

Town of



Turner Valley

2020

Operating Budget Business Plan

December 16, 2019



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CONSOLIDATED BUDGET SUMMARY – BY DEPARTMENT

2020 OPERATING BUDGET - DECEMBER 16, 2019

Department	2020 BUDGET			2019 BUDGET			VARIANCE - 2019 VS 2020
	Revenue	Expenses	NET	Revenue	Expenses	NET	
Legislative Services	\$ 28,380	\$ 264,487	(236,107)	\$ 28,380	\$ 262,710	(234,330)	(1,777)
Administration	\$ 189,261	\$ 960,054	(770,793)	\$ 236,807	\$ 881,372	(644,565)	(126,228)
Fire	\$ 81,500	\$ 307,316	(225,816)	\$ 73,000	\$ 322,445	(249,445)	23,629
Disaster Services	\$ -	\$ 40,085	(40,085)	\$ -	\$ 34,717	(34,717)	(5,368)
FRESC (911)	\$ -	\$ 19,858	(19,858)	\$ -	\$ 19,108	(19,108)	(750)
Bylaw	\$ 69,180	\$ 275,107	(205,927)	\$ 64,160	\$ 271,300	(207,140)	1,213
Roads	\$ -	\$ 733,855	(733,855)	\$ -	\$ 613,161	(613,161)	(120,694)
Common Services	\$ 6,000	\$ 257,661	(251,661)	\$ 5,500	\$ 188,920	(183,420)	(68,241)
Storm	\$ -	\$ 14,024	(14,024)	\$ -	\$ 46,654	(46,654)	32,630
Distribution	\$ 517,000	\$ 510,285	6,715	\$ 627,000	\$ 558,662	68,338	(61,623)
Sewer	\$ 600,000	\$ 592,510	7,490	\$ 600,000	\$ 610,407	(10,407)	17,897
Waste Management - Garbage	\$ 190,340	\$ 131,619	58,721	\$ 187,000	\$ 161,448	25,552	33,169
Waste Management - Recycle	\$ 203,025	\$ 169,291	33,734	\$ 204,278	\$ 191,697	12,581	21,153
FCSS	\$ 56,171	\$ 59,230	(3,059)	\$ 56,171	\$ 69,230	(13,059)	10,000
Foothills Cemetery	\$ -	\$ 56,000	(56,000)	\$ -	\$ 56,000	(56,000)	-
Planning and Development	\$ 31,850	\$ 272,680	(240,830)	\$ 48,700	\$ 331,313	(282,613)	41,783
Economic Development	\$ 72,000	\$ 144,569	(72,569)	\$ 61,000	\$ 95,706	(34,706)	(37,863)
Special Events	\$ 10,000	\$ 55,447	(45,447)	\$ 9,000	\$ 70,817	(61,817)	16,370
Parks	\$ 12,000	\$ 284,237	(272,237)	\$ 21,900	\$ 264,035	(242,135)	(30,102)
Dr. Landers Memorial Pool	\$ 101,600	\$ 254,806	(153,206)	\$ 102,300	\$ 281,901	(179,601)	26,395
Municipal Campground	\$ 25,000	\$ 28,023	(3,023)	\$ 32,000	\$ 39,503	(7,503)	4,480
Municipal Outdoor Skating Rink	\$ -	\$ 8,139	(8,139)	\$ -	\$ 28,508	(28,508)	20,369
Spray Park	\$ -	\$ 25,621	(25,621)	\$ -	\$ 47,098	(47,098)	21,477
Flare n' Derrick Community Hall	\$ 12,000	\$ 45,481	(33,481)	\$ 12,000	\$ 59,721	(47,721)	14,240
Sheep River Library	\$ 53,064	\$ 189,755	(136,691)	\$ 68,190	\$ 180,538	(112,348)	(24,343)
General Taxes, Grants, Other Rev	\$ 3,441,769		\$ 3,441,769	\$ 3,349,585	\$ 100,000	\$ 3,249,585	192,184
Net Surplus/(Deficit)	\$ 5,700,140	\$ 5,700,140	0	\$ 5,786,971	\$ 5,786,971	0	(0)
BUDGET AMOUNT - ZERO BALANCE							

ACTUAL VS BUDGET VARIANCE REPORT BY CATEGORY

ACTUAL VS BUDGET (2019 AND 2020) VARIANCE REPORT BY CATEGORY DECEMBER 16 2019						
Revenues						
	2019 BUDGET	2020 BUDGET - November 4, 2019	2020 BUDGET - Dec 16 2019	VARIANCE Nov 4 to Dec 16 2019	VARIANCE 2019 BUDGET VS 2020 Dec 16, 2019	
Taxes	\$ 3,039,527	\$ 3,046,440	\$ 3,046,440	\$ -	\$ 6,913	
Franchise Fees	\$ 267,158	\$ 302,275	\$ 302,275	\$ -	\$ 35,117	
Reserve Draws	\$ 26,211	\$ -	\$ -	\$ -	\$ (26,211)	
Sales - Goods and Services	\$ 1,815,188	\$ 1,841,356	\$ 1,731,356	\$ (110,000)	\$ 26,168	
Operating Grants	\$ 170,880	\$ 137,135	\$ 137,135	\$ -	\$ (33,745)	
Other Revenues	\$ 66,907	\$ 106,729	\$ 106,729	\$ -	\$ 39,822	
Return on Investments	\$ 200,000	\$ 150,000	\$ 150,000	\$ -	\$ (50,000)	
Penalties	\$ 128,500	\$ 134,180	\$ 134,180	\$ -	\$ 5,680	
Licenses and Permits	\$ 72,600	\$ 59,800	\$ 59,800	\$ -	\$ (12,800)	
TOTAL REVENUES	\$ 5,786,971	\$ 5,777,915	\$ 5,667,915	\$ (110,000)	\$ (9,056)	
Expenses						
	2019 BUDGET	2020 BUDGET - November 4, 2019	2020 BUDGET - Dec 16 2019	VARIANCE Nov 4 to Dec 16 2019	VARIANCE 2019 BUDGET VS 2020 Dec 16, 2019	
Wages and Benefits	\$ 2,460,057	\$ 2,656,379	\$ 2,493,950	\$ (162,429)	\$ 33,894	
Training, Conferences, Travel	\$ 109,745	\$ 105,441	\$ 106,870	\$ 1,429	\$ (2,875)	
Engineering and Legal	\$ 166,500	\$ 58,000	\$ 58,000	\$ -	\$ (108,500)	
Materials and Supplies	\$ 1,086,471	\$ 1,111,807	\$ 1,111,807	\$ -	\$ 25,336	
General and Building Maintenance	\$ 201,000	\$ 148,550	\$ 148,550	\$ -	\$ (52,450)	
Vehicle Maintenance	\$ 40,500	\$ 58,000	\$ 58,000	\$ -	\$ 17,500	
Equip Maint and Fuel	\$ 134,125	\$ 116,945	\$ 116,945	\$ -	\$ (17,180)	
Phones	\$ 35,210	\$ 46,438	\$ 46,438	\$ -	\$ 11,228	
Utilities	\$ 187,638	\$ 198,662	\$ 198,662	\$ -	\$ 11,024	
Insurance	\$ 68,850	\$ 69,379	\$ 69,379	\$ -	\$ 529	
IT Support and Purchases	\$ 86,900	\$ 108,350	\$ 108,350	\$ -	\$ 21,450	
PR and Communications	\$ 18,810	\$ 17,710	\$ 17,710	\$ -	\$ (1,100)	
Transfers to Reserves	\$ 100,000	\$ 100,000	\$ -	\$ (100,000)	\$ (100,000)	
Debt Payments	\$ 202,949	\$ 202,949	\$ 202,949	\$ -	\$ -	
Contracted Services	\$ 632,380	\$ 700,459	\$ 700,459	\$ -	\$ 68,079	
Transfer Payments	\$ 255,837	\$ 260,846	\$ 262,071	\$ 1,225	\$ 6,234	
TOTAL EXPENSES	\$ 5,786,971	\$ 5,959,915	\$ 5,700,140	\$ (259,775)	\$ (86,831)	
NET SURPLUS/(DEFICIT)	\$ (182,000)	\$ (32,225)	\$ 149,775	\$ 77,775		

** The \$32,225 deficit will be funded utilizing the Tax Stabilization Reserve Fund.

2020 BUDGET AND 2021 TO 2023 FORECAST

Town of Turner Valley

2020 Budget and 2021 to 2023 Forecast

('\$ Dollars)

Department	2020 Budget	Inflation	1.8%	2.0%	2.1%
		Rate	2021 Forecast	2022 Forecast	2023 Forecast
Legislative Services	(236,107)		(240,357)	(245,164)	(250,313)
Administration	(770,793)		(784,667)	(800,361)	(817,168)
Fire	(225,816)		(229,881)	(234,478)	(239,402)
Disaster Services	(40,085)		(40,807)	(41,623)	(42,497)
FRESC (911)	(19,858)		(20,215)	(20,620)	(21,053)
Bylaw	(205,927)		(209,634)	(213,826)	(218,317)
Roads	(733,855)		(747,064)	(762,006)	(778,008)
Common Services	(251,661)		(256,191)	(261,315)	(266,802)
Storm	(14,024)		(14,276)	(14,562)	(14,868)
Distribution	6,715		6,836	6,973	7,119
Sewer	7,490		7,625	7,777	7,941
Waste Management - Garbage	58,721		59,778	60,974	62,254
Waste Management - Recycle	33,734		34,341	35,028	35,764
FCSS	(3,059)		(3,114)	(3,176)	(3,243)
Foothills Cemetery	(56,000)		(57,008)	(58,148)	(59,369)
Planning and Development	(240,830)		(245,165)	(250,068)	(255,320)
Economic Development	(72,569)		(73,875)	(75,353)	(76,935)
Special Events	(45,447)		(46,265)	(47,190)	(48,181)
Parks	(272,237)		(277,137)	(282,680)	(288,616)
Dr. Landers Memorial Pool	(153,206)		(155,964)	(159,083)	(162,424)
Municipal Campground	(3,023)		(3,077)	(3,139)	(3,205)
Municipal Outdoor Skating Rink	(8,139)		(8,286)	(8,451)	(8,629)
Spray Park	(25,621)		(26,082)	(26,604)	(27,163)
Flare n' Derrick Community Hall	(33,481)		(34,084)	(34,765)	(35,495)
Sheep River Library	(136,691)		(139,151)	(141,934)	(144,915)
General Taxes, Grants, Other Revenue	3,441,769		3,503,721	3,573,795	3,648,845
Net Surplus/(Deficit)	0		0	0	0

CONSOLIDATED 2020 BUDGET SUMMARY NOTES

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

1. Provincial requisitions for protective services, education and seniors' accommodation. These funds are collected on behalf of the Province and are not Town revenues.
2. Amortization for 2020 will be calculated at time of year-end entries.

