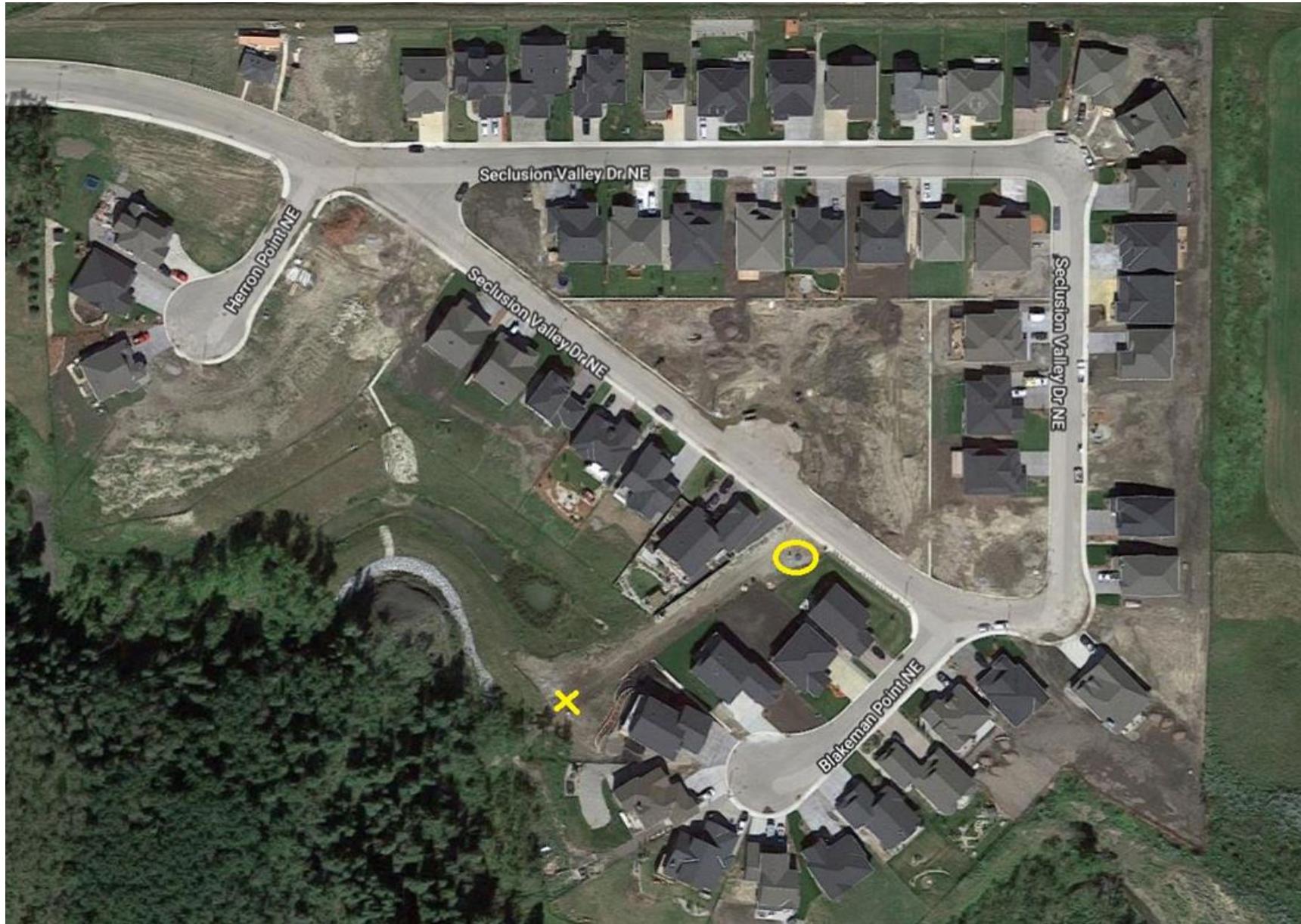


Town of Turner Valley - Seduction Valley Lift Station

## COST ESTIMATE

DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	COST
<b>General Items</b>				
1 Mobilization/Demobilization	1	LS	30,000.00	30,000.00
2 Pre-fabricated Building (16' x 18')	1	LS	40,000.00	40,000.00
3 Concrete Foundation w/Piles	1	LS	34,000.00	34,000.00
4 Building Mechanical	1	LS	20,000.00	20,000.00
5 Building Electrical including Automatic Transfer Switch	1	LS	85,000.00	85,000.00
6 Relocate Existing Control Panel into Building	1	LS	20,000.00	20,000.00
7 Natural Gas Generator	1	LS	60,000.00	60,000.00
8 Programming/Commissioning to add building monitoring and generator to SCADA	1	LS	20,000.00	20,000.00
9 Chain Link Fence whisks	40	m	100.00	4,000.00
10 Landscaping	1	LS	15,000.00	15,000.00
11 LED Dark Sky Light - included in Building Electrical				-
12 Gas Utility allowance (ATCO)	1	LS	20,000.00	20,000.00
				-
				-
				-
				-
				-
<b>Subtotal</b>				<b>\$ 338,000.00</b>
<b>CONTINGENCY (20%)</b>				<b>\$ 68,000.00</b>
<b>ENGINEERING (15%)</b>				<b>\$ 61,000.00</b>
<b>TOTAL</b>				<b>\$ 467,000.00</b>











