



2019 Operating Budget and 2020 – 2022 Forecast Plan

March 4, 2019



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APPROVED MARCH 4, 2019 OPERATING BUDGET AND 2020 – 2022 FORECAST

Department	Revenue	Expenses	NET	2020 Forecast NET	2021 Forecast NET	2022 Forecast NET
Legislative Services	\$ 28,380	\$ 262,710	(234,330)	(253,756)	(255,584)	(257,467)
Administration	\$ 236,807	\$ 881,372	(644,565)	(649,453)	(665,567)	(670,072)
Fire	\$ 73,000	\$ 322,445	(249,445)	(259,118)	(269,082)	(279,344)
Disaster Services	\$ -	\$ 34,717	(34,717)	(35,197)	(36,252)	(37,340)
FRESC (911)	\$ -	\$ 19,108	(19,108)	(19,681)	(20,272)	(20,880)
Bylaw	\$ 64,160	\$ 271,300	(207,140)	(249,838)	(255,988)	(256,935)
Roads	\$ -	\$ 613,161	(613,161)	(625,000)	(645,000)	(622,287)
Common Services	\$ 5,500	\$ 188,920	(183,420)	(184,097)	(187,957)	(191,661)
Storm	\$ -	\$ 46,654	(46,654)	(47,484)	(48,638)	(49,827)
Distribution	\$ 627,000	\$ 558,662	68,338	171,447	172,047	171,997
Sewer	\$ 600,000	\$ 610,407	(10,407)	7,000	(3,000)	(28,000)
Waste Management - Garbage	\$ 187,000	\$ 161,448	25,552	29,450	29,750	30,750
Waste Management - Recycle	\$ 204,278	\$ 191,697	12,581	6,271	7,439	7,439
FCSS	\$ 56,171	\$ 69,230	(13,059)	(7,386)	(8,031)	(8,696)
Foothills Cemetery	\$ -	\$ 56,000	(56,000)	(57,000)	(57,000)	(57,000)
Planning and Development	\$ 48,700	\$ 331,313	(282,613)	(307,660)	(332,213)	(236,857)
Economic Development	\$ 61,000	\$ 95,706	(34,706)	(9,608)	(10,718)	(11,858)
Special Events	\$ 9,000	\$ 70,817	(61,817)	(68,846)	(71,865)	(73,448)
Parks	\$ 21,900	\$ 264,035	(242,135)	(195,221)	(197,758)	(201,286)
Dr. Landers Memorial Pool	\$ 102,300	\$ 281,901	(179,601)	(174,683)	(182,734)	(191,027)
Municipal Campground	\$ 32,000	\$ 39,503	(7,503)	(4,675)	(1,675)	(1,675)
Municipal Outdoor Skating Rink	\$ -	\$ 28,508	(28,508)	(22,400)	(22,300)	(22,300)
Spray Park	\$ -	\$ 47,098	(47,098)	(42,510)	(42,410)	(42,360)
Flare n' Derrick Community Hall	\$ 12,000	\$ 59,721	(47,721)	(32,025)	(32,025)	(32,025)
Sheep River Library	\$ 68,190	\$ 180,538	(112,348)	(193,638)	(207,265)	(221,018)
General Taxes, Grants, Other Revenue	\$ 3,349,585	\$ 100,000	3,249,585	3,225,108	3,344,097	3,303,177
Net Surplus/(Deficit)	\$ 5,786,971	\$ 5,786,971	0	(0)	(0)	0
BUDGET AMOUNT - ZERO BALANCE				\$ 5,511,198	\$ 5,633,433	\$ 5,594,004

ACTUAL VS BUDGET VARIANCE REPORT BY CATEGORY

Actual vs Budget (2018 and 2019)
Variance Report - by Category

Revenues						
	2018 Actual as at December 31, 2018	2018 Budget	Variance 2018 Actual vs 2018 Budget	2019 Budget	Variance 2018 Budget vs 2019 Budget	
Taxes	\$ 3,034,312	\$ 3,190,383	\$ (156,071)	\$ 3,039,527	\$ (150,856)	
Franchise Fees	\$ 270,304	\$ 267,639	\$ 2,665	\$ 267,158	\$ (481)	
Reserve Draws	\$ 65,655	\$ 38,211	\$ 27,444	\$ 26,211	\$ (12,000)	
Sales - Goods and Services	\$ 1,861,375	\$ 1,780,588	\$ 80,787	\$ 1,815,188	\$ 34,600	
Operating Grants	\$ 116,006	\$ 144,880	\$ (28,874)	\$ 170,880	\$ 26,000	
Other Revenues	\$ 66,562	\$ 89,801	\$ (23,239)	\$ 66,907	\$ (22,894)	
Return on Investments	\$ 211,293	\$ 90,000	\$ 121,293	\$ 200,000	\$ 110,000	
Penalties	\$ 127,397	\$ 165,500	\$ (38,103)	\$ 128,500	\$ (37,000)	
Licenses and Permits	\$ 75,695	\$ 81,600	\$ (5,905)	\$ 72,600	\$ (9,000)	
TOTAL REVENUES	\$ 5,828,600	\$ 5,848,602	\$ (20,002)	\$ 5,786,971	\$ (61,631)	
Expenses						
	2018 Actual as at December 31, 2018	2018 Budget	Variance 2018 Actual vs 2018 Budget	2019 Budget	Variance 2018 Budget vs 2019 Budget	
Wages and Benefits	\$ 2,635,349	\$ 2,553,484	\$ 81,865	\$ 2,460,057	\$ 93,427	
Training, Conferences, Travel	\$ 71,468	\$ 118,020	\$ (46,552)	\$ 109,745	\$ 8,275	
Engineering and Legal	\$ 100,477	\$ 111,500	\$ (11,023)	\$ 166,500	\$ (55,000)	
Materials and Supplies	\$ 885,362	\$ 845,948	\$ 39,414	\$ 1,086,471	\$ (240,523)	
General and Building Maintenance	\$ 146,765	\$ 155,550	\$ (8,785)	\$ 201,000	\$ (45,450)	
Vehicle Maintenance	\$ 28,750	\$ 41,500	\$ (12,750)	\$ 40,500	\$ 1,000	
Equip Maint and Fuel	\$ 166,072	\$ 130,750	\$ 35,322	\$ 134,125	\$ (3,375)	
Phones	\$ 52,664	\$ 53,140	\$ (476)	\$ 35,210	\$ 17,930	
Utilities	\$ 203,577	\$ 197,351	\$ 6,226	\$ 187,638	\$ 9,713	
Insurance	\$ 63,407	\$ 70,550	\$ (7,143)	\$ 68,850	\$ 1,700	
IT Support and Purchases	\$ 111,267	\$ 102,000	\$ 9,267	\$ 86,900	\$ 15,100	
PR and Communications	\$ 15,797	\$ 29,685	\$ (13,888)	\$ 18,810	\$ 10,875	
Transfers to Reserves	\$ 100,000	\$ 100,000	\$ -	\$ 100,000	\$ -	
Debt Payments	\$ 205,270	\$ 202,948	\$ 2,322	\$ 202,949	\$ (1)	
Contracted Services	\$ 628,988	\$ 646,416	\$ (17,428)	\$ 632,380	\$ 14,036	
Transfer Payments	\$ 271,476	\$ 324,567	\$ (53,091)	\$ 255,837	\$ 68,730	
TOTAL EXPENSES	\$ 5,686,689	\$ 5,683,409	\$ 3,280	\$ 5,786,971	\$ (103,562)	
NET SURPLUS/DEFICIT	\$ 141,911	\$ 165,194	\$ (23,283)	\$ (0)	\$ (165,194)	

CONSOLIDATED BUDGET SUMMARY NOTES

For the sake of comparability, the following prior year items have been excluded:

1. Provincial requisitions for education and seniors' accommodation. These funds are collected on behalf of the Province and are not Town revenues.
2. Water treatment plant and raw water - operations became SRRUC costs in late 2016. A separate analysis of the revenues and expenses would be more appropriate, rather than compromising comparability.

Amortization for 2018 will be calculated at time of year-end entries.