ANNUAL BUDGET PROCESS

All budgets shall be prepared in accordance with the [Town of Turner Valley Policy No. MP. F.A. 08.09](#) or as outlined in the [Municipal Government Act RSA 200 Chapter M-26](#) as amended referenced in sections 242(1) to 249(1). The CAO and the Department Managers shall be responsible for the compilation of their department budgets

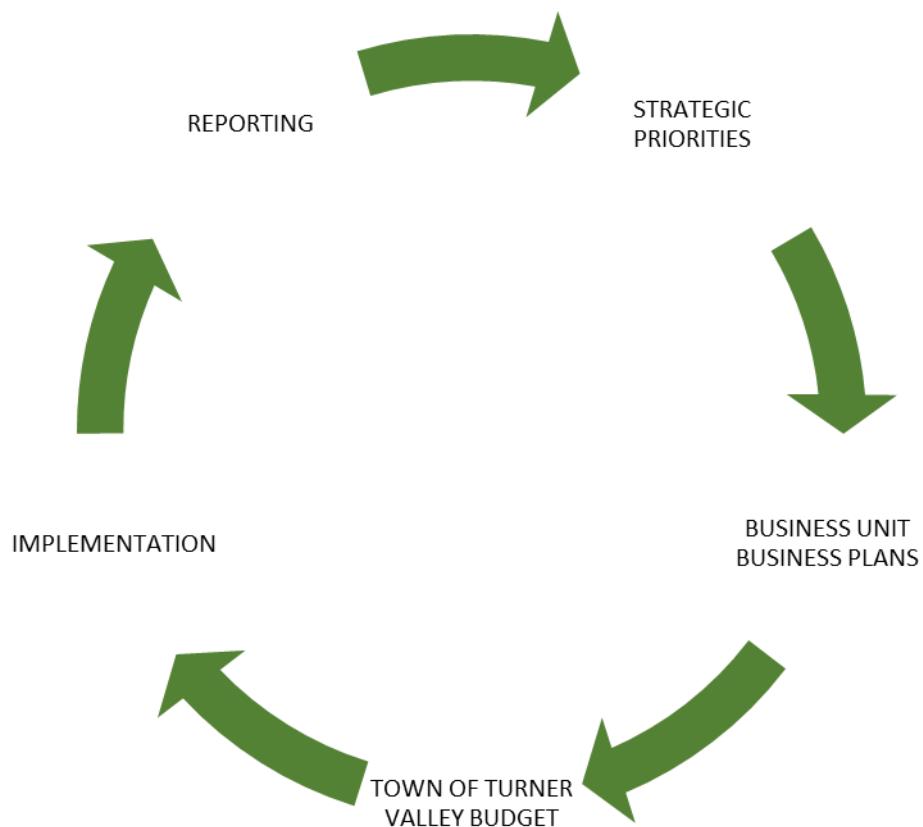


Figure 1 – Illustrates the process flow of the Strategic Priorities and how they integrate into the business plans and overall Town budget.

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 2020 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:

TURNER VALLEY'S STRATEGIC PRIORITIES – 2018 – 2021 SUMMARY

Turner Valley Council has established its key strategic priorities which will guide decisions related to municipal operations and capital expenditures. Council has considered several factors when developing its priorities. The strategic priorities and key results focus the limited energy and resources of the organization on those issues and initiatives that are most critical to the organization's success.

Council's strategic priorities respect and reflect community values; well-planned development and smart growth; the desire for improved communications and transparency; a maintenance of the urban and rural setting and character; the attraction of innovative investment; a showcase of our oil and gas and ranching history; being a truly welcoming community; and encouraging innovative investment.

Council has identified the following priorities which will move the Town toward its vision for the future. Additionally, key results have been set to ensure Council and administration remain focused on priority tasks that will help us achieve the strategic vision for Town.

1. Excellence in Governance

The Town will provide responsible and effective leadership ensuring fiscal efficiencies, open communication, public participation and strong inter-governmental relationships.

Key Results:

- Continued focus on regional collaboration and amalgamation;
- Establish a “governance and priority” committee with a mandate to review bylaws and policies, improve communication with all stakeholders and ensure transparency is maintained; and,
- Develop a Council training policy and procedure and a standardized package of training materials for Councillors.

2. Optimized Service Delivery and Fiscal Responsibility

The Town will ensure its fiscal and service policies and procedures and practices are clearly defined, funded, executed, and communicated to the public.

Key Results:

- Analyse all municipal services and determine which services are core, secondary and tertiary;
- Flowing from the core services review, the Town will review service level standards to ensure efficiencies are maximized;
- Water, sewer, and stormwater utility rates and subsequent user fees will be reviewed to ensure a fair and defendable fee structure is in place; and,
- Develop a comprehensive asset management strategy to ensure adequate funding and long- term sustainability of the Town's infrastructure.

3. Community Development and Growth Management

The Town is committed to growing and diversifying the economy to create new jobs and investment opportunities while ensuring it has a long-term plan to remain sustainable.

Key Results:

- Ensure Turner Valley has enough water, land and sewer capacity to support its long-term growth plan;
- Create an atmosphere that demonstrates the Town of Turner Valley is “open for business”. This will be done by maintaining a supportive environment for business development and growth by:
 - a) reviewing the permitting, licensing, and development processes and the fees associated with this;
 - b) encouraging innovation and diversity;
 - c) working toward the development of a regional economic development plan; and,
 - d) developing a community engagement strategy that generates public participation, community pride, and volunteer recruitment and retention.

4. Be a Destination Community

Capitalize on Turner Valley’s recreational, cultural and natural assets to promote the community to visitors and prospective new businesses and residents.

Key Results:

- Develop an approach to make the river valley more accessible for leisure purposes;
- Redefine and build our brand; undertake targeted marketing initiatives that attract visitors to Turner Valley;
- Develop and grow the community and infrastructure to create an active quality lifestyle by:
 - a) Updating the Turner Valley Municipal Development Plan to reflect the values of its residents and build a long-term vision for how Turner Valley should be;
 - b) Updating the Turner Valley Recreation Master Plan; and,
 - c) Initiating an affordable seniors’ housing initiative by 2021.

Source: Town of Turner Valley – Strategic Priorities 2018 - 2021

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 Operating Budget will include the 2020 Budget and Projected 2021-2023. The Five-Year Capital Budget will include the 2020 Budget and Forecast 2021-2025. 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

Key Assumptions and Guidelines utilized when preparing the 2020 Operating Budget include the following:

1. Alberta Inflation Rate – 1.3% (August 2019) for those items that may be impacted due to inflationary pressures.
2. Actual costs will be used if available and known.
3. There are no new funds available for the 2020 Operating Budget year.
4. Justification and appropriate support must accompany new Wage increases these include; personnel changes – any additional/deletions in FTE's.
5. All Departments are to provide variance explanations for expenses greater than \$5,000 or 10%.
6. Any additional expenditures from historical averages will require corresponding offset.
7. Wage increases will be based on merit and performance.
8. 2020 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
9. Fuel

The Carbon tax was repealed by the Alberta provincial government on June 4, 2019. It is expected the federal government will impose a carbon tax on Alberta which results in an additional \$.0673 per litre cost for gasoline.

10. Utilities

Projected Utility charges will be distributed by Finance to those Managers that are impacted by Utility expenses. 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). EAI Global currently manages the Town's electricity hedge program.

11. Water/Waste and Sewer Budget:

Water/Sewer – 2020 Budget – a Utility Rate Review is being conducted in 2019 to validate the rates being charged are appropriate. For 2020 Budget Assumptions the current rates will be utilized until the Utility Rate Review Study has been completed and reviewed by Administration and approved by Council.

12. Revenue Assumptions and Guidelines are conservative.

Assessments:

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.

Population Growth:

The Town of Turner Valley has experienced significant growth the most recent census between 2011 and 2016 indicating an 18.1% increase or 3.62% average annual increase. For the purposes of the budget preparation, please assume a 1% annual growth rate.

13. Projected Subdivision Lot Development

Residential Development

As of July 2019, there are only 4 vacant single detached residential lots ready for home construction. Three subdivisions have been approved along Dunham Lane (Blue Rock Heights, Dunham Court and Country Meadows – Phase 5) which will add 47 single detached dwellings to the Town's housing supply. Administration anticipates that all 47 lots will be registered in whole or in part, thus ready for home construction, by the latter part of 2019 or in 2020.

In terms of multi-unit residential development, there are a number of lots available throughout the Town, however no development permits have been approved at this time.

Commercial/Industrial Development

While no new subdivision development is anticipated for commercial lots in 2020, administration has been in discussions with the property owners of the vacant commercial lots and anticipate development permits will be forthcoming with respect to redeveloping the underutilized lots. Details of these proposed developments will become public once development permits have been formally submitted.

In terms of industrial lot development, the Town has no more industrial land in which to develop for light, medium or heavy industrial purposes.