## PARKS AND FACILITIES

### PF-1 Millennium Park Ball Diamond Upgrade Project

Estimated Cost: \$57,500 Approved

Funding Sources: Calgary Foundation: DK Seaman Grant, \$50,000  
ATCO Gas Community Fund Grant, \$7,500 (pending)

Background: The Millennium Park Ball Diamond is requiring extensive repairs and upgrades. The Diamond currently hosts teams an average of 6 days per week. General repairs include field upgrades (grass and new shale) and fencing improvements, including the backstop. Security mesh is required to safeguard against balls hit outside the park boundaries and landing in the spray park and campground areas. To improve the experience and add protection for players and spectators, it is recommended players' benches, dugouts/boxes and bleachers be added. The existing scoreboard sign is in poor condition and requires extensive upgrading and possibly replacement.

Funds are available from the Calgary Foundation grant, originally earmarked for the new proposed ball diamonds. As this project is delayed, a request to transfer the funds to the existing ball diamond was granted by the funder. Permission to use \$7,500 of the ATCO Gas Community Grant funds also slated for the new ball diamond project is pending. Authorization is expected within 60 days. Should this not be permitted, the bleacher element would be removed.

Council requested update: Monique LeBlanc

I have confirmed funds received from the Calgary Foundation Daryl K. Seaman Hockey Fund grant cannot be transferred to another organization for another project.

Brigitte von Rothemburg, Grants and Volunteer Program Associate, relayed via email and voice mail:

*“the shift to use our 2014 grant funding to improve the baseball diamond in Turner Valley aligns with the committee’s original approval. The suggested transfer of funds to the Turner Valley PTA is well outside of the scope and spirit of the grant and would not be considered.”*

Also, please be advised we have received permission to use the \$7,500 ATCO community grant for the Millennium Park Ball Diamond upgrade project (as authorized by Dan Nicolajsen, Manager, Customer Service, Gas Distribution, Calgary Region)

ATCO email approval:

*“By all means, please utilize the ATCO donation as it best supports the Town of Turner Valley’s recreational needs. It would be greatly appreciated if there is any opportunity for it to be known that these improvements were supported through our donation.”*

*“Best of luck with this project!”*

## PF-1 Millennium Park Ball Diamond Upgrade Scope of Work

Revenue Source		
Calgary Foundation: DK Seaman Grant		\$ 50,000
Atco Gas	Community grant fund, approval pending	\$ 7,500
Total revenue		\$ 57,500
Expenses		
Item	Description	Estimated cost
100' of Security Mesh	The security mesh will be placed at the outfield fence line to protect the spray park picnickers and the campground users from fly balls. The netting will be 20' in height and 100' wide. The mesh is strung with 4" spacing to eliminate or reduce stray balls from injuring people or property. (can be reused if the diamond moves within the next 5 years)	\$ 9,000
5 tier 18' Wide Bleachers	2 additional spectator bleachers to be placed at the ball diamond for spectators to observe any games. The bleachers are 5 tiers and 18' wide. They can be relocated if the diamond is relocated.	\$ 8,400
18' Players Benches	The players currently do not have a player's bench or designated space. The single row seating is 18' long and will provide basic team seating for players. These benches can be relocated if the diamond moves.	\$ 1,200
Players Boxes	Players currently do not have a designated seating location. A chain link players box with a 6' back fence with privacy screening to reduce wind and sun for the players.	\$ 12,000
Shale for Infield, field repairs	The current infield shale is deteriorating and requires replenishing. General field repairs and new materials costs.	\$ 10,850
Update and Replace Diamond Sign	Remove the existing score board and donation sign. Replace the sign with a dedication sign for the new upgrades, install a name sign (Millennium Ball Diamond), place Home/Away signs on the players boxes. Do not replace the score sign as it is not used unless it is electronic. Most games are scored on a score sheet.	\$ 3,000
Infield Drag Mat	The current drag mat is broken and needs to be replaced.	\$ 800
Replace Backstop	The backstop fencing is adequate but is showing its age. Replacement will be aesthetically pleasing and will better protect foul pop balls from entering the spectator seating area.	\$ 12,000
Fence Mounted Garbage Cans	Garbage cans mounted in the players boxes to reduce littering.	\$ 250
Total expenses		\$ 57,500