ANNUAL BUDGET PROCESS

The Annual Budget Process represents the translation of the key strategic priorities of Council and articulates that messaging into the Business Plan and through to the Financial Plan. The 2019 Budget represents the financial resources needed to support the key strategic priorities. The key strategic priorities which will guide decisions related to municipal operations and capital expenditures are the following:



A new requirement of the MGA starting with the 2020 financial year is to prepare a three-year financial plan and a five-year capital plan. The Three-Year Operating Budget will include the 2019 Budget and Projected 2020-2022. The Five-Year Capital Budget will include the 2019 Budget and Forecast 2020-2024. This is per the MGA Operation Budget (Section 242) and Capital Budget (Section 245). The Town of Turner Valley will be preparing a Financial Plan covering the periods above. The Operating Budget is primarily focused on the operations of the Town and providing the appropriate service levels.

Key Assumptions and Guidelines utilized when preparing the 2019 Operating Budget include the following:

- Alberta Inflation Rate – 3.0% (September 2018) for those items that may be impacted due to inflationary pressures.
- Actual costs will be used if available and known.
- There are no new funds available for the 2019 Operating Budget year.
- Justification and appropriate support must accompany new Wage increases these include; personnel changes – any additional/deletions in FTE's.
- All Departments are to provide variance explanations for expenses greater than \$5,000 or 10%.

- Any additional expenditures from historical averages (2014-2017) will require corresponding offset.
- Wage increases will be based on merit and performance with the 2012 "COLA" guidelines being rescinded.
- 2019 Operating Budget will reflect any increases from third parties; these include:
 - Sheep River Regional Utility Corporation (SRRUC)
 - Westend Regional Sewage Services Commission
 - Foothills Regional Services Commission (Landfill)
 - Foothills Regional Emergency Services Commission (FRESC)
 - Sheep River Inter-Municipal Library
 - Foothills Cemetery

➤ **Fuel**

Fuel Type	2019	2020	2021	2022
Unleaded	\$1.30/litre	\$1.35/litre	\$1.40/litre	\$1.40/litre
Diesel	\$1.25/litre	\$1.30/litre	\$1.35/litre	\$1.35/litre
CNG	\$0.78/DLE	\$0.78/DLE	\$0.78/DLE	\$0.78/DLE

➤ **Utilities**

Projected Utility charges will be distributed to those Managers that are impacted by Utility expenses by Finance. Utility expenses are based on consumption and administrative fees that are set by the respective utilities – Fortis (natural gas provider) billed through Access Gas Services and Enmax (electricity provider).

Electricity Budget:

Electricity – 2019 - \$303,016 (pre-GST)

Electricity – 2020 - \$309,117 (pre-GST)

- Electricity commodity price of \$53.68/MWh.
- Delivery Costs (Transmission & Distribution, Riders and Local Access Fees) projected to increase at inflationary levels (approximately 3%) from current tariffs. Transmission costs are expected to increase approximately 8% due to infrastructure upgrades.

Natural Gas Budget:

Natural Gas – 2019 - \$39,344 (pre-GST)

- Natural Gas Price \$2.25/GJ as AECO Index price.
- Delivery costs projected to increase modestly (approximately 5%) but overall portion of portfolio costs remain ~30%
- Carbon Tax: There is no increase in Carbon tax for the 2019 Budget year.

Source: Energy Associates International

Waste, Water & Sewer Budget:

Monthly cost averaging approximately \$8,600

Revenue Assumptions and Guidelines are conservative.

➤ Overall Assessment Values (Estimate)

Indications from Town assessor is that assessment value changes will be minimal. A conservative approach to additions from new builds impacting the assessment value has been assumed.

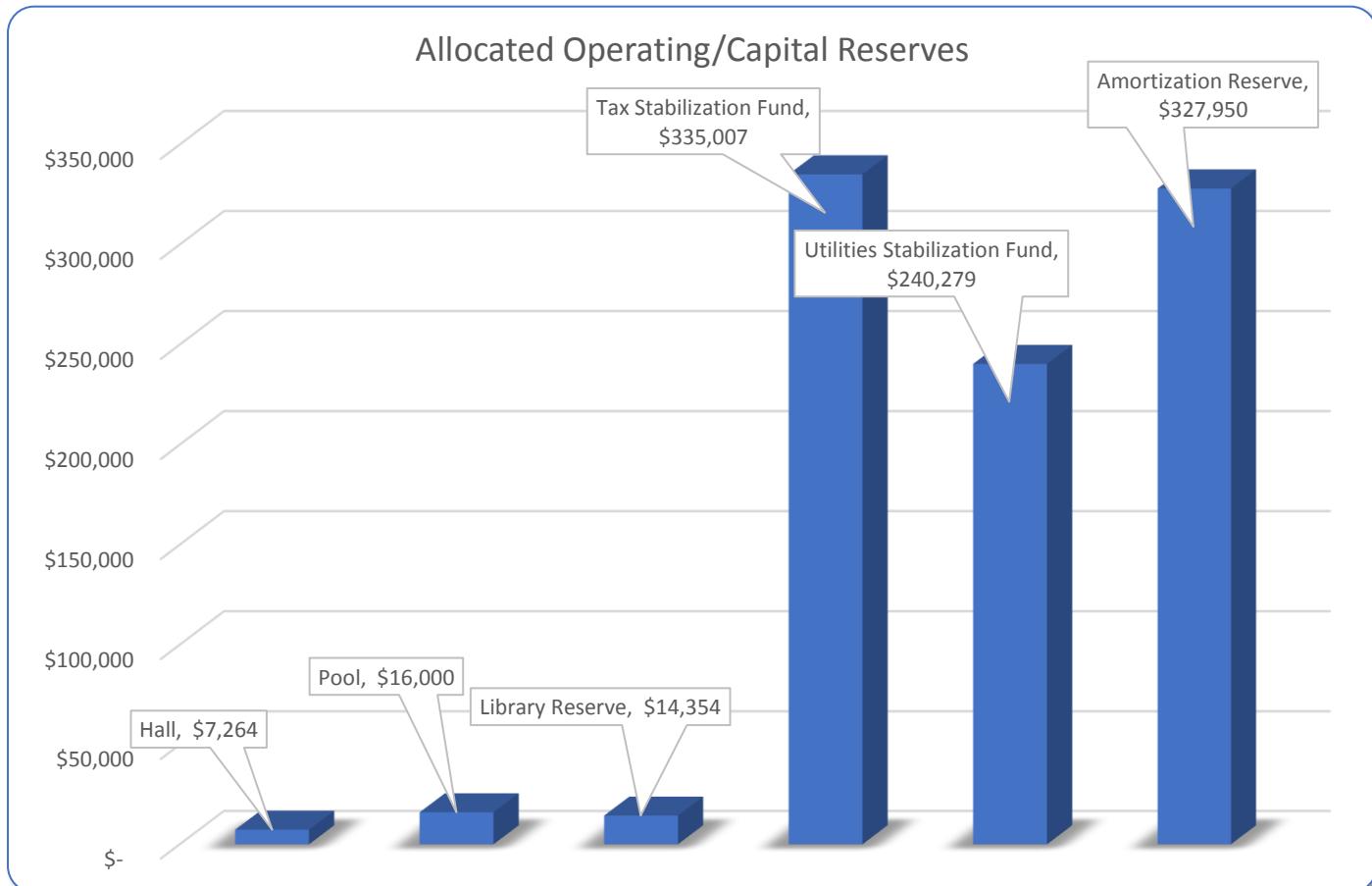
➤ Services

Service levels and costs will remain the same for 2019 with efficiencies identified where possible.