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

CHANGE IN POLICE COSTING MODEL FOR POPULATIONS UNDER 5,000

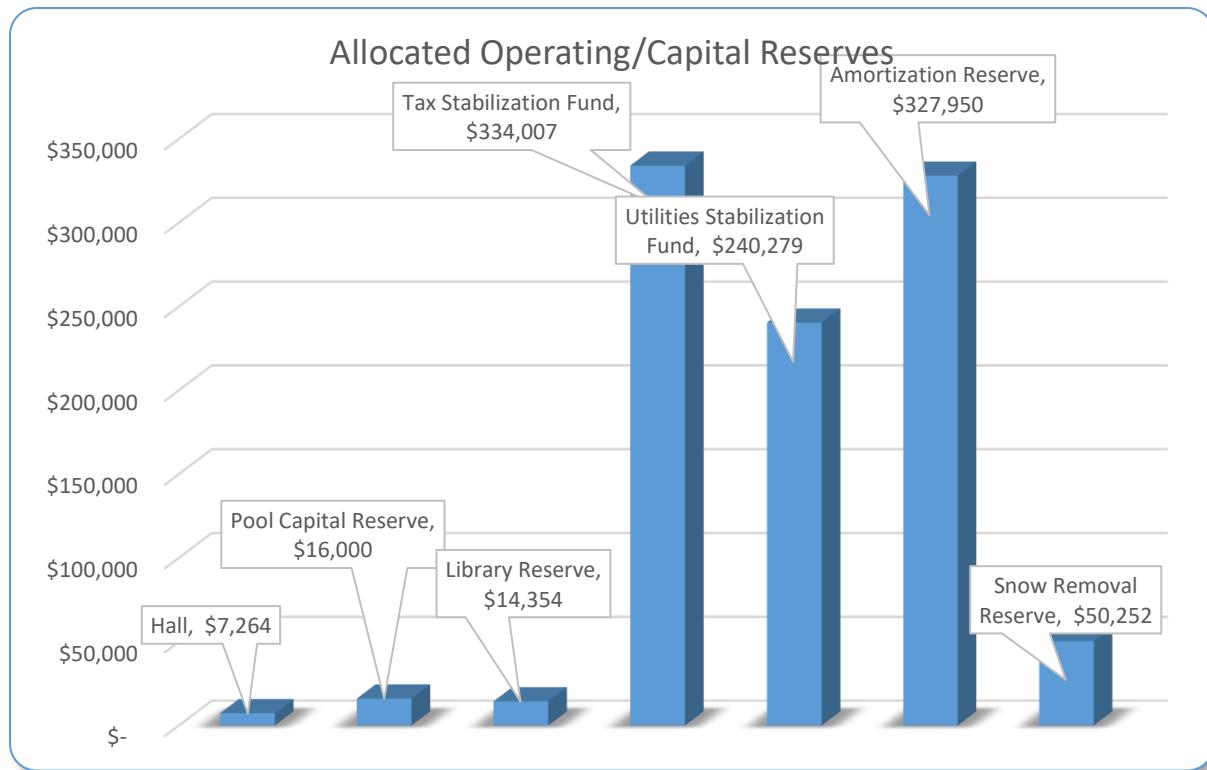
As per the Alberta Police Act, under the Provincial Police Service Agreement (PPSA), the province provides policing at no direct cost to all rural municipalities (town with a population of 5,000 or few, Metis Settlements and all municipal districts/counties regardless of population). Alberta contracts the RCMP as its provincial police service.

The under 5,000 population police costing model for police service delivery has not been modified in 15 years. Through this time frame it has been modified but no large-scale changes have been made thus the need to update the framework was initiated. The ministry engaged stakeholders from elected and administrative municipal leaders and other groups that represent the municipalities; Alberta Urban Municipalities Association and Rural Municipalities Association. A new under 5,000 police costing model was released with the following impact to the Town:

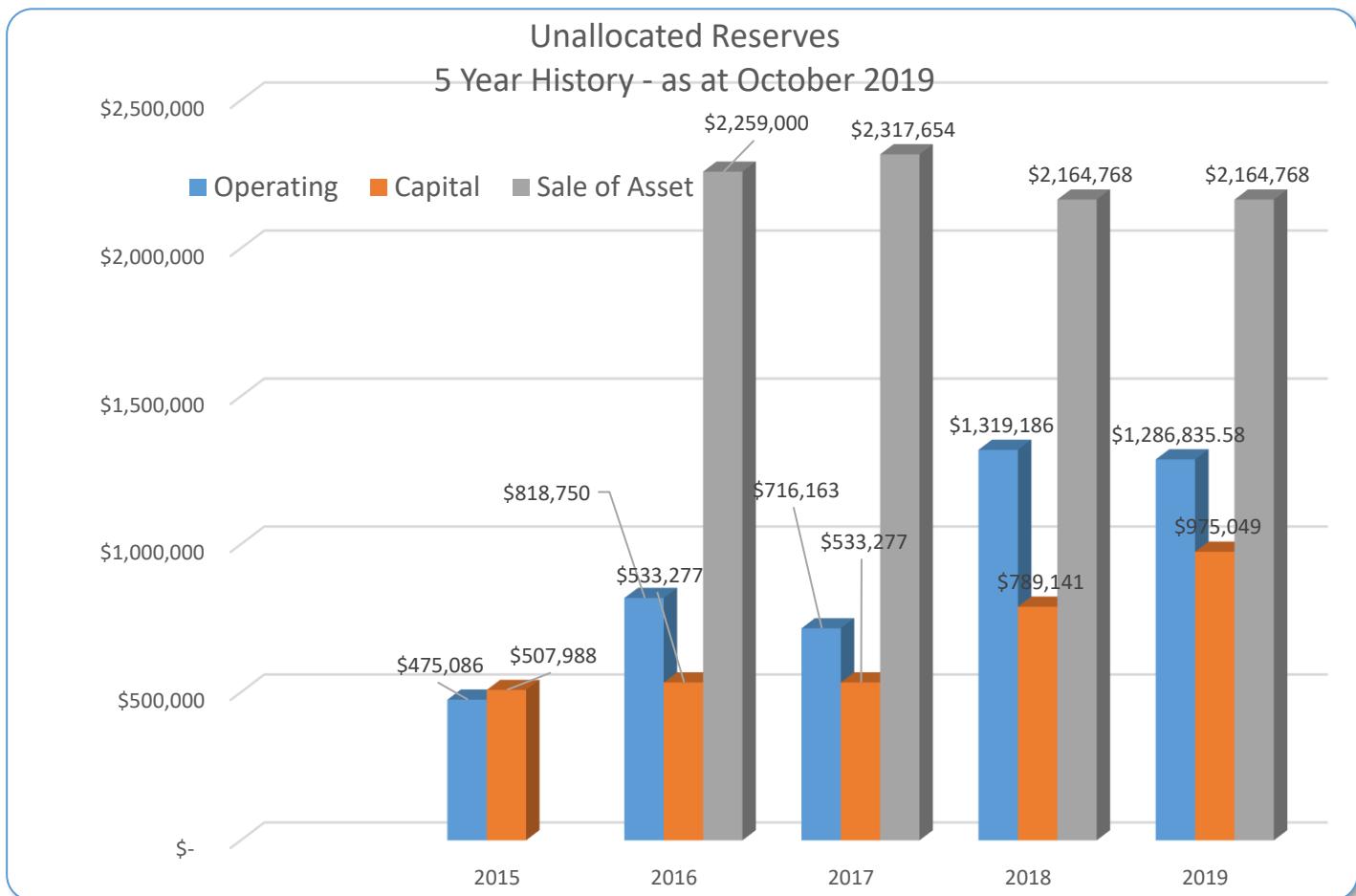
TOTAL	232,500,000.00	23,250,000.00	34,900,000.00	46,500,000.00	69,800,000.00
*Based on current costs		2020	2021	2022	2023
		10%	15%	20%	30%
Turner Valley Population	2,559	38,847	58,313	77,694	116,625
Total Population	765,780				
50%					
Turner Valley Equalized Assessment	387,346,435	15,785	23,694	31,569	47,388
Total Assessment	285,272,766,093				
50%					
Total	54,632	82,006	109,263	164,013	

The impact for the 2020 will be \$54,632, 2021 - \$82,006, 2022 - \$109,263, 2023 - \$164,013 and 2024 - \$164,013. These costs will be treated as a requisition in the same manner as education and senior's accommodation as they will be collected on behalf of the Province of Alberta and therefore, not included in the Operating Budget.