## **PF-2 East Municipal Entrance Sign**

Estimated Cost: \$50,000 Approved \$25,000

Funding Sources: (FGTF)

- To replace the existing carved wood sign with a modern and pleasing sign.
- Enhance the landscaping feature to present a more pleasing visual appearance for visitors and residents entering the community from the East.
- Landscaping to include perennial flowers, shrubs, hanging baskets, etc.
- Provide a solar spot light to provide night time visibility.
- **This project is anticipated to begin in July, 2018.**

## **PF-3 Community Garden – Everwood**

Estimated Cost: \$50,000 Approval Denied

Funding Sources: (FGTF)

- Existing sitting park in Everwood on the South edge of McLeod Crescent is not used by the residents of the community.
- Recommend utilizing the space for gardening and renting beds (raised boxes) for each season.
- Black vinyl chain link fences for the front and rear of the park to keep deer out.
- Water bib exists for water supply would require a meter. Or supply a water tote that we can fill with back wash water from the water treatment plant.
- Install bee boxes and bat houses.
- **This project is anticipated to begin in May, 2018.**

## **PF-4 Friendship Trail Park (at Rock Bluffs)**

Estimated Cost: \$50,000 Approval Denied

Funding Sources: (FGTF)

- Existing park on the Friendship Trail (just west of the rock bluffs) needs refreshing. The picnic table lumber needs to be replaced, the turf requires removing and reestablishment, and existing trees that were dead have been removed.
- Recommend changing the existing space into a pollen / avian habitat park.
- Install a seating (rest) area, flowering trees, flowering shrubs, perennial flowers (all season), bee boxes, bat houses, bird houses, and fencing to keep deer out.
- Landscaping would include a retaining wall on the hill side to produce more usable space (free sand stone from the landfill site).
- **This project is anticipated to begin in July, 2018.**