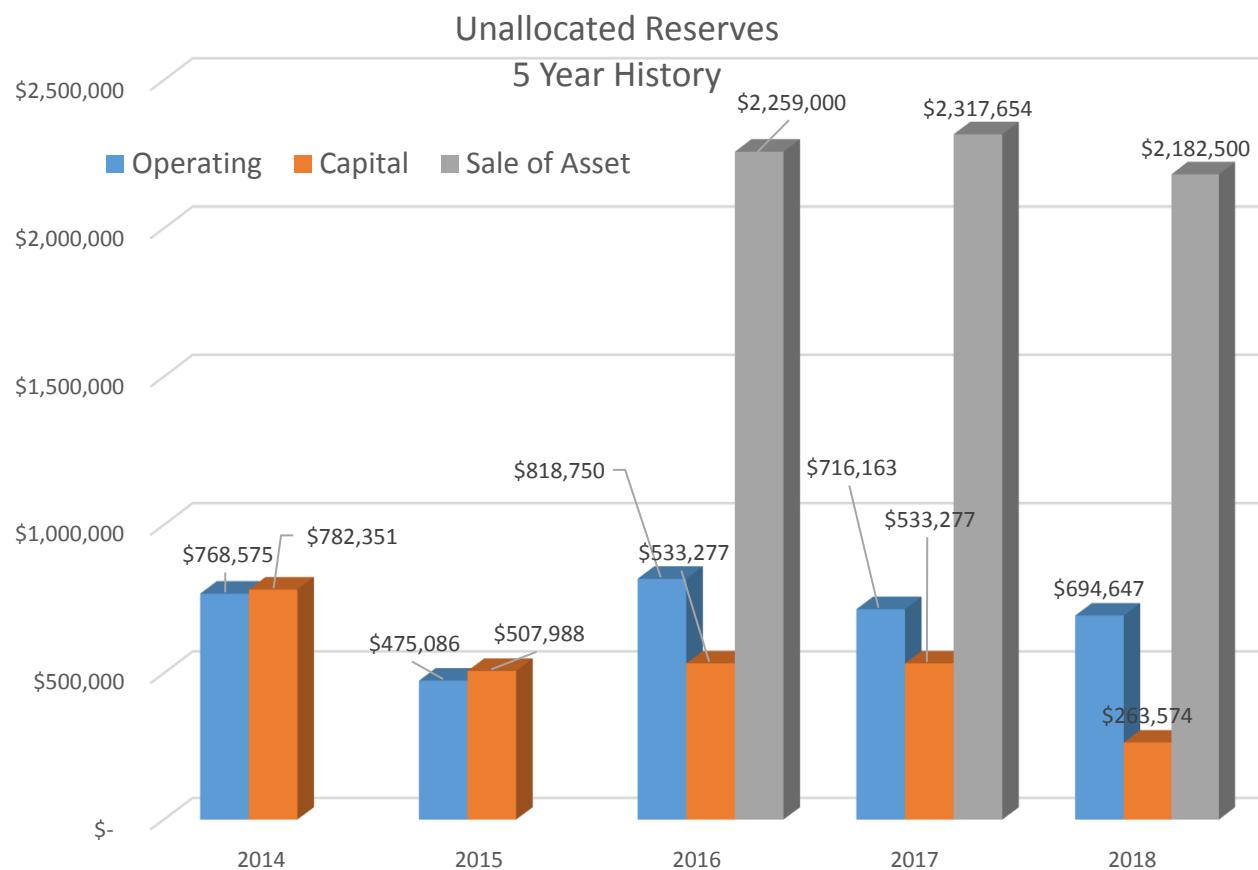
FUNDING SOURCES (OPERATING)

- 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

ALLOCATED OPERATING/CAPITAL RESERVES

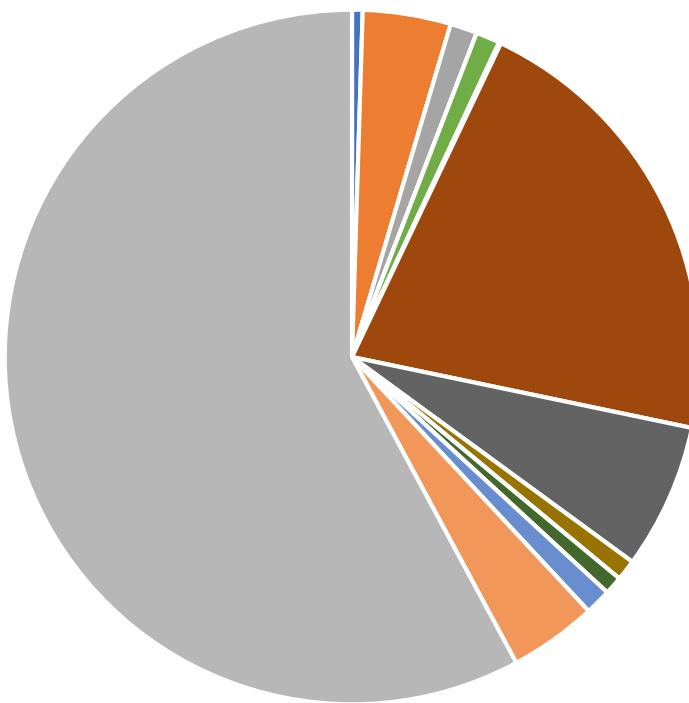


UNALLOCATED RESERVES 5 YEAR HISTORY



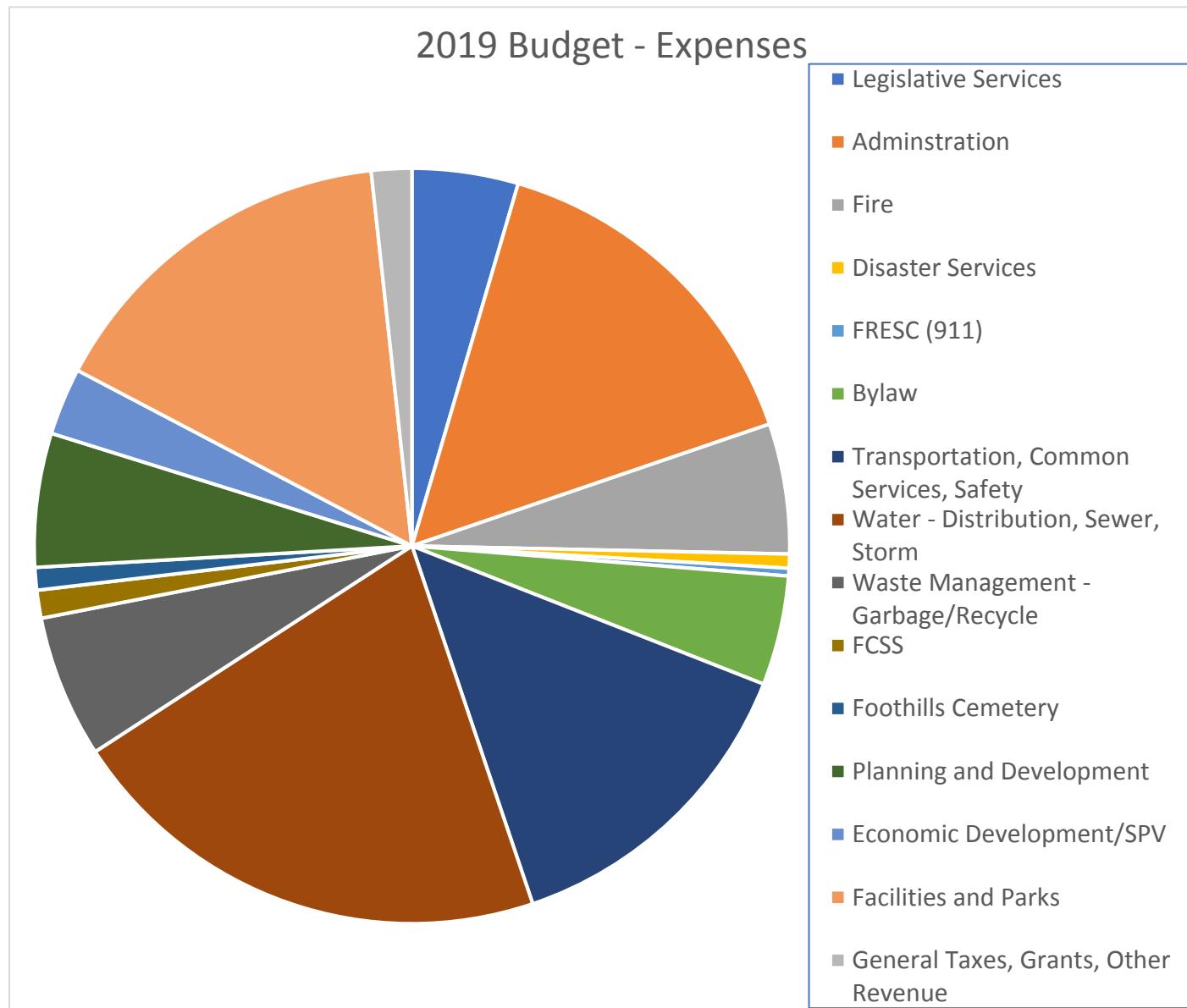
2019 BUDGET REVENUES

2019 Budget - Revenue



- Legislative Services
- Adminstration
- Fire
- Disaster Services
- FRESC (911)
- Bylaw
- Transportation, Common Services, Safety
- Water - Distribution, Sewer, Storm
- Waste Management - Garbage/Recycle
- FCSS
- Foothills Cemetery
- Planning and Development
- Economic Development/SPV
- Facilities and Parks
- General Taxes, Grants, Other Revenue