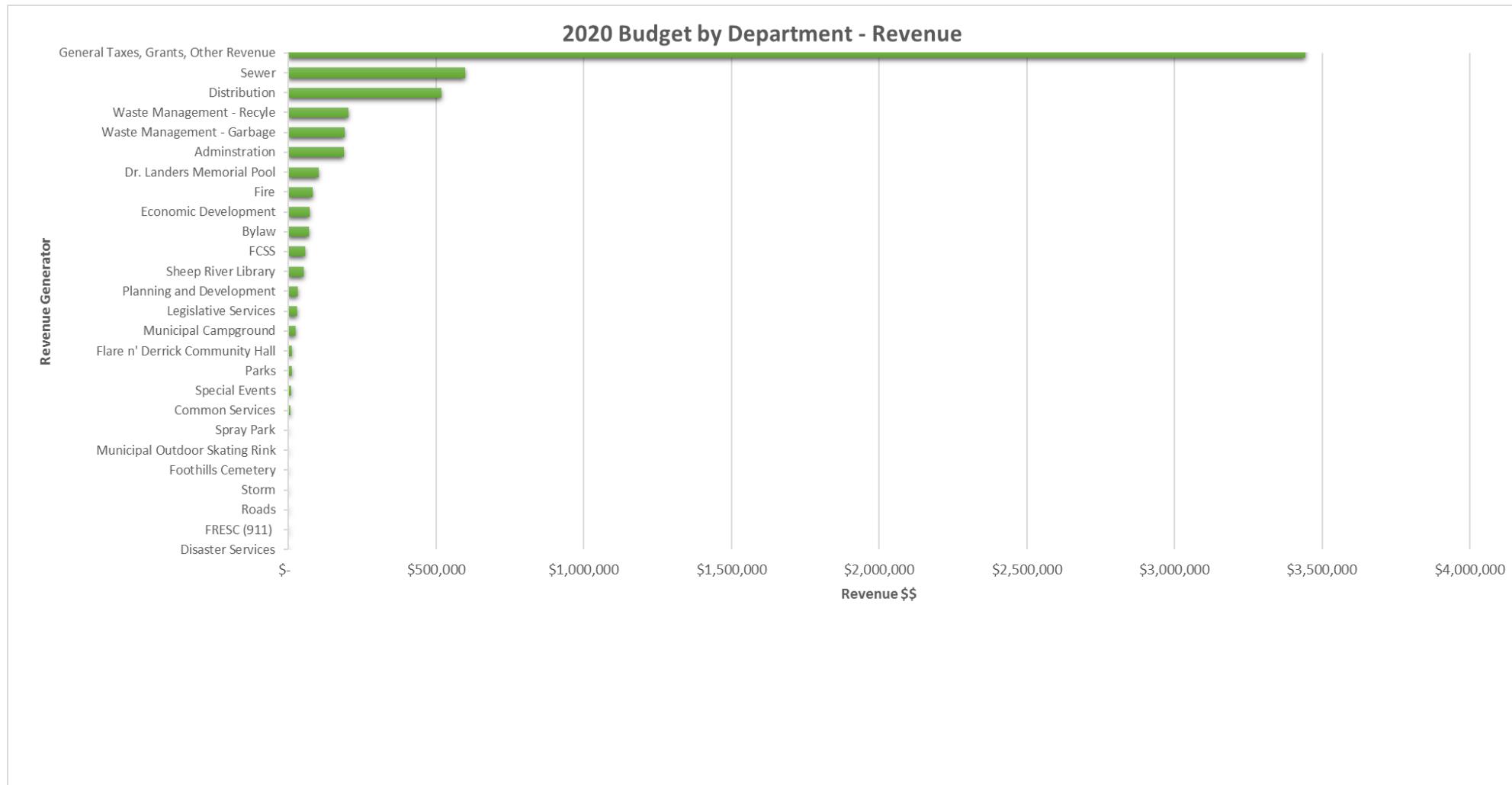
ALLOCATED OPERATING/CAPITAL RESERVES



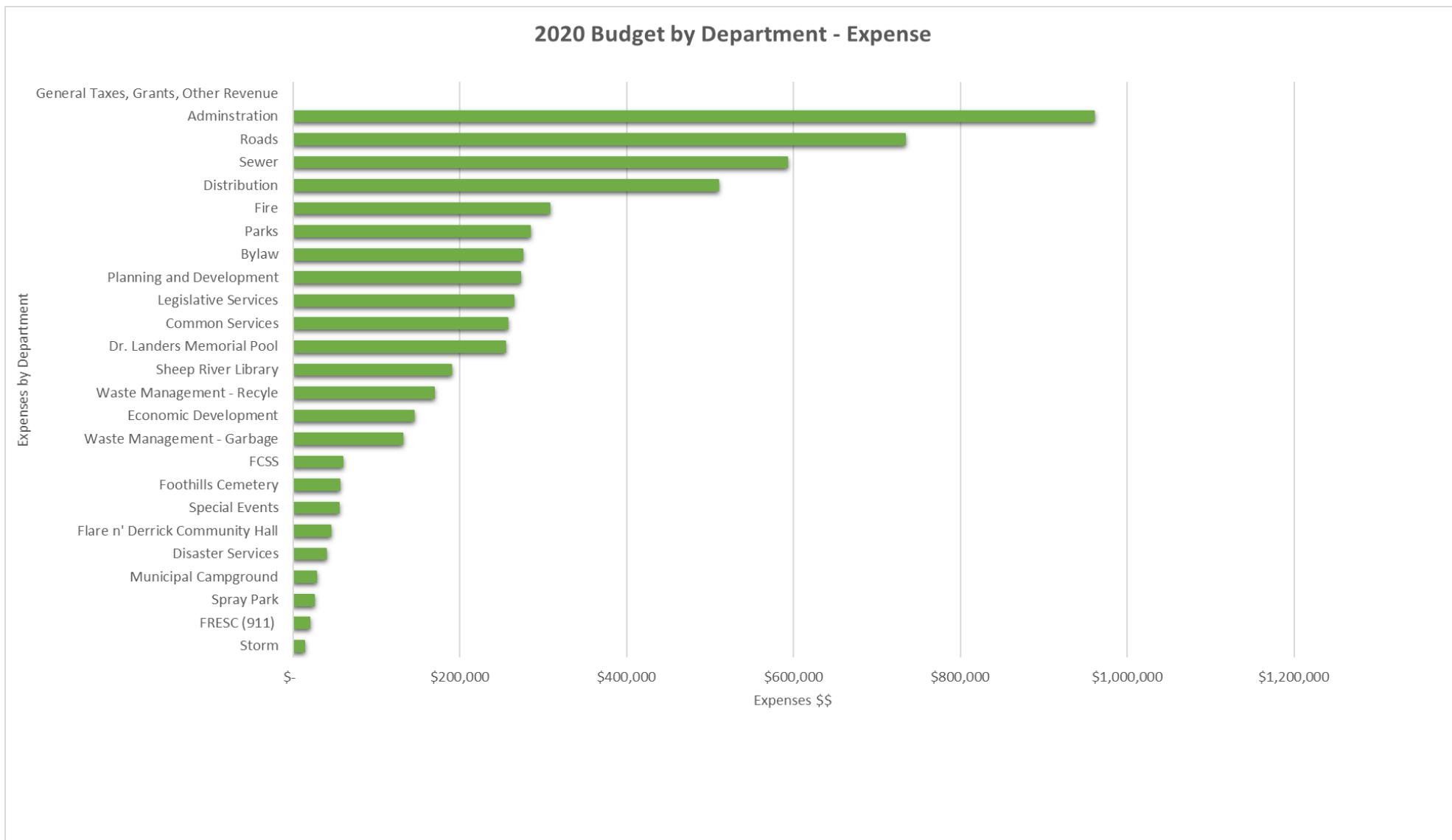
UNALLOCATED RESERVES 5 YEAR HISTORY



2020 BUDGET REVENUES



2020 BUDGET – EXPENSE



LEGISLATIVE SERVICES - COUNCIL

2020 Budget	(\$236,107)
2019 Budget	(\$234,330)
Budget Change	(\$1,777)
% Change	0.8% Increase in Deficit

2019 Key Accomplishments:

- Establishment of 2019 Budget and Tax Rates.
- Establishment of Local Improvement Levy Bylaw – Windsor Phase II Sewer Main Replacement
- Establishment of Municipal Emergency Advisory Committee and Agency Bylaw.
- Amendment of Designated Officer Bylaw.
- Amendment of Fire Protection Bylaw.
- Establishment of Intermunicipal Economic Development Committee – bylaw, terms of reference and agreement.
- Establishment of Committee Bylaw
- Establishment of Governance & Priorities Advisory Committee and Finance Advisory Committee Terms of Reference.
- Collaboration and support of Turner Valley Parent Teacher playground project.
- Support of Foothills Tourism
- Support of several public participation/consultation projects including Budget Cost Saving Survey, Coffee with Council, Paths, Parks and Recreation Open House, Land Use Bylaw Open House, Utility Rate Review Open House, Public Transit Study Open House, the Intermunicipal Economic Development Strategy Survey and Live Video Recording of Council Meetings.

2018 – 2021 Strategic Priorities:

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

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.

Variance Highlights:

- Revenue reflects remaining grant funding for Friendship Agreement and Amalgamation Study.
- Salaries & Wages – reflects the increased per diem with the establishment of the new committees – Finance Advisory Committee, Governance and Priorities Advisory Committee, Intermunicipal Economic Development Committee
- Travel and Subsistence General - reflects the increase in travel expense members at large travel expenses and Council meeting dinners.

2020 Budget - Legislative

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	\$28,380	\$28,380	\$0
Total Revenue	\$28,380	\$28,380	\$0
Salaries, Wages & Benefits	\$181,830	\$179,712	(\$2,118)
Training, Conferences, Travel	\$20,000	\$26,900	\$6,900
Contracted Services	\$43,380	\$43,380	\$0
Engineering & Legal	\$5,000	\$5,000	\$0
Materials & Supplies	\$5,000	\$2,500	(\$2,500)
Phones	\$0	\$0	\$0
Utilities	\$2,500	\$2,495	(\$5)
Insurance	\$0	\$0	\$0
IT Support	\$0	\$0	\$0
PR & Communications	\$5,000	\$4,500	(\$500)
Transfers & Donations	\$0	\$0	\$0
Debt Payments	\$0	\$0	\$0
Other	\$0	\$0	\$0
Total Expense	\$262,710	\$264,487	\$1,777
Net Surplus (Deficit)	(\$234,330)	(\$236,107)	(\$1,777)

ADMINISTRATION

2020 Budget	(\$770,793)
2019 Budget	(\$644,565)
Budget Change	(\$126,228)
% Change	16% Increase in deficit

2019 Key Accomplishments:

- Consistent monthly and quarterly financial reporting
- Financial representative participated in the Asset Management Cohort project; initiated the launch of the Asset Management Committee
- Continue to look for opportunities to become more efficient
- Extensive review and revision of Finance Policies ~
 - Purchasing of Goods and Services (RFP, RFQ, and Standing Offer) developed and revised.
 - Asset Management Policy
- Annual Performance Review tool developed and utilized
- Cost savings initiatives were implemented

2020 Key initiatives

Goal	Rationale	Strategic Priority Link
Asset Management Plan Development – Contractor assistance	<p>Continue development of asset management program.</p> <ul style="list-style-type: none"> • promote long term planning. • assist with conducting condition assessments on town assets/infrastructure. • compilation of asset data. • promote more effective financial decision making. 	Optimize service delivery and fiscal responsibility
Information Technology Reserve Program	<p>Establish a reserve for information technology requirements.</p> <p>Develop and maintain a program for the retirement and upgrading of equipment.</p>	Optimize service delivery and fiscal responsibility

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

Innovations and Efficiencies

- Telus fibre optics installed at all town facilities
- Telus Business Connect Services – enhanced and improved communication package
- Windows 10 upgrade

Variance Highlights

Revenue - \$47,546 Decrease

Decline in Investment Income on GIC account. Assumption in 2020 is that interest rates will remain flat.