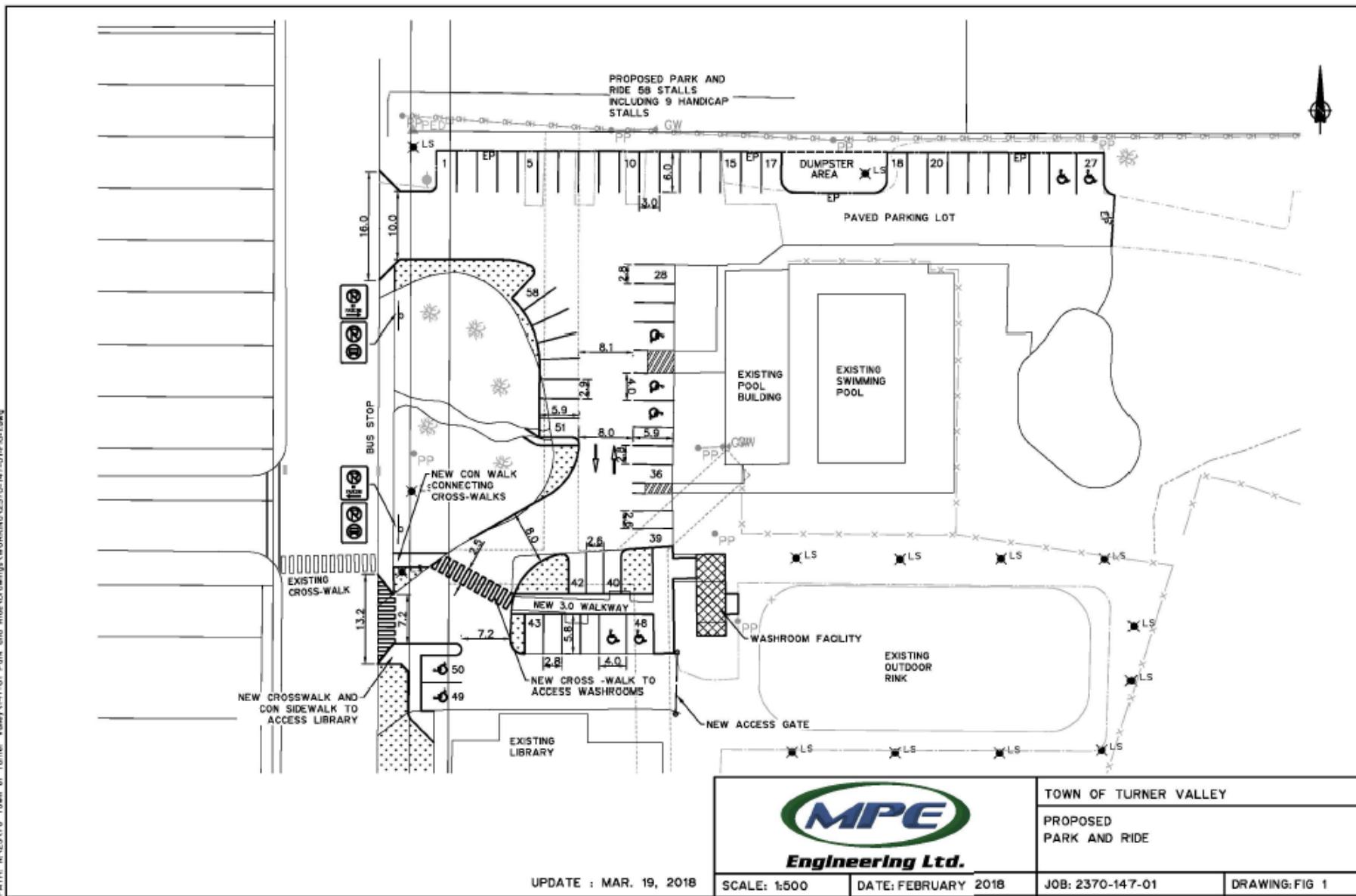
## PLANNING AND DEVELOPMENT

### PD-1 Park and Ride Facility

Estimated Cost: \$450,000 Approval Differed to 2019

Funding Sources: Green Trip Grant, PTIF1 Grant, Capital Reserve

- The grant funding provides for the construction of a Park & Ride facility and public washroom facilities to be located to the north of the Library (see attached concept plan). In addition, the grant provides for the installation of eight bus stops throughout Town.
- Users of the regional, inter-municipal and/or local transit service will be able to use the Park & Ride facility.
- This project is scheduled to begin in spring, 2018.



## 2018 CAPITAL EQUIPMENT

### ADMINISTRATION

#### ADM-1 Server Replacement – Municipal Office

Estimated Cost: \$30,000 Approved

Funding Sources: Capital Reserve Draw

Replacement of Municipal Office server due to capacity and end of life.

- Replacement of existing SBS and hardware servers with Lenovo System X3560 virtualization server.
- Administration reviewed lease vs purchase

Leasing:

Payments are based on 2017 quote of \$29,943.50+tax; this amount may increase upon receiving new quote:

3-year Term lease	
Guaranteed buyout	\$912.08+tax/month
4-year Term lease	
Guaranteed buyout	\$705.77+tax/month

A capital lease comes with a guaranteed buyout. In this case, one additional payment plus taxes and fees will be included. In order to qualify, the final dollar amount must be determined in advance. Financial approval will be required.

Leasing does provide taxable benefits over bank financing, it also keeps capital in the bank for other projects and needs.

Purchase:

Capital Reserve Draw; estimated cost \$30,000 Approved

### FIRE/ENFORCEMENT

#### FIRE-1 SCBA Firefighter Breathing Apparatus Lifecycle Replacement

Estimated Cost: \$60,000 Approved

Funding Sources: Capital Reserve Draw

Replacement of firefighter breathing apparatus due to lifecycle requirements

- Planned replacement for 2021, expected replacement value to be \$150,000 (today's value).
- 14 breathing apparatus and 14 spare cylinders to meet the current standard.

- Expected to be a regional initiative with Black Diamond, High River, Okotoks and the M.D. of Foothills similar to our previous SCBA purchase program.
- Anticipate a possibility of a [Alberta Community Partnership \(ACP\)](#) or similar grant application.
- Turner Valley is an active partner in the current regional SCBA initiative which includes a regional Air-Light support unit.
  - This includes a mobile breathing air compressor, spare SCBA, a pool of facepieces for emergency replacement or exchange due to firefighter changes and mask sizes.
- Planned \$30,000 placed into designated capital reserve from 2017 – 2021 to facilitate purchase.

Planned continued Capital Reserve draw of \$30,000 per year to be transfer Fire Reserve to meet estimated replacement value of \$150,000 in year 2022.

## **FIRE-2 Firehall Permanent Generator**

Estimated Cost: \$20,000 Approved

Funding Sources: MSI/BMTG

Purchase and install of back-up power generator for Firehall

- Planned purchase of equipment and installation of natural gas-fueled (propane back-up) pad-mounted generator
- Allows for equipment and apparatus to remain “response ready” in the event of extended duration power failures.
- Numerous pieces of equipment and apparatus require charging or power to ensure response readiness.
- Overhead door operators and access control system requires power to operate.
- Allows for operation of Emergency Operations Center located at Firehall during incidents involving power failure.
- Current mobile generators are not dedicated to this building and have in the past been reallocated based on need to other sites as required.
- Current mobile generator requires time and manpower to move into place, hook-up and power the Firehall prior to responding, thus delaying response times and increasing potential for injuries while moving large trailer mounted generator into place manually.