2019 BUDGET – EXPENSE



LEGISLATIVE SERVICES - COUNCIL

2019 Budget	(\$234,330)
2018 Budget	(\$244,582)
Budget Change	\$10,252
% Change	4.3% Decrease

2018 Key Accomplishments:

- Hiring of Chief Administrative Officer
- Passing Cannabis related bylaws
- Passing Council Code of Conduct
- Setting of Strategic Priorities and Key Results

2018 – 2012 Strategic Priorities:

1. Excellence in Governance
2. Optimized Service Delivery and Fiscal Responsibility
3. Community Development and Growth Management
4. Be a Destination Community

Variance Highlights:

- Salaries & Wages - \$11,748 – reflects the increased per diem with the establishment of the new committees – Finance and Governance and ISDAB/ARB (5 member board/twice per year/ ½ day per diem)
- Contracted Services – (\$26,500) - CAO Recruitment Costs – considered one-time expense
- PR/Communication – (\$4,500) – adjusted due to lower costs in 2018 indicating permanent expense reduction

Core Services

Council is responsible for per *Municipal Government Act RSA 2000 Chapter M-26 s.153 (a) – (f)*:

- The consideration and interests of the municipality as a whole and to bring to councils' attention anything that would promote the welfare or interests of the community.
- Promotion of an integrated and strategic approach to intermunicipal land use planning and service delivery.
- To participate generally in the development of policies and programs of the municipality.
- To participate in Council and Council committee meetings and other meetings as appointed by Council.
- To obtain information about the operation or administration of the municipality from the CAO or person delegated by the CAO.
- To keep in confidence matters discussed in private at council or council committee meetings.
- To adhere to the Code of Conduct Bylaw
- To perform any other duty or function imposed on councillors by this or any other enactment or by the Council.

2019 Budget - Legislative Services

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Revenues	45,203	37,895	35,880	28,380	(7,500)
Total Revenue	45,203	37,895	35,880	28,380	(7,500)
Salaries, Wages & Benefits	116,307	174,582	170,082	181,830	11,748
Training, Conferences, Travel	3,881	20,871	20,000	20,000	-
Contracted Services	102,527	62,857	69,880	43,380	(26,500)
Engineering & Legal	406	5,000	5,000	5,000	-
Materials & Supplies	3,087	2,000	5,000	5,000	-
Phones	5,147	-	-	-	-
Utilities	1,314	2,500	1,000	2,500	1,500
Insurance	-	-	-	-	-
IT Support	-	-	-	-	-
PR & Communications	1,400	6,000	9,500	5,000	(4,500)
Transfers & Donations	-	-	-	-	-
Debt Payments	-	-	-	-	-
Other	7,195	3,778	-	-	-
Total Expense	241,264	277,588	280,462	262,710	(17,752)
Net Surplus (Deficit)	(196,061)	(239,693)	(244,582)	(234,330)	10,252

ADMINISTRATION

2019 Budget	(\$644,565)
2018 Budget	(\$697,813)
Budget Change	\$ 53,248
% Change	8.3% Decrease
2019 FTE	7.1
2018 FTE	7.85

Core Services

ADMINISTRATION provides services to the Town that includes:

CAO, Legal/HR, Finance & Accounting Functions, Services to Council, Policies/Bylaws, Grants, Taxes, Utilities, Payroll & Benefits, Administration, Infrastructure and Insurance

2018 Key Accomplishments:

- Successful hiring of Manager of Finance and Corporate Services
- Set up and implementation of Council Portal software
- Set up and implementation of Council Meeting Video Recording software
- Assist with development of municipal cannabis regulations

2019 Key initiatives

Goal	Rationale	Strategic Plan Link
Review of Administrative Capabilities and Service provided	Objective to determine if there are efficiencies can be recognized, working smarter not harder	Optimize Service Delivery and Fiscal Responsibility
Review IT Support Contract to determine if a joint arrangement with Black Diamond is feasible	Could be cost savings available	Optimize Service Delivery and Fiscal Responsibility
Review overall financial and contractual arrangements to determine efficiencies	Could be cost savings available, efficiencies in workload created	Optimize Service Delivery and Fiscal Responsibility

Innovations and Efficiencies

- Eliminated .75 FTE in 2019 Budget
- Cost saving initiatives of \$22,000 recognized.

Variance Highlights:

- Revenue - \$98,500 – Increase represents higher interest income on GIC investments
- Salaries, Wages & Benefits - \$94,552 – Increase due to full year of CAO/Finance Manager position filled
- Training, Conferences, Travel - \$4,000 – Decrease due to funds not being utilized in past year will monitor as to the ability for staff to attend training and conferences in 2019
- Contracted Services - \$12,650 – Decrease the result of roles filled – CAO/Finance Manager and less requirement for contract employees
- Engineering & Legal - \$7,000 – Decrease the result of transfer of costs to appropriate department – Planning/ Development primarily is responsible for these expenses
- IT Support - \$6,600 – Decrease as a result of decline in IT support costs will endeavour to find efficiencies and savings

2019 Budget - Administration

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Revenues	357,954	232,032	138,307	236,807	98,500
Total Revenue	357,954	232,032	138,307	236,807	98,500
Salaries, Wages & Benefits	641,922	524,608	552,370	641,922	89,552
Training, Conferences, Travel	28,310	20,000	30,000	26,000	(4,000)
Contracted Services	131,039	160,150	116,450	105,950	(10,500)
Engineering & Legal	7,773	5,000	11,000	4,000	(7,000)
Materials & Supplies	39,474	21,000	26,600	15,500	(11,100)
Phones	11,083	9,500	9,500	4,500	(5,000)
Utilities	9,686	12,250	11,200	12,100	900
Insurance	2,938	3,800	4,000	4,000	-
IT Support	69,426	75,000	75,000	67,400	(7,600)
PR & Communications	5,260	2,000	-	-	-
Transfers & Donations	-	-	-	-	-
Debt Payments	-	-	-	-	-
Other	56,376	2,812	-	-	-
Total Expense	1,003,287	836,120	836,120	881,372	45,252
Net Surplus (Deficit)	(645,334)	(604,088)	(697,813)	(644,565)	53,248

FIRE DEPARTMENT

2019 Budget	(\$249,445)
2018 Budget	(\$229,203)
Budget Change	(\$ 20,242)
% Change	8% Increase
2019 FTE's	.6
2019 Volunteers/Paid on Call	18
2018 FTE's	.6
2018 Volunteers/Paid on Call	18

Core Services

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, Plans Review and Fire Investigations

2018 Key Accomplishments:

- To date call volume of 166 calls (Nov 23/18)
- 4 Community First Aid courses offered throughout the year
- Numerous Public Education initiatives such as Fire Extinguisher training, home inspections, school/guide/preschool visits
- Annual Food Drive (TV, BD & Longview) collected \$2570 in donations and 6270 kg of food
- Participation in Town/Community Events: NYE, Discovery Days, Tim Horton's Camp Day, Remembrance Day
- Ongoing training initiatives with BD Fire, MD of Foothills Fire
- Renewed MD of Foothills Chief Meetings to focus on MD wide initiatives and efficiencies
- To date completed 57 business inspections
- Signed Mutual Aid agreement with Agriculture and Forestry and most members have completed the 3 basic courses (S115, NFPA 1051 and Wildland Orientation) to meet the Agreement requirements for Wildland Training.

Innovations and Efficiencies

- Continue to work with Mutual Aid partners to establish regional training and purchasing initiative.

Variance Highlights:

- Contracted Services - \$46,500 – Increase represents the facilities maintenance performed by the Facilities business the corresponding offset is within the Facilities/parks business.
- Decrease of contracted services \$3,500.