Salaries & Wages – \$5,814

Reflects inflationary merit-based increase for 2020.

Training, Conferences, Travel - \$8,875 Decrease

Conferences, Memberships & Training - \$7,875 Decrease – due to non-renewal of training software.

Contracted Services - \$43,579 Increase

Contract Services - \$50,000 Increase – Asset Management Program development.

Audit Services - \$2,000 Increase – External Audit Services agreement has expired. Going out for RFP.

Contracted Maintenance – Building - \$2,500 Increase – represents increased costs for Building Maintenance Services (offsite storage costs, linen servicing costs).

Advertising & Printing - \$1,500 Decrease – Efficiencies have resulted in a decline in printing requirements.

Contract Services – Office - \$6,271 Decrease – Efficiencies with photocopier usage, eliminate colour copying and decrease printing.

Phones - \$7,418 Increase

Phones - \$7,418 Increase – reallocation of phone charges have resulted in higher Administration phone charges.

IT Support - \$34,800 Increase

Computer Services & Software - \$14,800 Increase – Based on 2019 Actual IT services cost.

Equipment - \$20,000 Increase – to fund an IT reserve.

2020 Budget - Administration

Category	2019 Budget	2020 Budget	Variance 2020 vs 2019
Revenues	\$236,807	\$189,261	(\$47,546)
Total Revenue	\$236,807	\$189,261	(\$47,546)
Salaries, Wages & Benefits	\$646,922	\$652,736	\$5,814
Training, Conferences, Travel	\$26,000	\$17,125	(\$8,875)
Contracted Services	\$100,950	\$144,529	\$43,579
Engineering & Legal	\$4,000	\$4,000	\$0
Materials & Supplies	\$15,500	\$12,800	(\$2,700)
Phones	\$4,500	\$11,918	\$7,418
Utilities	\$12,100	\$10,746	(\$1,354)
Insurance	\$4,000	\$4,000	\$0
IT Support	\$67,400	\$102,200	\$34,800
PR & Communications	\$0	\$0	\$0
Transfers & Donations	\$0	\$0	\$0
Debt Payments	\$0	\$0	\$0
Other	\$0	\$0	\$0
Total Expense	\$881,372	\$960,054	\$78,682
Net Surplus (Deficit)	(\$644,565)	(\$770,793)	(\$126,228)

FIRE FACILITY AND SERVICES

2020 Budget	(\$225,816)
2019 Budget	(\$249,445)
Budget Change	\$23,629
% Change	10.5% Decrease in deficit

2019 Key Accomplishments:

- Year to date call volume of 161 calls
- 4 Community First Aid courses offered throughout the year
- Turner Valley School Annual Grade 6 Basketball game
- Fire Prevention Week – school tours and visits in TV, Eden Valley and Millarville. Well attended Firehall Open House showcasing the apparatus, SPU, disaster preparedness and fire prevention displays.
- Participation in Town/Community Events: NYE, Discovery Days, Tim Horton's Camp Day, Remembrance Day, Bike Rodeo. Annual Food Drive (TV, BD & Longview) November 4,5, 2019
- Ongoing training initiatives with BD Fire, Foothills Fire and High River Fire
- Attended Chinook Chiefs Meetings to focus on regional initiatives and efficiencies such as the 2021 regional SCBA purchase
- To date completed 34 business fire inspections
- Members additional external training:
 - CFPS (Certified Fire Protection Specialists), NFPA 472 Hazmat Operations, Rural Water Supply
 - Wildland Fire Operations, Pediatric Emergencies, Incident Command, NFPA 1001, Ice Rescue
 - Fire Prevention, First Aid
- TVFD Hosted courses (attendance from Fire Departments across Southern Alberta)
 - S215 (Wildland Fire Command), Pediatric Emergencies, Incident Command

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

Innovations and Efficiencies

- Continue to work with our regional mutual aid partners to provide professional training opportunities and to find efficiencies for purchase of equipment and servicing/maintenance

Variance Highlights

Salaries and Wages - \$14,360 Decrease

Decrease allocation from Public Works in 2020 Budget

2020 Budget - Fire/Facility

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	\$ 73,000	\$ 81,500	\$ 8,500
Total Revenue	\$ 73,000	\$ 81,500	\$ 8,500
Salaries, Wages & Benefits	\$ 137,846	\$ 123,486	\$ (14,360)
Training, Conferences, Travel	\$ 33,000	\$ 31,500	\$ (1,500)
Contracted Services	\$ 37,650	\$ 37,600	\$ (50)
Engineering & Legal	\$ -	\$ -	\$ -
Materials & Supplies	\$ 53,000	\$ 53,635	\$ 635
Phones	\$ 5,700	\$ 5,700	\$ -
Utilities	\$ 9,205	\$ 9,351	\$ 146
Insurance	\$ 20,000	\$ 20,000	\$ -
IT Support	\$ 5,500	\$ 5,500	\$ -
PR & Communications	\$ 1,000	\$ 1,000	\$ -
Transfers & Donations	\$ -	\$ -	\$ -
Debt Payments	\$ 19,544	\$ 19,544	\$ -
Other	\$ -	\$ -	\$ -
Total Expense	\$ 322,445	\$ 307,316	\$ (15,129)
Net Surplus (Deficit)	\$ (249,445)	\$ (225,816)	\$ 23,629

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

EMERGENCY & DISASTER MANAGEMENT

2020 Budget	(\$40,085)
2019 Budget	(\$34,717)
Budget Change	(\$5,368)
% Change	13.4% Increase in deficit

2019 Key Accomplishments:

- Revised the Emergency Management Bylaw to ensure compliance with the Local Authorities Emergency Management Regulation
- Updated seven sections of the Municipal Emergency plan
- Construction of a Structural Protection Unit (SPU)
- Installation of communications infrastructure in the Emergency Operations Center
- Coordinated/provided ICS 100, Basic Emergency Management, and Elected Officials courses for Municipal employees and Council
- Collaborated on the development of emergency response plans for well and pipeline abandonments in Town, participated in pre-abandonment safety meetings, and monitored progress
- Maintained the Safe Communities Alert Network
- Maintained ongoing situational awareness including four level 4 activations
- Provided Public Education during Discovery Days and the Fire Prevention Week Open House

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

2020 Key initiatives

Goal	Rationale	Strategic Priority Link
No new key initiatives for 2020		

Innovations and Efficiencies

- N/A

Variance Highlights

Salaries and Wages - \$5,271 Increase

Salary adjustment, grid movement in 2020.

2020 Budget - EDM

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	\$0	\$0	\$0
Total Revenue	\$0	\$0	\$0
Salaries, Wages & Benefits	\$21,161	\$26,432	\$5,271
Training, Conferences, Travel	\$1,000	\$1,000	\$0
Contracted Services	\$2,000	\$2,000	\$0
Engineering & Legal	\$0	\$0	\$0
Materials & Supplies	\$7,546	\$7,000	(\$546)
Phones	\$2,000	\$2,643	\$643
Utilities	\$0	\$0	\$0
Insurance	\$750	\$750	\$0
IT Support	\$0	\$0	\$0
PR & Communications	\$260	\$260	\$0
Transfers & Donations	\$0	\$0	\$0
Debt Payments	\$0	\$0	\$0
Other	\$0	\$0	\$0
Total Expense	\$34,717	\$40,085	\$5,368
Net Surplus (Deficit)	(\$34,717)	(\$40,085)	(\$5,368)

MUNICIPAL ENFORCEMENT/ANIMAL CONTROL

2020 Budget	(\$205,927)
2019 Budget	(\$207,140)
Budget Change	\$1,213
% Change	0.6% Decrease in deficit

2019 Key Accomplishments:

- Developed and implemented body-worn camera standard operating procedures
- Purchased, installed and operating body-worn cameras
- Streamlined the departments record management system
- Implemented online case reporting; majority printed reports eliminated

2020 Key Initiatives

Goal	Rationale	Strategic Priority Link
Review and update of all municipal enforcement standard operating procedures	To ensure compliance with provincial legislation and municipal policy	Optimize Service Delivery and Fiscal Responsibility: review service level standards and ensure efficiencies are maximized.
Continued/expansion of agency and partner collaboration	Development of sustainable and beneficial partnerships will increase effectiveness	Excellence in Governance: continued focus on regional collaboration and amalgamation

Innovations and Efficiencies

- Updated vehicle cameras
- Increased transparency and officer safety by implementing body-worn camera system.