### **FIRE-3 Computer Aided Dispatch (CAD) Equipment**

Estimated Cost: \$10,000 Approved

Funding Sources: MSI/BMTG

Purchase of computer and modem equipment to allow for real time dispatching and apparatus management

- Planned purchase of equipment and installation \$10,000 Approved MSI Funded
- Installation of CAD terminals in apparatus allows for significantly more incident data to be provided to responding units compared to “over the air” communications.
- Does not replace radio dispatch but augments data and apparatus tracking.
- Allows for route mapping, GIS data and pre-planning information available while on scene.
- Foothills Regional Dispatch supports CAD dispatching and is currently in use by other fire departments in our area.
- Allows for increased response awareness and increased scene safety for firefighters.

## PARKS - EQUIPMENT

### **PW-1 Toro Mower (2009) Replacement**

Estimated Cost: \$75,000 Approved

Funding Sources: MSI/BMTG

- Trade existing 2009 Toro 4000D Groundsmaster area mower and replace with a new area mower.
- The existing area mower is now 10 years old and is costing the town significantly with repairs and more frequent maintenance including down time.
- The existing mower has cost the town \$15,800 in repairs for the last three seasons with several days of down time.
- **This purchase is anticipated to be made in April, 2018.**



## GRANT DESCRIPTION AND PROJECT ELIGIBILITY

- **Government of Alberta (All Municipalities) MSI - Municipal Sustainability Initiative (Capital)** for municipal roads, bridges, water and wastewater systems, emergency services facilities/ equipment, solid waste management facilities/equipment, and other municipal buildings/facilities such as recreation/sports facilities, and cultural/community centres.
- **Government of Alberta (All Municipalities) Basic Municipal Transportation Grant (BMTG)** for construction and rehabilitation of local and regional roads and streets, rehabilitation and construction of municipal bridges. Now rolled into MSI Capital.

### 2018 MSI/BMTG Information – Municipal Affairs:

*Under the department's proposed business plan, \$668 million in MSI funding will be provided for 2018:*

- *\$638 million in MSI capital funding (which includes \$344 million from the former Basic Municipal Transportation Grant (BMTG) program); and*
- *\$30 million in MSI operating funding.*

*In addition, \$800 million of MSI funding was reprofiled in March 2018 from future years. The reprofiling of \$400 million from each of 2018-19 and 2019-20 as grants to 2017-18 provides greater flexibility in meeting capital plans.*

*The \$668 million under Budget 2018, combined with the earlier access to funding ensures municipalities are able to fund the infrastructure and services Albertans use every day, now and into the future.*

- **Federal Government (All Municipalities) Federal Gas Tax Fund (FGTF)** the federal Gas Tax Fund (GTF) is a permanent source of funding provided up front, twice-a-year, to provinces and territories, who in turn flow this funding to their municipalities to support local infrastructure priorities. The Federal Gas Tax Fund delivers over \$2 billion every year to 3600 communities across the country. In recent years the funding has supported approximately 4000 projects each year.

Municipalities can pool, bank and borrow against this funding, providing significant financial flexibility. roads, bridges cycling lanes and paths, sidewalks, hiking and walking trails, drinking water, wastewater, storm water collection, treatment and management systems, solid waste, community energy systems, amateur sport infrastructure, recreational facilities, cultural, tourism, disaster mitigation, remediation or decontamination and redevelopment of a brownfield site

- **Alberta Municipal Water/Wastewater Partnership - Water for Life**  
The Alberta Water for Life program and the Alberta Municipal Water/Wastewater Partnership (AMWWP) provide cost-shared funding to eligible smaller municipalities to assist in the construction of municipal water supply and treatment, and wastewater treatment and disposal facilities. Various initiatives have been included in the program to ensure the needs of Alberta municipalities are met. Currently this

## 2017 CAPITAL PROJECTS BUDGET vs ACTUAL

(For Period Ending December 31, 2017)