2019 Budget - Fire/Facility

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Revenues	71,026	106,500	63,000	73,000	10,000
Total Revenue	71,026	106,500	63,000	73,000	10,000
Salaries, Wages & Benefits	87,742	120,648	120,648	137,846	17,198
Training, Conferences, Travel	19,014	33,000	33,000	33,000	-
Contracted Services	23,714	35,150	20,650	37,650	17,000
Engineering & Legal	-	-	-	-	-
Materials & Supplies	30,441	47,500	67,500	53,000	(14,500)
Phones	4,664	5,200	5,200	5,700	500
Utilities	7,714	8,700	8,311	9,205	894
Insurance	12,706	14,892	16,000	20,000	4,000
IT Support	187	500	500	5,500	5,000
PR & Communications	390	850	850	1,000	150
Transfers & Donations	-	-	-	-	-
Debt Payments	4,591	19,544	19,544	19,544	0
Other	-	-	-	-	-
Total Expense	191,163	285,984	292,203	322,445	30,242
Net Surplus (Deficit)	(120,137)	(179,484)	(229,203)	(249,445)	(20,242)

*As per PSAB rules, debenture principle payments are recorded as a reduction in the liability rather than an expense.

EMERGENCY & DISASTER MANAGEMENT

2019 Budget	(\$34,171)
2018 Budget	(\$43,002)
Budget Change	\$ 8,831
% Change	20.5% Decrease
2019 FTE's	.2
2019 Volunteers	1
2018 FTE's	.3
2018 Volunteers	0

2018 Key Accomplishments:

- Provided Incident Command System training to Council, Municipal employees and neighbouring communities
- The Municipal Elected Officials Course was delivered to Council
- The development of a Rapid Assessment & Structural Triage Program
- Wildland Urban Interface planning – completed research, community exposure assessment, Mutual Aid agreements and Fire Department training
 - Fire Department completed Mutual Aid Agreement and Fire Control Plan with Alberta Agriculture & Forestry
 - Turner Valley Fire Department hosted cross training opportunities (structural protection, NFPA 1051 Wildland Professional Qualifications, and wildland safety training)
- Incident Management Team development – updated ICS position checklists, developed nine ICS job aids to serve as position training guides and a reference during incidents, assigned remaining IMT positions, and developed initial IMT table top exercise
- Monitored daily AEMA Common Operational Picture Reports, over 500 Environment Canada Alerts, wildfire indices, and River Forecast Center data
- Five Level 4 activations – April Runoff, Two Power Outages, CWF-063-2018 Wildfire, and the August Gas Strike
- Emergency planning / liaison with Oil & Gas Industry during well abandonments
- Participation in engagement sessions / surveys regarding amendments to the Emergency Management Act, Wireless Public Alerting, and the Alberta Emergency Alert system

Core Services

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 & the 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

2019 Key initiatives

Goal	Rationale	Strategic Plan Link
Completion of Wildland Urban Interface Planning and Hazard Specific Response Plan.	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.	Community Development and Growth Management/Fiscal Responsibility
Provision of Wildland Urban Interface educational sessions to the Local Authority, Municipal Personnel, and the Public.	Awareness of the risks associated with Wildland Urban Interface fires and the strategies that can be used to mitigate them is necessary to reduce the impacts of these events.	Community Development and Growth Management/Fiscal Responsibility
To increase Turner Valley's capacity to coordinate the response to a disaster by Incident Management Team position specific training and team tabletops.	Training and exercise prior to events are critical to successful outcomes during events.	Community Development and Growth Management/Fiscal Responsibility

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
 - Regional Emergency Social Services Plan
 - Alberta First Responders Radio Communication System
 - Training, table tops, full-mobilization exercises, courses
- Direct delivery of Incident Command System training: became ICS Canada accredited instructor to reduce training costs.

Variance Highlights:

- Salary - \$6,400 decrease due to reduced hours for Director and Deputy
- Safe Communities Alert Network budget reduced to reflect membership's decision to pay annual contract vs. three-year contract.

MUNICIPAL ENFORCEMENT AND ANIMAL CONTROL

2019 Budget	(\$207,140)
2018 Budget	(\$212,071)
Budget Change	\$ 4,931
% Change	2.4% Decrease
2019 FTE's	2.4
2019 Volunteers	*To be confirmed
2018 FTE's	2.4
2018 Volunteers	15

2018 Key Accomplishments:

- Provincial appointments issued to enforce Cannabis-related regulations/bylaws
- Animal pound “Standard of Care” guidelines formalized (based on Alberta SPCA)
- Cannabis-related bylaw CPO training and public education.

2019 Key Initiatives

Goal	Rationale	Strategic Plan Link
Develop body-worn camera standard operating procedures	To ensure adherence with provincial Solicitor General regulations	Excellence in Governance; in support of staff and public safety
Cannabis consumption & education communication campaign	Educate the public about cannabis-related bylaws, consumption regulations	Excellence in Governance; public education and engagement
Continued/expansion of agency and partner collaboration	Development of sustainable and beneficial partnerships will increase effectiveness	Excellence in Governance: regional collaboration creates efficiencies and improves public safety

Innovations and Efficiencies

- Updated vehicle cameras

Variance Highlights:

- Traffic fines decreased based on 5-year average
- IT service fees projected to decrease

Core Services

BYLAW/ENFORCEMENT/ANIMAL CONTROL provides 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 and RCMP, MD Foothills on request

Municipal Enforcement:

- Bylaw education and enforcement
- Provincial enforcement; as per officer appointments
- Commercial vehicle enforcement/road bans
- Public education and youth engagement

2019 Budget - ANM/Bylaw

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Revenues	59,949	67,660	71,660	64,160	(7,500)
Total Revenue	59,949	67,660	71,660	64,160	(7,500)
Salaries, Wages & Benefits	190,780	227,042	229,360	220,392	(8,968)
Training, Conferences, Travel	3,156	4,500	4,500	4,500	-
Contracted Services	9,046	8,250	3,550	2,800	(750)
Engineering & Legal	-	1,250	2,500	2,500	-
Materials & Supplies	14,046	9,806	16,458	16,958	500
Phones	6,405	5,000	5,000	5,800	800
Utilities	500	500	500	537	37
Insurance	3,003	1,542	2,000	1,500	(500)
IT Support	5,022	6,000	6,000	2,500	(3,500)
PR & Communications	539	200	500	450	(50)
Transfers & Donations	-	-	-	-	-
Debt Payments	842	13,363	13,363	13,363	0
Other	1,317	1,108	-	-	-
Total Expense	234,655	278,562	283,731	271,300	(12,431)
Net Surplus (Deficit)	(174,706)	(210,902)	(212,071)	(207,140)	4,931

* As per PSAB rules, debenture principle payments are recorded as a reduction in liability rather than an expense.

TRANSPORTATION - ROADS, COMMON SERVICES, SAFETY

2019 Budget	(\$796,581)
2018 Budget	(\$967,089)
Budget Change	\$170,507
% Change	21% Decrease
2019 FTE's	4.0
2018 FTE's	5.0

Core Services

TRANSPORTATION provides services to the Town that includes:

- Ensuring safe transportation for cars and pedestrian traffic
- Maintain collaborative relationship with Black Diamond and Alberta Traffic
- Responsible for summer and winter road maintenance

2018 Key Accomplishments:

- Safe and efficient snow removal program.
- Safe road and sidewalk surface repairs (Manhole adjustments and concrete replacements).
- Infrastructure lifecycle program management
- Subdivision development reviews and inspections for compliance.
- COR safety program sustainability.

2019 Key initiatives

Goal	Rationale	Strategic Priorities Link
Gravel road dust abatement program.	Public health and safety.	<ul style="list-style-type: none"> • Excellence in Governance • Optimize Service Delivery and Fiscal Responsibility
Continued preventative maintenance programs for our equipment and vehicles.	Lifecycle extension through responsible maintenance programs.	<ul style="list-style-type: none"> • Excellence in Governance • Optimize Service Delivery and Fiscal Responsibility • Community Development and Growth Management
Subdivision development compliance.	Sustainable community development and growth management.	<ul style="list-style-type: none"> • Excellence in Governance • Optimize Service Delivery and Fiscal Responsibility • Community Development and Growth Management • Be a destination community

Innovations and Efficiencies

N/A

Variances

- Engineering and Legal - \$5,000 Decrease – represents a decline in Engineering services.
- Adjusted asphalt and paving - \$10,000 Decrease
- Cost saving initiatives of \$119,000 have been recognized in 2019.