Variance Highlights

- Salary adjustments; grid movement
- DARE program funding eliminated
- Reduction in goods and materials anticipated (uniforms/vests recently replaced)

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

2020 Budget - Animal/Bylaw

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	\$64,160	\$69,180	\$5,020
Total Revenue	\$64,160	\$69,180	\$5,020
Salaries, Wages & Benefits	\$220,392	\$222,874	\$2,482
Training, Conferences, Travel	\$4,500	\$4,500	\$0
Contracted Services	\$2,800	\$3,300	\$500
Engineering & Legal	\$2,500	\$2,500	\$0
Materials & Supplies	\$16,958	\$14,850	(\$2,108)
Phones	\$5,800	\$5,800	\$0
Utilities	\$537	\$425	(\$112)
Insurance	\$1,500	\$1,545	\$45
IT Support	\$2,500	\$5,500	\$3,000
PR & Communications	\$450	\$450	\$0
Transfers & Donations	\$0	\$0	\$0
Debt Payments	\$13,363	\$13,363	\$0
Other	\$0	\$0	\$0
Total Expense	\$271,300	\$275,107	\$3,807
Net Surplus (Deficit)	(\$207,140)	(\$205,927)	\$1,213

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

TRANSPORTATION - ROADS, LANES & SIDEWALKS

2020 Budget	(\$733,854)
2019 Budget	(\$613,162)
Budget Change	(\$120,692)
% Change	16.4% Increase in deficit

2019 Key Accomplishments:

- Safe road, lane and sidewalk surface repairs (manhole adjustments, concrete replacement, street sweeping, crack sealing, road oiling, and grading)
- Fleet maintenance and management
- Road sign maintenance and management
- Infrastructure lifecycle program management
- Subdivision development reviews and inspections for compliance
- Safe and efficient snow removal program
- Install Main Street pathway guard rail for pedestrian safety
- Oversee road haul and excavation permitting

Core Services

TRANSPORTATION provides services to the Town that includes:

- Ensuring safe transportation for vehicular and pedestrian traffic
- Maintain collaborative relationships with Black Diamond and Alberta Transportation
- Responsible for year-round road, laneway and sidewalk maintenance

2020 Key Initiatives

Goal	Rationale	Strategic Priorities Link
Gravel road dust abatement program	Public health and safety, preventative maintenance	Optimize Service Delivery and Fiscal Responsibility
Continued preventative maintenance programs for our equipment and vehicles	Lifecycle extension through responsible maintenance programs	Optimize Service Delivery and Fiscal Responsibility
Subdivision development compliance	Sustainable community development and growth management	Community Development and Growth Management
School crosswalk re-location along Royal Avenue	Pedestrian safety	Be a Destination Community

Innovations and Efficiencies

- Annual sidewalk, curb and gutter inspections to prioritize concrete replacement

Variance Highlights

- Increase in salaries, wages and benefits represents a reallocation of staffing from other business units to RLS to more accurately reflect where staff resources are being utilized and represents an accounting allocation which is offset in other business units.
- Salary adjustments; grid movement.
- Reduction expected in contracted services based on year over year snow removal actuals.
- Reduction in Materials & Supplies due in part to reallocation of fuel costs to Common Services business unit – represents \$21,000.

2020 Budget - Roads, Lanes, Sidewalks

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -
Salaries, Wages & Benefits	\$ 103,100	\$ 270,038	\$ 166,938
Training, Conferences, Travel	\$ 2,000	\$ 6,500	\$ 4,500
Contracted Services	\$ 260,000	\$ 231,700	\$ (28,300)
Engineering & Legal	\$ 1,000	\$ -	\$ (1,000)
Materials & Supplies	\$ 93,100	\$ 68,600	\$ (24,500)
Phones	\$ 8,000	\$ 5,000	\$ (3,000)
Utilities	\$ 109,445	\$ 112,501	\$ 3,056
Insurance	\$ 13,000	\$ 14,000	\$ 1,000
IT Support	\$ 4,000	\$ 6,000	\$ 2,000
PR & Communications	\$ -	\$ -	\$ -
Transfers & Donations	\$ -	\$ -	\$ -
Debt Payments	\$ 19,516	\$ 19,516	\$ -
Other	\$ -	\$ -	\$ -
Total Expense	\$ 613,161	\$ 733,855	\$ 120,694
Net Surplus (Deficit)	\$ (613,161)	\$ (733,855)	\$ (120,694)

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

COMMON SERVICES/SAFETY

2020 Budget	(\$251,661)
2019 Budget	(\$183,420)
Budget Change	(\$68,241)
% Change	27.1% Increase in deficit

2019 Key Accomplishments:

- Completion of Seclusion Valley lift station
- Oversaw improvements to Seclusion Valley roads, sidewalks and public utility lot
- Implementation of new Purchasing of Goods and Services Policy and Procedures
- Hired Project Manager to assist various business units with project management, engineering support and procurement
- Complete utility rate review
- Renovate the ATCO trailer behind the administration building to accommodate office space for municipal enforcement officers

2020 Key Initiatives

Goal	Rationale	Strategic Priorities Link
Complete internal review of business unit structure within Public Works	Strive to be more efficient and effective in providing services	Optimized Service Delivery and Fiscal Responsibility
Assist Finance Dept. with capital asset management inventory	To ensure adequate funding and long-term sustainability of the Town's infrastructure	Optimized Service Delivery and Fiscal Responsibility
New Offsite Levy Bylaw	To replace the existing 2004 Offsite Levy Bylaw	Optimized Service Deliver and Fiscal Responsibility
Update GIS infrastructure data resulting from capital asset management initiatives	To ensure that our GIS data is current and accurate.	Optimized Service Deliver and Fiscal Responsibility

Innovations and Efficiencies

- Review of our business units and staff allocations within Public Works
- Improving upon procurement procedures and processes
- Bring forward a utility rate bylaw that will ensure the proper amount of fees are collected to sustain water, sewer and storm services over the long term.

Variance Highlights

- Reallocation of some staff resources to Common Services business unit to more accurately reflect roles and responsibilities within Public Works and represents an accounting allocation which is offset in other business units
- Salary adjustments; grid movement
- Expected reductions in contracted services resulting from in-house project manager and health and safety contract renewal
- Increase in Materials & Supplies due in part to reallocation of fuel expenses from other business units into Common Services business unit

2020 Budget - Common Services & Safety

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	\$5,500	\$6,000	\$500
Total Revenue	\$5,500	\$6,000	\$500
Salaries, Wages & Benefits	\$79,524	\$131,990	\$52,466
Training, Conferences, Travel	\$3,500	\$3,250	(\$250)
Contracted Services	\$45,600	\$31,050	(\$14,550)
Engineering & Legal	\$20,500	\$22,000	\$1,500
Materials & Supplies	\$2,250	\$29,500	\$27,250
Phones	\$800	\$1,067	\$267
Utilities	\$0	\$0	\$0
Insurance	\$10,000	\$9,558	(\$442)
IT Support	\$1,500	\$4,000	\$2,500
PR & Communications	\$0	\$0	\$0
Transfers & Donations	\$0	\$0	\$0
Debt Payments	\$25,246	\$25,246	\$0
Other	\$0	\$0	\$0
Total Expense	\$188,920	\$257,661	\$68,741
Net Surplus (Deficit)	(\$183,420)	(\$251,661)	(\$68,241)

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

WATER DISTRIBUTION, SANITARY AND STORM

2020 Budget	\$182
2019 Budget	\$11,277
Budget Change	(\$11,095)
% Change	Decrease in Surplus

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
 - Reporting - Environmental regulations
 - Service line leaks and repairs
 - Curb stop repairs and maintenance
 - Water hydrant testing, flushing and repairs
- Residential and commercial water meters
 - Inspection, replacement
 - New water meter installations
 - Data collection/customer liaison

2019 Key Accomplishments:

- Water main breaks were repaired with minimal interruption to the customers where possible
- Sanitary mains flushed and inspected, lift stations cleaned and inspected
- Water hydrant inspections and flow rate testing performed
- Storm catch basins, culverts, and main lines cleaned and inspected
- Stormwater ponds and storm outflows inspected and maintained
- Treated water reservoir inspected as per required regulations
- Ongoing water meter replacement program
- Entered into a Utility Servicing Agreement with Foothills County for the operation of water distribution and sewage collection.

2020 Key Initiatives

Goal	Rationale	Strategic Priority Link
Utility Servicing Agreement	Monitor arrangement as set out under Utility Servicing Agreement to determine if further efficiencies in service delivery can be achieved	Optimize Service Delivery and Fiscal Responsibility
Hydrant Inspections and Flow Rate Testing	System readiness, preventative maintenance, community safety	Optimize Service Delivery and Fiscal Responsibility

Variance Highlights:

- Reallocation of staff resources to the appropriate business units represents an accounting allocation which is offset in other business units.
- Salary adjustments; grid movement
- Elimination of Engineering & Legal costs a result of in-house Project Manager and transfer of operation of water distribution and sewage collection under new Utility Servicing Agreement
- Foothills operational agreement is in effect and being monitored to ensure costs are being appropriately managed
- Westend Regional Sewage Services Commission (WRSSC) 2020 Budget - received increase of \$31,642 (TV 45% - includes \$64,620 chemical costs)
- Updated Revenues reflect removal of \$110,000 Surplus ~ Revenue adjustments and corresponding reserves adjustments will be included as part of the Utility Rate Review bylaw

2020 Budget - Water, Sanitary, Storm

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	\$1,227,000	\$1,117,000	\$ (110,000)
Total Revenue	\$1,227,000	\$1,117,000	-\$110,000
Salaries, Wages & Benefits	\$135,269	\$77,255	(\$58,014)
Training, Conferences, Travel	\$3,000	\$0	(\$3,000)
Contracted Services	\$203,050	\$210,000	\$6,950
Engineering & Legal	\$66,000	\$0	(\$66,000)
Materials & Supplies	\$445,612	\$471,504	\$25,892
Phones	\$850	\$4,320	\$3,470
Utilities	\$14,900	\$19,074	\$4,174
Insurance	\$1,300	\$1,365	\$65
IT Support	\$2,500	\$5,000	\$2,500
PR & Communications	\$0	\$0	\$0
Transfers & Donations	\$0	\$0	\$0
Debt Payments	\$28,242	\$28,242	\$0
Other	\$315,000	\$300,058	(\$14,942)
Total Expense	\$1,215,723	\$1,116,818	(\$98,905)
Net Surplus (Deficit)	\$11,277	\$182	\$ (11,095)

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

WASTE MANAGEMENT - GARBAGE AND RECYCLING

2020 Budget	\$92,455
2019 Budget	\$ 38,133
Budget Change	\$54,322
% Change	58.75% Increase in surplus

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

2019 Key Accomplishments:

- Solid waste continues to be an essential service
- Adjusted the collection route to avoid being in the vicinity of the school zone during peak times
- Continued communication/education in terms of garbage cart and collection procedures
- Entered into a partnership with the Town of Okotoks for glass recycling at a reduced cost.