General Ledger	Description	2017 Budget	2017 Actual
<b>Infrastructure</b>			
6-32-011-610	RLS - Flood Recovery - Erosion Control	2,885,050.00	75,610.01
6-32-024-610	RLS - Traffic Signage & Crosswalk Signal	32,000.00	19,768.94
6-32-025-610	RLS - Alleyway Apron Paving & Valve Adj	60,000.00	57,942.87
6-32-026-610	RLS - Main St. Widening Decalta-Kennedy	279,500.00	46,460.02
6-41-012-610	WTP - Post Flood Quad	2,903,064.00	282,827.54
6-42-016-610	SWR - 2016 forcemain relocation (ACRP)	978,525.00	0.00
6-42-017-610	SWR - Windsor Ave Sewer Phase 2	830,000.00	643,902.77
6-42-018-610	SWR - 2017 Westend Treatment Plant Upgra	103,000.00	0.00
6-42-019-610	SWR _ Calkins PRVSTN Building	50,000.00	48,745.73
6-72-000-610	PFP - Engineering Structures - General R	0.00	15,300.00
6-72-011-610	PFP - Parks, Pathways & Playgrounds	100,000.00	85,653.56
* <b>TOTAL Infrastructure</b>		<b>8,221,139.00</b>	<b>1,276,211.44</b>
<b>Buildings</b>			
6-23-000-620	FIR - Buildings - Fire Hall	45,000.00	44,462.35
* <b>TOTAL Buildings</b>		<b>45,000.00</b>	<b>44,462.35</b>
<b>Equipment</b>			
6-12-000-630	ADM - Machinery & Equipment	7,000.00	0.00
6-23-001-630	FIR - 2017 SCBA	30,000.00	0.00
6-23-002-630	FIR - EOC Backup Power	8,000.00	0.00
6-27-000-630	BEO - Machinery & Equipment	5,000.00	0.00
6-41-003-630	DIS - 2017 Water Meter Replacement	118,000.00	123,247.98
6-43-003-630	RCY - Recycling Compactors	14,000.00	14,000.00
6-72-020-630	PFP - Tractor with Attatchements	62,000.00	62,314.69
6-72-021-630	PFP - Utility Vehicle (UTV)	16,000.00	16,000.00
6-72-022-630	PFP - Zero Turn Mower	18,000.00	16,190.48
* <b>TOTAL Equipment</b>		<b>278,000.00</b>	<b>231,753.15</b>
<b>Vehicles</b>			
6-41-002-650	DIS - Water Distribution Vehicles	75,000.00	72,027.19
* <b>TOTAL Vehicles</b>		<b>75,000.00</b>	<b>72,027.19</b>
** <b>Grand Total</b>		<b>8,619,139.00</b>	<b>1,624,454.13</b>

## 2018 CAPITAL FUNDING SOURCES

### 2018 CAPITAL BUDGET FUNDING SOURCES

#### CAPITAL BUDGET GRANT FUNDING

	GRANT \$ AVAILABLE	PLANNED 2018
2018 Allocation Municipality Sustainability Initiative (MSI) (BMTG) inc March allocation and 2017 Allocation brought forward in the amount of \$189,418	\$ 1,041,923	\$ 841,000
2018 Federal Gas Tax Fund (FGTF) inc 2017 allocation brought forward	\$ 327,295	\$ 205,000
Green Trip Grant Funding (Grant \$450,000 - Fed \$46,000 Prov \$300,000m TV to fund 104,000	\$ 346,000.00	
Calgary Foundation \$50,000/Atco \$7,500	\$ 57,500	\$ 57,500
<b>Total</b>	<b>\$ 1,772,718</b>	<b>\$ 1,103,500</b>

Includes Capital Equipment Fire/Public Works

#### CAPITAL BUDGET RESERVE FUNDING

	CAPITAL RESERVES	PLANNED DRAWS
Capital Reserve - Sale of Assets	\$ 2,182,500	\$ -
Capital Reserve - Pool (donation very specific uses)	\$ 12,000	
Capital Reserve - Unallocated	\$ 509,879	\$ 90,000
Amortization Reserve (suggest amortization reserve be closed; funds transferred to Unallocated Capital)	\$ 227,950	
<b>2018 Total</b>	<b>\$ 2,932,329</b>	<b>\$ 90,000</b>

TV share of Green Trip Funding

Includes Capital Equipment Purchase for Admin-Server and Fire - SCAB Reserve

Admin suggests transfer amortization reserve be closed; funds transferred to Unallocated Capital Reserves

Includes Capital Equipment Purchases

**TOTAL 2018 GRANT/RESERVE FUNDING OF CAPITAL BUDGET** \$ 1,193,500

**Anticipated debenture 2018 - Land Purchase (Strategic Plan)** \$ 750,000

**Total Capital Budget Estimate** \$ 1,943,500

Note: Borrowing limit remaining is \$7.6M

Approximately \$ 258,000 2017 surplus to be transferred to Unallocated Capital Reserves from Operating Budget year end surplus; \$100,000 operating approved budget transfer