2019 Budget - Transportation

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Revenues	-	5,650	6,200	5,500	(700)
Total Revenue	-	5,650	6,200	5,500	(700)
Salaries, Wages & Benefits	350,786	303,589	301,974	182,624	(119,350)
Training, Conferences, Travel	5,665	3,801	8,000	5,500	(2,500)
Contracted Services	293,362	316,200	325,300	305,600	(19,700)
Engineering & Legal	20,208	26,900	26,500	21,500	(5,000)
Materials & Supplies	207,569	216,841	97,188	95,350	(1,838)
Phones	8,446	9,190	9,800	8,800	(1,000)
Utilities	105,672	102,734	111,700	109,445	(2,255)
Insurance	8,803	22,215	25,000	23,000	(2,000)
IT Support	2,006	5,800	5,500	5,500	-
PR & Communications	71	1,200	-	-	-
Transfers & Donations	-	-	-	-	-
Debt Payments	21,530	30,695	62,327	44,762	(17,564)
Other	-	-	-	-	-
Total Expense	1,024,118	1,039,165	973,289	802,081	(171,207)
Net Surplus (Deficit)	(1,024,118)	(1,033,515)	(967,089)	(796,581)	170,507

*As per PSAB rules, debenture principle payments are recorded as a reduction in liability rather than an expense.

WATER-DISTRIBUTION, SANITARY AND STORM

2019 Budget	\$ 11,227
2018 Budget	\$258,411
Budget Change	(\$247,134)
% Change	Excess of 100% Decrease
2019 FTE's	.5
2018 FTE's	1.4

Core Services

WATER – DISTRIBUTION, SANITARY AND STORM provides services to the Town that includes:

- Distribution System
 - Water quality control
 - Water sampling and testing
 - Sample shipping
 - Environmental regulations reporting
 - Service line leaks and repairs
 - Curb stop repairs and maintenance (yet to be determined)
 - Hydrant testing, flushing and repairs
- Residential and commercial water meters
 - Inspection, replacement
 - New water meter installations
 - Data collection/customer liaison

2018 Key Accomplishments:

- (63) of (83) water meters were replaced.
- Water main breaks were repaired with as little interruption to the customers as possible.
- Sanitary mains flushed and inspected, Lift stations cleaned and inspected.
- Storm catch basins and main lines cleaned and inspected.

2019 Key initiatives

Goal	Rationale	Strategic Plan Link
Water meter replacements	Accurate potable water balance calculations.	<ul style="list-style-type: none"> • Excellence in Governance • Community Development and Growth
Sanitary and Storm Mains on Sunset Blvd. (Main St. – Sunset Dr. W.) Financial Planning	Sound financial plan on how this large project will affect other operating and capital budgets in the near future.	<ul style="list-style-type: none"> • Excellence in Governance • Optimize Service Delivery and Fiscal Responsibility • Community Development and Growth Management
Public Works staff member will be sent for Utility Operator 1 certification.	Basic water main leak disinfections and sanitary collection inspections.	<ul style="list-style-type: none"> • Excellence in Governance • Optimize Service Delivery and Fiscal Responsibility
2019 – Conduct Sewer, Water and Storm Water Rate Review	Determine whether we are collecting the appropriate amount from the rate payer	<ul style="list-style-type: none"> • Optimize Service Delivery and Fiscal Responsibility

Variance Highlights:

- Engineering & Legal - \$46,500 Increase represents the Sewer, Water, and Storm Water Rate Review.
- Materials & Supplies – Westend Requisition 2019 – Increase of \$258,648

2019 Budget - Water (Includes Sewer, Storm, Water)

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Revenues	1,106,261	1,248,000	1,194,900	1,227,000	32,100
Total Revenue	1,106,261	1,248,000	1,194,900	1,227,000	32,100
Salaries, Wages & Benefits	137,112	162,173	154,859	135,269	(19,590)
Training, Conferences, Travel	96	530	1,300	3,000	1,700
Contracted Services	164,783	173,863	183,986	203,050	19,064
Engineering & Legal	14,452	19,641	19,500	66,000	46,500
Materials & Supplies	281,083	222,483	217,702	445,612	227,910
Phones	3,399	3,831	3,750	850	(2,900)
Utilities	25,700	18,480	27,050	14,900	(12,150)
Insurance	1,567	1,250	3,500	1,300	(2,200)
IT Support	2,927	4,800	5,000	2,500	(2,500)
PR & Communications	1,883	600	1,600	-	(1,600)
Transfers & Donations	-	-	-	-	-
Debt Payments	-	28,242	28,242	28,242	-
Other	261,038	290,000	290,000	315,000	25,000
Total Expense	894,041	925,893	936,489	1,215,723	279,234
Net Surplus (Deficit)	212,220	322,107	258,411	11,277	(247,134)

*As per PSAB rules, debenture principle payments are recorded as a reduction in liability rather than an expense.

WASTE MANAGEMENT - GARBAGE AND RECYCLE

2019 Budget	\$ 38,133
2018 Budget	\$ 60,830
Budget Change	(\$ 22,697)
% Change	37% Decrease
2019 FTE's	2.2
2018 FTE's	2.2

Core Services

WASTE MANAGEMENT provides services to the Town that includes:

- Recycle Centre
- Administrative record keeping on number of bales produced by product category
- Solid waste collection
- Solid waste disposal
- Solid waste vehicle maintenance

2018 Key Accomplishments:

- Continued to collect solid waste with very little interruptions to our customers.
- Assisted the Town of Okotoks in their solid waste collection program.
- Ongoing communications with our customers about garbage cart procedures.
- New communication signs assisted our customers with sorting of their recyclables.

2019 Key initiatives

Goal	Rationale	Strategic Plan Link
Work with our recycling broker to find markets for our recyclable products.	Increase revenues for our products sent to market.	Optimize Service Delivery and Fiscal Responsibility

Innovations and Efficiencies

Currently working in partnership with other municipalities to view possible efficiencies for the collection and disposal of solid waste.

Variance Highlights:

N/A

2019 Budget - Waste Management

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Revenues	321,231	388,393	392,528	391,278	(1,250)
Total Revenue	321,231	388,393	392,528	391,278	(1,250)
Salaries, Wages & Benefits	191,122	223,000	224,008	244,170	20,162
Training, Conferences, Travel	803	-	300	-	(300)
Contracted Services	83,762	83,900	86,050	85,750	(300)
Engineering & Legal	-	-	-	-	-
Materials & Supplies	17,565	11,539	8,400	10,925	2,525
Phones	3,396	2,500	2,500	2,500	-
Utilities	3,390	4,150	3,840	4,300	460
Insurance	4,038	4,484	5,100	5,000	(100)
IT Support	48	-	-	-	-
PR & Communications	2,891	600	1,500	500	(1,000)
Transfers & Donations	148	-	-	-	-
Debt Payments	-	-	-	-	-
Other	(172)	473	-	-	-
Total Expense	306,990	330,646	331,698	353,145	21,447
Net Surplus (Deficit)	14,241	57,747	60,830	38,133	20,197

FAMILY AND COMMUNITY SUPPORT SERVICES (FCSS)

2019 Budget	(\$ 13,059)
2018 Budget	(\$ 19,248)
Budget Change	\$ 6,189
% Change	47% Decrease
2019 FTE's	0.2
2019 Volunteers	8
2018 FTE's	0.2
2018 Volunteers	8

2018 Key Accomplishments:

- Housekeeping program expanded
- Staff and agencies trained in new provincial reporting system - outcome measures
- Regional FCSS grant application process adopted creating greater efficiencies

2019 Key initiatives

- Review and revise community access program (taxi subsidy) to increase level of screening
- Expand referral network and resource/information guides
- Promote volunteerism; increase public participation in events and social programs

Core Services

FCSS provides services to the Town which include:

- Administration/management of 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 14 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

Goal	Rationale	Strategic Plan Link
Conduct a review to assess and adjust program subsidy levels	Ensure subsidy programs are affordable for both income-challenged individuals and the municipality	Optimized Service Delivery and Fiscal Responsibility – fair and affordable social programs
Increase staff and community knowledge of social programs	Knowledge sharing expands the reach of social program information	Optimized Service Delivery and Fiscal Responsibility – increase service level through training and information sharing
Expand volunteer base	Volunteerism supports local programs and increases public engagement.	Optimized Service Delivery and Fiscal Responsibility- increase public participation and community pride

Innovations and Efficiencies

- Continued partnerships with Black Diamond and regional FCSS programs to ensure increased efficiencies
- Subsidy levels will be adjusted to place more financial responsibility on service recipient
- Cost saving initiatives of \$1,500 recognized.