2020 Key Initiatives

Goal	Rationale	Strategic Priority Link
Complete regional solid waste master plan	Find opportunities to increase efficiency and cost savings, responsible landfill stewardship.	Optimize Service Delivery and Fiscal Responsibility
Present regional solid waste master plan to Council for consideration	Reduce Costs and improve efficiency of service	Optimize Service Delivery and Fiscal Responsibility
Continue to educate residents as to proper garbage collection procedures which will help in provide more efficient and effective service	Will result in less return trips off schedule	Optimize Service Delivery and Fiscal Responsibility

Innovations and Efficiencies

Currently working on report in cooperation with other municipalities in the region evaluating the possibility of a regional solid waste master plan for the collection and disposal of waste.

Variance Highlights

- The recycling industry across Canada is struggling and Turner Valley has felt the downturn in the recycling market as revenue from the materials collected have steadily declined over the last couple of years. As a result, we are seeing revenues go down and expenses go up while still maintaining the same level of service to our residents.
- Reallocation of staff resources to more accurately reflect where staff are being utilized
- Salary adjustments; grid movement.
- Increase in Materials & Supplies resulting from anticipated upgrades/repairs to recycling centre.
- Removal of \$21,000 in costs – Wages & Salaries ~ cost saving initiatives for the Recycle Center.

2020 Budget - Waste Management

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	\$391,278	\$393,365	\$2,087
Total Revenue	\$391,278	\$393,365	\$2,087
Salaries, Wages & Benefits	\$244,170	\$177,654	(\$66,516)
Training, Conferences, Travel	\$0	\$0	\$0
Contracted Services	\$85,750	\$95,500	\$9,750
Engineering & Legal	\$0	\$0	\$0
Materials & Supplies	\$10,925	\$15,985	\$5,060
Phones	\$2,500	\$1,228	(\$1,272)
Utilities	\$4,300	\$4,234	(\$66)
Insurance	\$5,000	\$4,809	(\$191)
IT Support	\$0	\$500	\$500
PR & Communications	\$500	\$1,000	\$500
Transfers & Donations	\$0	\$0	\$0
Debt Payments	\$0	\$0	\$0
Other	\$0	\$0	\$0
Total Expense	\$353,145	\$300,910	(\$52,235)
Net Surplus (Deficit)	\$38,133	\$92,455	\$54,322

FAMILY AND COMMUNITY SUPPORT SERVICES (FCSS)

2020 Budget	(\$3,059)
2019 Budget	(\$13,059)
Budget Change	\$10,000
% Change	327% Decrease in deficit

2020 Key Accomplishments:

- Housekeeping support program expanded to include yard work
- Held meetings with BD FCSS committee to discuss/plan shared programs and host agency presentations
- Provided two program and application training sessions for funded agencies

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

2020 Key Initiatives

Goal	Rationale	Strategic Priority Link
Reviewing/revising program supplier contracts.	As required through Procurement Policy	Optimized Service Delivery and Fiscal Responsibility: the Town will review service level standards to ensure efficiencies are maximized.
Supporting BD/TV Community Transportation Strategy; adjusting taxi subsidy to accommodate need.	Demand for subsidized transportation and alternative transportation options is not anticipated to increase significantly based on 2019 usership to date.	Optimized Service Delivery and Fiscal Responsibility: the Town will review service level standards to ensure efficiencies are maximized.
Develop BD/TV shared services agreement.	Requirement to formalize expected service levels and to set and evaluate outcomes.	Excellence in Governance: continued focus on regional collaboration and amalgamation

Innovations and Efficiencies

- Continued partnerships with Black Diamond and regional FCSS programs to ensure increased efficiencies; where feasible, host co-committee meetings to view applicant funding request presentations.

Variance Highlights:

- Subsidy levels will be adjusted in support of expanding internal FCSS-coordinated programs.
- Analysis on the elimination of the proposed Community Services Supervisor position and transferring of the responsibilities to the Manager of Community Services and Business Development resulted in an adjustment of Salary/Wages - \$10,000.**

2020 Budget - FCSS

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	\$56,171	\$56,171	\$0
Total Revenue	\$56,171	\$56,171	\$0
Salaries, Wages & Benefits	\$20,893	\$12,500	(\$8,393)
Training, Conferences, Travel	\$800	\$650	(\$150)
Contracted Services	\$2,500	\$2,500	\$0
Engineering & Legal	\$0	\$0	\$0
Materials & Supplies	\$2,000	\$2,000	\$0
Phones	\$750	\$150	(\$600)
Utilities	\$0	\$0	\$0
Insurance	\$0	\$0	\$0
IT Support	\$0	\$0	\$0
PR & Communications	\$1,000	\$0	(\$1,000)
Transfers & Donations	\$41,287	\$41,430	\$143
Debt Payments	\$0	\$0	\$0
Other	\$0	\$0	\$0
Total Expense	\$69,230	\$59,230	(\$10,000)
Net Surplus (Deficit)	(\$13,059)	(\$3,059)	\$10,000

PLANNING AND DEVELOPMENT

2020 Budget	(\$240,830)
2019 Budget	(\$282,613)
Budget Change	\$41,783
% Change	17.3% Decrease in deficit

2019 Key Accomplishments:

- Improved efficiencies and consistency in application forms and processes
 - Improved transparency and communication within administration and the public
 - Reached settlement agreement with Carolina Homes resulting in infrastructure improvements within Seclusion Valley
 - Entered into a Development Agreement for Country Meadows – Phase 5
 - Initiated review of the Land Use Bylaw
 - Supported PPRAC in hosting two open houses and an online survey
 - Council approval of Direct Control Bylaw for Eau Claire – Phase 2 (mixed used development)
 - Council approval of a new Quality Management Plan
 - Initiated discussions with Foothills School Division and Town of Black Diamond on a joint use planning agreement
- Long Range Planning
 - Intermunicipal Development Plan
 - Intermunicipal Collaborative Framework
 - Joint Use Planning Agreement
 - Current Planning
 - Processing of redesignation, subdivision and development permit applications
 - Process requests for compliance certificates
 - Oversee the processing of safety code 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 Finance in terms of capital asset management
 - Provide support to PPRAC

Core Services

PLANNING AND DEVELOPMENT provides services to the Town that includes:

- Long Range Planning
 - Intermunicipal Development Plan
 - Intermunicipal Collaborative Framework
 - Joint Use Planning Agreement
- Current Planning
 - Processing of redesignation, subdivision and development permit applications
 - Process requests for compliance certificates
- Oversee the processing of safety code 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 Finance in terms of capital asset management
- Provide support to PPRAC

2020 Key Initiatives

Goal	Rationale	Strategic Priority Link
Land Use Bylaw Review	The Land Use Bylaw has seen over 47 amendments since 2003. A review is looking at providing more clarity, consistency and consideration to ensure the documenting guiding planning & development is flexible, firm and fair.	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.	Service Delivery and Fiscal Responsibility
Complete a 3-way Joint Use Planning Agreement with Foothills School Division and Town of Black Diamond	Mandated by the MGA Amendments	Service Delivery and Fiscal Responsibility
Complete an Intermunicipal Collaborative Framework (ICF) in consultation with the Town of Black Diamond and Foothills County	Mandated by the MGA Amendments	Excellence in Governance
Develop planning and development policies in collaboration with Town of Black Diamond.	Some suggested policies are mandated by the MMGA	Service Delivery and Fiscal Responsibility

Innovations and Efficiencies

- Produced and made available informative planning and development related brochures
- Posted various planning and development 'Did You Know' pages on the Town website

Variance Highlights:

- Salaries, Wages & Benefits – represent summer student assistance and position reclassification
- Contracted Services – less contracted services will be required in 2020 for special projects (i.e. affordable housing initiative, master recreation master plan).
- **Salaries, Wages – Adjustment of \$30,000 for PM included under Common Services – duplication.**
- Engineering & Legal - decreased due in large part to utilization of in-house Project Manager
- Other – increase due to offsite levy bylaw review and completion of IDP, ICF and JUPA documents/agreements.

2020 Budget - Planning and Development

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	\$48,700	\$31,850	(\$16,850)
Total Revenue	\$48,700	\$31,850	(\$16,850)
Salaries, Wages & Benefits	\$182,778	\$203,112	\$20,334
Training, Conferences, Travel	\$10,345	\$9,795	(\$550)
Contracted Services	\$66,400	\$9,450	(\$56,950)
Engineering & Legal	\$67,500	\$24,500	(\$43,000)
Materials & Supplies	\$1,500	\$1,500	\$0
Phones	\$840	\$1,373	\$533
Utilities	\$0	\$0	\$0
Insurance	\$0	\$0	\$0
IT Support	\$500	\$750	\$250
PR & Communications	\$1,450	\$1,200	(\$250)
Transfers & Donations	\$0	\$0	\$0
Debt Payments	\$0	\$0	\$0
Other	\$0	\$21,000	\$21,000
Total Expense	\$331,313	\$272,680	(\$58,633)
Net Surplus (Deficit)	(\$282,613)	(\$240,830)	\$41,783

ECONOMIC DEVELOPMENT AND SPECIAL EVENTS

	EDC	Special Events
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2020 Budget	(\$72,570)	(\$45,447)
2019 Budget	(\$34,706)	(\$61,817)
Budget Change	(\$37,864)	(\$24,647)
% Change	18.2% Increase in the deficit	

2019 Key Accomplishments:

- Establishment of joint economic development committee and completion of intermunicipal economic development strategy/marketing plan.
- Development of public engagement strategy to generate public participation and increase volunteerism.
- Refreshed website and improved public communications.