## CAPITAL MUNICIPAL INFRASTRUCTURE PROJECTS

	CAPITAL MUNICIPAL INFRASTRUCTURE PROJECTS	Funding Source	2018	2019	2020	2021	2022
<b>STRATEGIC PLAN</b>							
SP-1	Land Purchase - see Strategic Plan	Debenture	\$ 750,000				
	<b>TOTAL COUNCIL INITIATIVE 2018</b>		\$ 750,000				
<b>WATER DISTRIBUTION</b>							
WD-1	Water Meter Install Program	FGTF	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
	Old Chlorine Building (PRV)-(Rebuild Valve, Scada, Heater, Yard lights)	TBD		\$ 40,000			
	PRV located in Westend Building - (Rebuild PVR valve, & Scada)	TBD			\$ 45,000		
	Kennedy / Madison Looped Water	TBD				\$ 155,000	
	<b>TOTAL WATER DISTRIBUTION (5 YEAR CAPITAL BUDGET PLAN)</b>		\$ 20,000	\$ 60,000	\$ 65,000.00	\$ 175,000	\$ 20,000
<b>ROADS</b>							
	Main Street South Pathway	MSI/BMTG	\$ 246,000				
RD-2	Alley Way Apron Paving and Valve Adjustments	MSI/BMTG	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	
RD-3	Dunham Lane Culvert Upgrade	FGTF	\$ 160,000				
IMP	Dunham Lane Paving Upgrade - Country Meadows to Main Street	TBD		\$ 380,000	\$ 200,000		
IMP	Okalta Road (Turner Gate to Reservoir) (Road Improvement)	TBD					\$ 1,000,000
	Access Road to Treated Reservoir from TWP	TBD		\$ 400,000			
RD-4	<b>Two Solar Pedestrian Crosswalks (Royal and Edward School Crosswalks)</b>	MSI	\$ 30,000				
	Blacklock Alleyway - laneway stabilization and storm water management	TBD		\$ 60,000			
	Pavement Condition Assessment	TBD				\$ 20,000	
	<b>TOTAL ROADS (5 YEAR CAPITAL BUDGET PLAN)</b>		\$ 496,000	\$ 900,000	\$ 260,000	\$ 80,000	\$ 1,000,000

	SANITARY/STORM						
<b>IMP</b>	Sunset BLVD (Sanitary & Storm Replacement) (Main St. - George) Phase 1	TBD		\$ 1,930,000			
<b>IMP</b>	Sunset BLVD (Sanitary & Storm Replacement) (George - Sunset Dr.) Phase 2	TBD			\$ 1,660,000		
<b>IMP</b>	Sunset Boulevard East (W. Valley Trail to Main Lift) (San, Sidewalk & Road)	TBD					\$ 1,100,000
<b>SS-1</b>	<b>Seclusion Valley Lift Station Building, Control Panel, Screening Fence, Generator</b>	<b>MSI/BMTG</b>	\$ 400,000				
	Seclusion Valley Generator Set	TBD					
<b>IMP</b>	Hubert Street (Edgar Ave to Sunset) Storm and Road upgrade	TBD			\$ 420,000		
<b>IMP</b>	Robert Street (Edgar Ave. to Sunset Blvd.) Storm & Road upgrade	TBD			\$ 323,000		
<b>IMP</b>	Edgar Avenue (John St to Main St) (San & Road)	TBD			\$ 2,000,000		
<b>IMP</b>	Upgrade Storm Sewer to Outfall (Edgar to Sheep River Outfall)	TBD				\$ 2,500,000	
<b>IMP</b>	Gooding Lane (Windsor to Sunset Blvd) (Storm & Road Upgrade)	TBD		\$ 253,000			
<b>IMP</b>	Edward Avenue (Anderson Cres. To Country Meadows Way) (San, Storm & Road)	TBD					\$ 1,200,000
<b>IMP</b>	Install Sewer Mains in Dingman Close	TBD					\$ 90,000
<b>IMP</b>	North Lift Station (Chain Link Fence Screening & Dark Sky yard light and pole)	TBD		\$ 25,000			
<b>IMP</b>	Royalite Lift Station (Scada system, building lights, and chain link fence)	TBD		\$ 150,000			
<b>IMP</b>	Bailey Lift Station (Scada system, Fence Screening)	TBD			\$ 120,000		
<b>IMP</b>	Calkins Lift Station ( Building Lights replace heater, fence screening)	TBD			\$ 20,000		
	<b>TOTAL SANITARY/STORM (5 YEAR CAPITAL BUDGET PLAN)</b>		\$ 400,000	\$ 2,358,000	\$ 4,543,000.00	\$ 2,500,000	\$ 2,390,000

	PARKS/FACILITIES						
PF-1	Current Ball Diamond Upgrade	Calgary Foundation/Atco Gas	\$ 57,500				
PF-2	East Municipal Entrance sign	FGTF	\$ 25,000				
	North Municipal Entrance Feature	TBD		\$ 65,000			
	Habitat Park/Community Garden - Anderson Cres.	TBD		\$ 60,000			
	Storm Pond Management/Enhancement	TBD			\$ 30,000.00		
	Friendship Trail Resurfacing	TBD			\$ 40,000.00	\$ 40,000	\$ 40,000
	<b>TOTAL PARKS/FACILITIES (5 YEAR CAPITAL BUDGET PLAN)</b>		\$ 82,500	\$ 125,000	\$ 70,000	\$ 40,000	\$ 40,000
	PLANNING AND DEVELOPMENT						
PD-1	Park and Ride Facility Green Trip Grant	Sale of Assets Cap Reserve		\$ 104,000			
	<b>TOTAL PLANNING AND DEVELOPMENT (5 YEAR CAPITAL BUDGET PLAN)</b>			\$ 104,000			
	<b>ANNUAL CAPITAL PROJECTS TOTAL (5 year plan)</b>		\$ 1,748,500	\$ 3,638,000	\$ 4,938,000	\$ 2,795,000	\$ 3,450,000