Variance Highlights:

- N/A

2019 Budget - FCSS

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Revenues	51,504	56,171	56,171	56,171	-
Total Revenue	51,504	56,171	56,171	56,171	-
Salaries, Wages & Benefits	7,790	21,408	21,869	20,893	(976)
Training, Conferences, Travel	337	866	800	800	-
Contracted Services	1,248	2,500	2,500	2,500	-
Engineering & Legal	-	-	-	-	-
Materials & Supplies	1,023	2,000	2,000	2,000	-
Phones	2,149	2,250	2,250	750	(1,500)
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
IT Support	-	-	-	-	-
PR & Communications	260	1,000	1,000	1,000	-
Transfers & Donations	45,684	45,000	45,000	41,287	(3,713)
Debt Payments	-	-	-	-	-
Other	-	-	-	-	-
Total Expense	58,491	75,024	75,419	69,230	(6,189)
Net Surplus (Deficit)	(6,987)	(18,853)	(19,248)	(13,059)	6,189

PLANNING AND DEVELOPMENT

2019 Budget	(\$282,613)
2018 Budget	(\$216,963)
Budget Change	\$ 65,650
% Change	23.2% Increase
2019 FTE's	2
2018 FTE's	2

2018 Key Accomplishments:

- Ensured adherence to the Modernized Municipal Government Act
- Brought forward multiple bylaws with respect to cannabis legislation
- Transitioned the Geographical Information System (GIS) in concert with Town of Black Diamond
- Improved efficiencies and consistency in application forms and processes
- Improved transparency and communication within administration and the public

Core Services

PLANNING AND DEVELOPMENT provides services to the Town that includes:

- Long Range Planning
 - Intermunicipal Development Plan
 - Intermunicipal Collaborative Framework
 - Joint Use and Planning Agreements
- Current Planning
 - Processing of redesignation, subdivision and development permit applications
 - Process requests for compliance certificates
- Oversee the processing of building permit applications through Park Enterprises Ltd.
- Manage business licensing processes
- Manage the Town's Geographical Information System (data and mapping)
- Support the Municipal Planning Commission
- Provide support to Economic Development in terms of business investment inquiries
- Provide support to Operations & Engineering in terms of offsite levy review and assisting with various capital projects

2019 Key initiatives

Goal	Rationale	Strategic Plan Link
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	Excellence in Governance
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	Excellence in Governance
Initiate a Joint Use and Planning Agreement with Foothills School Division	Mandated by the MGA Amendments	Optimized Service Delivery and Fiscal Responsibility
Land Use Bylaw review	The land use bylaw has experienced numerous amendments since 2003. A review will look to provide better consistency and clarity for the Council, the public and administration	Excellence in Governance
Maintain GIS data/mapping for use by staff, consultants and the public	Provision of accurate and detailed spatial data for staff will result in a more efficient use of time and resources. Will also provide for more effective management of tangible capital assets.	Optimized Service Delivery and Fiscal Responsibility
Develop planning policy to address Municipal and Environmental Reserve Dedication, Road Closures, Certificates of Compliance, and Conservation Reserves.	Some suggested policies are mandated by the recent MGA Amendments	Optimized Service Delivery and Fiscal Responsibility
Assist Operations and Engineering with bringing forward a new Off-Site Levy Bylaw	Amendments to the MGA provide for an expanded scope and as such amendments to the current OSL is warranted	Optimized Service Delivery and Fiscal Responsibility
Municipal Development Plan (MDP) review	Complete a review of the MDP (2004) to ensure that future growth occurs in an orderly and cost-efficient manner so that a high quality of life can be maintained for its residents.	Be a Destination Community

Innovations and Efficiencies

- By implementing a formal information package for redesignation, subdivision and development permit applications, it ensures consistent treatment of all applications as well as reduces the number of incidences in which an application may be delayed due to an incomplete submission.
- Continued improvements to the GIS portal will further assist all departments, including the public, in having access to spatial data.

Variance Highlights: (10% up or down)

- Increase in legal costs attributed to Seclusion Valley – Phase 1 deficiencies.
- Development permit and building permit revenue projections are down in 2018.
- Additional funds – Engineering for Offsite Levy

2019 Budget - Planning and Development

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Revenues	112,900	48,700	57,100	48,700	(8,400)
Total Revenue	112,900	48,700	57,100	48,700	(8,400)
Salaries, Wages & Benefits	156,579	176,178	176,178	182,778	6,601
Training, Conferences, Travel	6,484	11,320	11,320	10,345	(975.00)
Contracted Services	27,942	37,800	35,300	66,400	31,100
Engineering & Legal	31,056	49,000	47,000	67,500	20,500
Materials & Supplies	892	1,200	1,200	1,500	300
Phones	600	840	840	840	-
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
IT Support	-	500	500	500	-
PR & Communications	-	1,725	1,725	1,450	(275)
Transfers & Donations	-	-	-	-	-
Debt Payments	-	-	-	-	-
Other	67,210	-	-	-	-
Total Expense	290,763	278,563	274,063	331,313	57,251
Net Surplus (Deficit)	(177,863)	(229,863)	(216,963)	(282,613)	(65,651)

ECONOMIC DEVELOPMENT AND SPECIAL EVENTS

	EDC	Special Events
2019 Budget	(\$ 34,706)	(\$ 61,817)
2018 Budget	(\$107,703)	(\$ 61,325)
Budget Change	\$ 72,997	\$ 492
% Change	(210%)	.07%
2019 FTE's		0.7
2019 Volunteers		85
2018 FTE's		0.7
2018 Volunteers		84

Core Services

ECONOMIC DEVELOPMENT AND SPECIAL EVENTS provide services to the Town which include:

- Business support and investment attraction
- Community and Corporate Support Grant management
- Event coordination and support
- Community hall and ball diamond management
- Tourism marketing, visitor information services
- Corporate communications; website and social media management
- Regional and joint economic development initiatives

2018 Key Accomplishments:

- Initialization of joint economic development committee and strategy framework project
- Increased communications and community engagement initiatives
- Improved volunteer participation and quality of experience in special events (appreciation initiatives)

2019 Key Initiatives

Goal	Rationale	Strategic Plan Link
Development and implement of joint economic development strategy	Agreement by Black Diamond and Turner Valley to maximize economic development efforts.	Optimized Service Delivery and Fiscal Responsibility
Update design and content of website	Reflect possible rebranding and content/navigation.	<ul style="list-style-type: none"> • Be a Destination Community • Optimized Service Delivery and Fiscal Responsibility

Innovations and Efficiencies

- Implementation of Joint Economic Development Strategy will maximize reach and efficiencies of investment and business attraction efforts
- Upgraded website will reflect adjusted branding, improve communications, efficiencies and user experience
- Continued improvements made to communications materials, content and social media/website management
- Cost Saving Initiatives of \$1,000 recognized.

Variance Highlights:

- Revenue - \$26,000 - Increased resulting from CARES grant (Community and Regional Community Support)
- Decrease SEP - \$48,000 from 2018 Budget program no longer exists

2019 Budget - Economic Development/Special Events

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Revenues	53,737	40,866	31,500	70,000	38,500
Total Revenue	53,737	40,866	31,500	70,000	38,500
Salaries, Wages & Benefits	129,509	95,636	73,428	84,703	11,275
Training, Conferences, Travel	4,308	2,600	2,800	1,800	(1,000)
Contracted Services	25,854	47,260	105,400	55,900	(49,500)
Engineering & Legal	-	-	-	-	-
Materials & Supplies	3,887	5,186	4,500	3,000	(1,500)
Phones	1,687	1,769	1,700	700	(1,000)
Utilities	-	-	-	-	-
Insurance	-	-	-	-	-
IT Support	1,432	2,500	2,500	2,500	-
PR & Communications	6,148	7,037	10,200	7,850	(2,350)
Transfers & Donations	1,988	10,000	-	10,000	10,000
Debt Payments	-	-	-	-	-
Other	-	5,500	-	-	-
Total Expense	174,813	177,488	200,528	166,453	(34,075)
Net Surplus (Deficit)	(121,076)	(136,622)	(169,028)	(96,453)	72,575

FACILITIES- PARKS, POOL, CAMPGROUND, RINK, LIBRARY AND FLARE 'N' DERRICK

2018 Key Accomplishments:

2019 Budget	(\$664,914)
2018 Budget	(\$708,764)
Budget Change	(\$43,850)
% Change	7% Decrease
2019 FTE's	9.3
2018 FTE's	11