2020 Key Initiatives

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

Goal	Rationale	Strategic Priority Link
Implement intermunicipal economic development strategy	Maximize economic development efforts and share revenues and costs.	Community Development and Growth Management: Create an atmosphere that demonstrates Turner Valley is 'open for business'
Implement IED strategy and marketing plan to attract business and tourism investment	Aligns with Council strategic priorities and encourages economic investment.	Be a Destination Community: Redefine and build our brand; undertake targeted marketing initiatives that attract visitors to Turner Valley.
Finalize a community engagement strategy	Engage the community; encourage pride of place.	Be a Destination Community: develop a community engagement strategy that generates public participation, community pride and volunteer recruitment and retention.

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
- Increased public engagement will build trust with the public
- Creation of new Community Support Supervisor (CSS) position will create organizational efficiencies.

Variance Highlights:

- Intermunicipal Economic Development Strategy implementation project: Black Diamond and Turner Valley supported an initial investment of \$50,000 each to initiate the first year of operations.
- Analysis on the elimination of the proposed Community Services Supervisor position and transferring of the responsibilities to the Manager of Community Services and Business Development resulted in an adjustment of Salary/Wages - \$20,000.

2020 Budget - Economic Development/Special Events

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	\$70,000	\$82,000	\$12,000
Total Revenue	\$70,000	\$82,000	\$12,000
Salaries, Wages & Benefits	\$84,703	\$36,369	(\$48,334)
Training, Conferences, Travel	\$1,800	\$600	(\$1,200)
Contracted Services	\$65,900	\$150,300	\$84,400
Engineering & Legal	\$0	\$0	\$0
Materials & Supplies	\$3,000	\$2,550	(\$450)
Phones	\$770	\$2,147	\$1,377
Utilities	\$0	\$0	\$0
Insurance	\$0	\$0	\$0
IT Support	\$2,500	\$1,500	(\$1,000)
PR & Communications	\$7,850	\$6,550	(\$1,300)
Transfers & Donations	\$0	\$0	\$0
Debt Payments	\$0	\$0	\$0
Other	\$0	\$0	\$0
Total Expense	\$166,523	\$200,016	\$33,493
Net Surplus (Deficit)	(\$96,523)	(\$118,016)	(\$21,493)

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

2020 Budget	(\$631,752)
2019 Budget	(\$664,914)
Budget Change	\$33,162
% Change	5.2% Decrease in deficit

2019 Key Accomplishments:

- Millennium ball diamond upgrades
- Installation of ice rink netting
- Campground signage, new self-registration kiosk, privacy fence at entrance to the campground, centralized waterline installation to the camp shelter, new roof on camp shelter
- Complete the pollen park 'bee condo' and signage
- Installed bat houses and birdhouses at various locations throughout town
- Placement of new benches, tables and garbage amenities throughout town
- Riverside Park upgrades including a toboggan hill, furnishings, fire ring, and signage in collaboration with PPRAC
- Coordinated an open house public engagement with PPRAC (pathways priority plan / multi-use park)
- Reduced operating costs through process efficiencies
- Installation of north entrance town sign

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 outdoor pool and ice rink as well as a variety of active and passive open space areas.
- Trails and pathway system maintenance
- Parks and playgrounds and sports fields are maintained and inspected (includes mowing and weeding)
- Setup/take down of Christmas decorations
- Support special events when required
- Install snow fencing where appropriate
- Management of outdoor ice rink

2020 Key Initiatives

Goal	Rationale	<ul style="list-style-type: none"> • Strategic Priorities Link
Landscape Riverside Park Berm	Provide a finished landscaped river berm to enhance the functionality of the park space and increase efficiency of maintenance	<ul style="list-style-type: none"> • Optimized Service Delivery and Fiscal Responsibility
New CSS Position to manage promote and enhance programming and registration for the pool, spray park, FnD, Campground, and sports fields	Promote TV facilities and amenities for optimized public services, programs, and events. Better employee retention for facilities.	<ul style="list-style-type: none"> • Optimized Service Delivery and Fiscal Responsibility
Renovate pocket park in Everwood	Turf and bed enhancements, tree/shrub maintenance	<ul style="list-style-type: none"> • Optimized Service Delivery and Fiscal Responsibility
Riverside Tree planting	Tree replacement and lifecycle preparedness	<ul style="list-style-type: none"> • Optimized Service Delivery and Fiscal Responsibility
Continue improving efficiencies within all parks business units	Find savings in operational process through PM programs and scheduling	<ul style="list-style-type: none"> • Optimized Service Delivery and Fiscal Responsibility
Weekend trail snow and ice maintenance for pedestrians	Provide timely and safe pedestrian access to priority trails/sidewalks	<ul style="list-style-type: none"> • Optimized Service Delivery and Fiscal Responsibility
North Entrance Feature Sign Landscaping	To promote TV as a destination and that we are open for business	<ul style="list-style-type: none"> • Community Development and Growth Management • Be a Destination Community

Innovations and Efficiencies

- Self-Registration service at the campground
- Reduce 1 FTE in Parks
- Pollen park 'bee condo', bat houses, bird houses
- Elf – hide n seek Christmas initiative

Variance Highlights:

- Salaries/Wages reallocation with new Community Services Coordinator position and elimination of Head Lifeguard position.
- Maintained consistent pool hours for 2020 for Lifeguards.

- Reduced overall materials and contracted services due to an efficient PM program and reduction in deficiency list items.
- Provincial government announcement of elimination of the Summer Temporary Employment Program (STEP) - \$6,900 decrease in revenues.
- Additional cost for Library Requisition ~ 3% increase.
- Removal of Community Services Coordinator position will be absorbed in the Manager, Community Services and Business Development position ~ \$38,983

2020 Budget - Facilities/Parks

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	\$236,390	\$204,308	(\$32,082)
Total Revenue	\$236,390	\$204,308	(\$32,082)
Salaries, Wages & Benefits	\$406,475	\$384,091	(\$22,384)
Training, Conferences, Travel	\$3,800	\$5,050	\$1,250
Contracted Services	\$133,000	\$98,270	(\$34,730)
Engineering & Legal	\$0	\$0	\$0
Materials & Supplies	\$90,250	\$51,550	(\$38,700)
Phones	\$2,800	\$5,091	\$2,291
Utilities	\$34,656	\$39,836	\$5,180
Insurance	\$13,300	\$13,352	\$52
IT Support	\$5,500	\$7,300	\$1,800
PR & Communications	\$1,050	\$1,500	\$450
Transfers & Donations	\$113,436	\$132,983	\$19,547
Debt Payments	\$97,037	\$97,037	(\$0)
Other	\$0	\$0	\$0
Total Expense	\$901,304	\$836,060	(\$65,244)
Net Surplus (Deficit)	(\$664,914)	(\$631,752)	\$33,162

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

GENERAL

2020 Budget - General

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Revenues	3,344,370	3,441,769	97,399
Total Revenue	3,344,370	3,441,769	97,399
Transfer to Reserves	100,000	-	(100,000)
Total Expense	100,000	-	(100,000)
Net Surplus (Deficit)	3,244,370	3,441,769	197,399

TRANSFERS TO OTHER ORGANIZATIONS

INTER-MUNICIPAL SHEEP RIVER LIBRARY

2020 Budget - Library

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Transfers & Donations	113,436	132,983	19,547
Total Expense	113,436	132,983	19,547

FOOTHILLS REGIONAL EMERGENCY SERVICES COMMISSION

2020 Budget - FRESC

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Transfers & Donations	19,108	19,858	750
Total Expense	19,108	19,858	750
Net Surplus (Deficit)	(19,108)	(19,858)	(750)

FOOTHILLS CEMETERY BOARD

2020 Budget - Foothills Cemetery

Category	2019 Budget	2020 Budget	Variance 2019 vs 2020
Transfers & Donations	56,000	56,000	-
Total Expense	56,000	56,000	-

EMPLOYEE LISTING 2020

2020 Employee Positions As of January 1, 2020			
Administration	CAO	1950	1
Administration	Manager, Finance and Corporate Services	1950	1
Common Services	Director of Development and Infrastructure	1950	1
Common Services	Project Manager	1950	1
Public Works - Parks & Recreation	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	Seasonal Life guards	4080	2.0
Planning & Development	Assistant	1950	1
Corporate Services/Finance	Tax and Utility Clerk	1950	1
Corporate Services/Finance	AP/AR/Payroll	1950	1
Corporate Services/Finance	Reception/Admin	1950	1.0
Legislative Services	Manager	1950	1
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
Emergency Management	Director	340	0.2
Fire	Fire Chief	350	0.2
Fire	Deputy Fire Chief	800	0.4
TOTAL Employees - All types 26.8			
Total Employees - FTE-Yr			
Round			
2020 Budget 22.0			
Seasonal FTE's 4.8			

2020 Employee Positions As of January 1, 2020

Changes - Adjusted removal of Community Services Supervisor

Department	Position	Hours per Year	FTE
Administration	CAO	1950	1
Administration	Manager, Finance and Corporate Services	1950	1
Common Services	Director of Development and Infrastructure	1950	1
Common Services	Project Manager	1950	1
Public Works - Parks & Recreation	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	Seasonal Life guards	4080	2.0
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	Reception/Admin	1170	0.6
Corporate Services/Finance	Reception/Admin	1950	1.0
Legislative Services	Reception/Admin	998.4	0.5
Legislative Services	Manager	1950	1
Legislative Services	Administrative Assistant	1950	1
Community/Business Development	Manager	1950	1
Community/Business Development	Community Services Supervisor	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 - All types
			26.8
			Total Employees - FTE-Yr
			Round
			2020 Budget
			22.0
			Seasonal FTE's
			4.8