## CAPITAL EQUIPMENT

	CAPITAL EQUIPMENT	Funding Source	2018	2019	2020	2021	2022
<b>ADMIN</b>							
ADM-1	Server replacement - Municipal Office	Capital Reserves/Capital Lease Agreement	\$ 30,000				
	<b>TOTAL ADMIN</b>		\$ 30,000	\$ -	\$ -	\$ -	\$ -
<b>FIRE ENFORCEMENT</b>							
FIRE-1	Fire Department - SCBA Equipment (2009)	Discuss new reserve draw from Capital	\$ 60,000	\$ 30,000	\$ 30,000	\$ 30,000	
	Fire Department - Diesel Emission Control	MSI			\$ 20,000		
FIRE-2	Fire Hall EOC back up generator	MSI	\$ 20,000				
	Fire Department - Hydraulic Tools (2005)	TBD				\$ 65,000	
FIRE-3	Fire Department - CAD Hardware	MSI	\$ 10,000				
<b>BYLAW ENFORCEMENT</b>							
	Ford Crown Victoria 2011	TBD			\$ 70,000		
	<b>TOTAL FIRE/BYLAW ENFORCEMENT</b>		\$ 90,000	\$ 30,000	\$ 120,000	\$ 95,000	\$ -
<b>PARKS</b>							
PW-1	TORO Mower (2009) 8 year replacement	MSI/BTMG	\$ 75,000				
	1/2 ton Parks (2002)	TBD		\$ 55,000			
<b>ROADS</b>							
	1/2 ton Roads Supervisor (2011)	TBD				\$ 55,000	
	Kubodo - plow mount	TBD			\$ 7,000.00		
	One Ton Plow Truck (2011) with attachments	MSI			\$ 85,000		
<b>WASTE MANAGEMENT</b>							
	Garbage Truck (2014) - 50 % share with BD	TBD				\$ 160,000	
	Recycle Bins (1200 X \$80.00) Single Stream Collection Program	Capital Reserves		\$ 96,000			
	Replace 2002 Back Hoe - rubber tired	Debenture/Capital Reserves		\$ 125,000			
	Recycle Truck (Single Stream Recycle Program) - 50 % share with BD	MSI		\$ 160,000			
	<b>TOTAL PARKS/ROADS/WASTE MANAGEMENT</b>		\$ 75,000	\$ 436,000	\$ 92,000	\$ 215,000	\$ -
	<b>ANNUAL CAPITAL EQUIPMENT TOTAL (5 year plan)</b>		\$ 195,000.00	\$ 466,000.00	\$ 212,000.00	\$ 310,000.00	\$ -

**STRATEGIC PLAN 2017-2021**

Business Case	Funding Source	Project Cost	2018	2019	2020	2021	2022	Project Summary Scoring
Land Purchase (Strategic Plan Business Case and Agreement - Conditional Offer in Place - (Confidential))	Debenture	\$ 750,000	\$ 750,000					Strategic Plan - Business Case: Weighted Score 80; Ranking: #1
Expanded Commercial Land	TBD	\$ 1,000,000						Strategic Plan - Business Case: Weighted Score 76; Ranking: #2
Town Square	TBD	\$ 2,000,000						Strategic Plan - Business Case: Weighted Score 71; Ranking: #3
Pathways	TBD	\$ 100,000						Strategic Plan - Business Case: Weighted Score 70; Ranking: #4.5
Downtown Playground	TBD	\$ 300,000						Strategic Plan - Business Case: Weighted Score 70; Ranking: #4.5
Off-leash Dog Park	TBD	\$ 30,000						Strategic Plan - Business Case: Weighted Score 65; Ranking: #6
Millennium Park Development	TBD	\$ 2,000,000						Strategic Plan - Business Case: Weighted Score 63; Ranking: #7
Community Garden	TBD	\$ 35,000						Strategic Plan - Business Case: Weighted Score 60; Ranking: #8
Campground	TBD	\$ 1,750,000						Strategic Plan - Business Case: Weighted Score 58; Ranking: #9
Ball Diamonds	TBD	\$ 300,000						Strategic Plan - Business Case: Weighted Score 57; Ranking: #10
Administration Recommendation: Strategic Plan complete review fall 2018; RFQ for Strategic Planning consulting services								