- Increased efficiencies of mowing open spaces.
- Installation of new (benches, picnic tables, trees, and trash receptacles) throughout the Town.
- Edgar Avenue Tot Lot construction completed.
- Jack Bowman Trail Completion.
- Construction of pollen park (Riverside Park).
- Extended swimming program into the afternoon and evening.
- New pool boiler and mechanical upgrades.
- New sand filters at the spray park.
- Improved ice maintenance program (new Zamboni).
- Completed multi use barrier free washroom facility at the Flare N' Derrick.
- New ceiling tiles, painted walls in hall and new LED Lighting.
- Tree planting program and Camp shelter painting

Core Services

FACILITIES WHICH INCLUDES PARKS, POOL, CAMPGROUND, RINK, LIBRARY, AND FLARE n' DERRICK provides services to the Town that includes:

- Provides safe public recreation facilities which include the pool and rink as well as a variety of green recreational space.
- Trails and pathway system, maintenance
- Parks and playgrounds and sports fields are maintained and inspected the lawn is mowed and weeded
- Christmas decorations
- Special events
- Snow fencing and ice management of the rink

2019 Key initiatives

Goal	Rationale	<ul style="list-style-type: none"> Strategic Priorities Link
Landscape Riverside berm	Extend park space and turf	<ul style="list-style-type: none"> Optimized Service Delivery and Fiscal Responsibility
Maintain open spaces and walking trails	Public safety of open spaces and trails	<ul style="list-style-type: none"> Optimized Service Delivery and Fiscal Responsibility Community Development and Growth Management
Installation of public information signage.	Public communications and safety	<ul style="list-style-type: none"> Optimized Service Delivery and Fiscal Responsibility
Extended pool programing and event position to full time status.	Enhance a pool program and overall efficiencies of scheduling.	<ul style="list-style-type: none"> Excellence in Governance Optimized Service Delivery and Fiscal Responsibility
Pool building maintenance	Public safety	<ul style="list-style-type: none"> Optimized Service Delivery and Fiscal Responsibility
Spray park plumbing and electrical	Public safety and building code requirements	<ul style="list-style-type: none"> Optimized Service Delivery and Fiscal Responsibility
Flare N' Derrick kitchen improvements	Public health and safety	<ul style="list-style-type: none"> Optimized Service Delivery and Fiscal Responsibility Community Development and Growth Management
LED Lighting upgrades at the Ice Rink	Public Safety and power efficiencies	<ul style="list-style-type: none"> Optimized Service Delivery and Fiscal Responsibility Community Development and Growth Management
New camp shelter roof and grounds fencing at the Campground.	Public safety and capital asset lifecycle extension.	<ul style="list-style-type: none"> Excellence in Governance Optimized Service Delivery and Fiscal Responsibility

Innovations and Efficiencies

- Ice Rink LED Lighting
- Flare 'N Derrick LED Lighting
- Pollen Park at Riverside Park

Variance Highlights:

- Revenue - \$34,944 – Decrease reflects a relevant Revenue attainment – Pool and other facilities.
- Materials and Supplies - \$19,700 Increase reflects additional costs for tree maintenance requirements, \$10,000 for Campground enhancements (electrical/roof/fencing) and river side soil work
- Minor adjustment to Sheep River Library requisition decrease \$6.00
- Cost saving initiatives recognized \$51,000.

2019 Budget - Facilities/Parks

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Revenues	215,158	238,913	271,334	236,390	(34,944)
Total Revenue	215,158	238,913	271,334	236,390	(34,944)
Salaries, Wages & Benefits	356,189	478,791	512,516	406,475	(106,041)
Training, Conferences, Travel	3,950	3,000	5,000	3,800	(1,200)
Contracted Services	130,270	110,076	130,100	133,000	2,900
Engineering & Legal	1,767	-	-	-	-
Materials & Supplies	89,434	70,903	70,650	90,350	19,700
Phones	5,773	6,200	4,300	2,700	(1,600)
Utilities	32,079	41,647	33,750	34,650	900
Insurance	11,212	12,819	14,700	13,300	(1,400)
IT Support	2,048	6,300	7,000	5,500	(1,500)
PR & Communications	1,019	1,571	1,150	1,050	(100)
Transfers & Donations	106,957	122,051	121,459	113,442	(8,017)
Debt Payments	31,110	80,028	79,473	97,037	17,564
Other	6,387	-	-	-	-
Total Expense	778,196	933,387	980,098	901,304	(78,794)
Net Surplus (Deficit)	(563,038)	(694,474)	(708,764)	(664,914)	43,850

*As per PSAB rules, debenture principle payments are recorded as a reduction in liability rather than an expense.

GENERAL

- 2019 Budget Based on 2019 Projected

2019 Budget - General

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Revenues	4,159,813	3,344,370	3,416,022	3,349,585	(66,437)
Total Revenue	4,159,813	3,344,370	3,416,022	3,349,585	(66,437)
Transfers & Donations	189,395	100,000	100,000	100,000	-
Total Expense	189,395	100,000	100,000	100,000	-
Net Surplus (Deficit)	3,970,418	3,244,370	3,316,022	3,249,585	(66,437)

TRANSFERS TO OTHER ORGANIZATIONS

INTER-MUNICIPAL SHEEP RIVER LIBRARY

2019 Budget - Library

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Transfers & Donations	96,475	106,544	106,544	113,436	6,892
Total Expense	96,475	106,544	106,544	113,436	6,892

FOOTHILLS REGIONAL EMERGENCY SERVICES COMMISSION

2019 Budget - FRESC

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Transfers & Donations	17,800	20,299	19,108	19,108	-
Total Expense	17,800	20,299	19,108	19,108	-
Net (Surplus) Deficit	4,142,013	3,324,071	3,396,914	3,325,262	(71,652)

FOOTHILLS CEMETERY BOARD

2019 Budget - Foothills Cemetery

Category	2014-2017 Average	2018 Projected	2018 Budget	2019 Budget	Variance 2018 vs 2019
Transfers & Donations	48,020	56,000	56,000	56,000	-
Total Expense	48,020	56,000	56,000	56,000	-

EMPLOYEE LISTING 2019

Department	Position	Hours per Year	FTE
Administration	CAO	1950	1
Administration	Manager, Finance and Corporate Services	1950	1
Public Works	Manager of PW & Facilities	2080	1
Public Works-Roads	Supervisor	2080	1
Public Works-Roads	Equip Op2	2080	1
Public Works-Roads	Equip Op2	2080	1
Public Works-Roads	Equip Op2	2080	1
Public Works-Parks & Recreation	Supervisor	2080	1
Public Works-Parks & Recreation	Equip Op1	2080	1
Public Works-Parks & Recreation	Equip Op2	2080	1
Public Works-Parks & Recreation	Labourer - Seasonal	720	0.3
Public Works-Parks & Recreation	Labourer - Seasonal	720	0.3
Public Works-Parks & Recreation	Labourer - Seasonal	320	0.2
Waste Management	Operator 1	2080	1
Waste Management	Operator 2	2080	1
Waste Management	Casual Labourer	480	0.2
Pool/Spray Park/Campground	Head Guard	960	0.5
Pool/Spray Park/Campground	Senior Lifeguard (x3)	2040	1
Pool/Spray Park/Campground	Junior Lifeguard (x3)	2040	1
Pool/Spray Park/Campground	Casual Labourer (x)	1990	1
Planning & Development	Coordinator	1950	1
Planning & Development	Assistant	1950	1
Corporate Services/Finance	Tax and Utility Clerk	1950	1
Corporate Services/Finance	AP/AR/Payroll	1950	1
Legislative Services	Manager	1950	1
Legislative Services	Reception/Admin	1170	0.6
Legislative Services	Reception/Admin	998.4	0.5
Legislative Services	Administrative Assistant	1950	1
Community/Business Development	Manager	1950	1
Community/Business Development	Sr Peace Officer	1250	0.6
Community/Business Development	Peace Officer	2080	1
Community/Business Development	Animal Control	792	0.4
Community/Business Development	Special Events Coordinator	665.6	0.3
Emergency Management	Director	340	0.2
Emergency Management	Deputy	240	0.1
Fire	Fire Chief	350	0.2
Fire	Deputy Fire Chief	800	0.4
			TOTAL Employees - FTE
			27.8
			Adjustments:
			-3.0
			Total Employees - FTE
			2019 Budget
			24.8
			Seasonal FTE's
			4.2

ORGANIZATIONAL CHART

