



**HENK DE VLIAGER
MAYOR
FORWARDED: NOVEMBER 8, 2013**

AGENDA

SPECIAL BUDGET MEETING OF THE COUNCIL OF THE TOWN OF TABER, TO BE HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION BUILDING, ON THURSDAY NOVEMBER 14, 2013 AT 5:00 PM.

	<u>MOTION</u>
<u>ITEM NO. 1. CALL TO ORDER</u>	
<u>ITEM NO. 2. ADOPTION OF THE AGENDA</u>	X
<u>ITEM NO. 3. DELEGATIONS – NONE</u>	
<u>ITEM NO. 4. ADOPTION OF THE MINUTES – NONE</u>	
<u>ITEM NO. 5. BUSINESS ARISING FROM THE MINUTES - NONE</u>	
<u>ITEM NO. 6. BYLAWS - NONE</u>	
<u>ITEM NO. 7. ACTION ITEMS</u>	
A) RFD 2014 Budget: Town of Taber Departmental Narratives	X
<u>ITEM NO. 8. MEDIA INQUIRIES</u>	
<u>ITEM NO. 9. CLOSED SESSION - NONE</u>	
<u>ITEM NO. 10. OPEN SESSION - NONE</u>	
<u>ITEM NO. 11. CLOSE OF MEETING</u>	X



Agenda Item No. 7.A)

**TOWN OF TABER
COUNCIL REQUEST FOR DECISION**

Subject: 2014 Budget Presentations		Date of November 14, 2013
		Agenda:
Prepared By: Dale Culler, CA		
Attachments: 2014 Budget Narratives		
Topic: 2014 Budget		
Background:	<p>The purpose of tonight's meeting is to provide managers with an opportunity to present a budget narrative to Council outlining core services being provided by their department, goals and objectives for the upcoming year, and any funding changes required to support the departments service levels and maintenance programs.</p>	
	<p>Managers have included a summary of their department's core services so that Council can have a better understanding of what each department does and its relation to the budget. Managers have also considered repair and maintenance items taken from the facility life cycle replacement plan and the facility needs assessment study.</p>	
	<p>Tonight's discussion is being presented based on each department's anticipated level of service and operational changes identified by the department manager to initiate a dialog with Council prior to any discussion on tax rates or financial impacts to residents. A consolidated financial operating and capital budget will be presented to Council at the next budget deliberation, where tax rate changes and fees schedules will be discussed in detail.</p>	
Options:	1. That Council accepts the Manager's budget narrative presentations for information purposes.	
Recommendation: Option #1 - That Council accepts the Manager's budget narrative presentations for information purposes.		
Approval Date:	November 8, 2013	CAO:



POLICE SERVICE BUDGET PRESENTATION

What is Police Services?

The Police Service has been a part of the fabric of this community since being established in 1904. The modern police service operates a police station, patrol service and dispatch service that is open 24 hours a day providing safe sanctuary for those in need. Police respond to reported crimes and conduct investigations which include the judicial preparation. All levels of law enforcement and crime investigation have met a provincially administered set of standards resulting in effective and efficient policing to Taber. The police service supports local crime prevention initiatives including a school resource officer and a victim service unit. The service also operates a secure prisoner holding facility. The police were under the budgeted amount in 2012 and anticipate another surplus this year.

2014 Budget	Total: \$3,032,990 (+\$167,969 + 5.9%)
2014 Net Budget	Total: \$2,099,240 (+ \$92,969 + 4.6%)

Police Budget Overview

Contracted and general services **Cost - \$287,390 [+ \$5,410 + 1.9%]**

This area covers off important areas including staff development that allows personnel to stay current with their qualifications which are required by provincial standards. It also operates the building physically and administratively providing for such items as repairs, utilities office equipment contracts and insurance.

Materials, goods and supplies **Cost - \$114,080 [+ \$1,255 + 1.1%]**

This area of the budget provides all office supplies for both operations and administration. Administratively we purchase the paper and clerical staples. Operationally we also purchase the uniforms and re-stock with ammunition while keeping our issued equipment in a good state of repair. Almost 30% of this area is expended on fuel.

Amortization and capital contributions **Cost - \$205,790 [- \$4 +0.0%]**

The capital funds allow for the purchase of large items on an annual basis such as police cars and equipment purchases or as an example upgrades to existing communication systems. The amortization amount is intended to offset future asset replacement and maintenance.

Salaries, wages and benefits* **Cost - \$2,425,730 [+ \$161,308 + 7.1%]**

Wages are the largest expenditure in the majority of budgets this one is no exception, as this amount represents 80% of the total amount required to operate the police service. This allocation allows us to carry out the daily policing functions of informing, involving and protecting the citizens of Taber. The Taber Police Service has 14 sworn officers and a total of 6 full and 6 part time support staff. The dispatch centre creates 2,500 police records, conducts in excess of 30,000 CPIC queries and has processed 2,659 9-1-1 calls in support of officers on patrol. Our school resource officer interacts with students from two school divisions during the school year. Crime prevention is an important function with 13 programs being managed by the officers.

**This includes 2 years of wage increases (3.9 + 2) that previously were not reflected.*



POLICE SERVICE BUDGET PRESENTATION

Did you know?

Efficiencies and crime pressures

Cost – Savings

The Taber Police Service accomplishes more with less. Continuing participation by our officers in international drug investigations has required no external budget requests. Last year partnering agencies expended hundreds of thousands of dollars in seizing multi-kilogram shipments of cocaine and arresting several conspirators. This ultimately benefited the community of Taber but also illuminated a continuing and growing problem. The Taber Police Service continues to rely on mutual aid with police from Medicine Hat, Lethbridge, Alberta Law Enforcement Response Teams, Blood Tribe Police, Canadian Border Security Agency and the RCMP all of which have resulted in successful smaller scale investigations.

We maintain harmonious relationships within the police and town organizations. We have an enviable record when it comes to grievances with CUPE and the Police Association. There has been no police staff on stress leave, no costly workplace incidents and no consultant or human resource fees. Our expertise in management has been shared with other departments which saved them from outside costs. Something as simple as respect for our working environment has resulted in our not exceeding the assigned budget to keep the facility and equipment in pristine condition.

Revenues

Approximately \$1Million

The police service is a costing centre and as is the nature of a public service not intended for profit. We the officers and staff of the service do recognize that all have a role in being cost effective and contributing. We receive government transfers in the form of a policing grant (\$262,500) which is based on a formula applied to Alberta communities. Additionally we receive funds to cover the costs of one extra officer (\$100,000) this was the result of a business case being made by the police service on behalf of the community to seek these dollars. Fine monies (\$411,250) paid back to Taber are assigned to the police budget in the past were used to purchase a police car. We have a cost share arrangement to support our school resource officer (\$42,000) and collect fees for providing police information checks (\$23,000). Our E-9-1-1 centre qualifies for annual grants commencing in July 2014 (\$165,000) and is paid the 9-1-1 subscriber fee from TELUS (\$30,000).

Strategy

Operating Reserve

The Commission will be requesting that any actual departmental surplus for the upcoming year be designated to our existing operating reserve account. Any future budget adjustment can then be requested from this operating reserve.

**This includes 2 years of wage increases (3.9 + 2) that previously were not reflected.*

What is the role of the CAO?

The Chief Administrative Officer is the administrative head of the municipality. The CAO's role is to ensure that the policies and programs of the municipality are implemented. The CAO must perform the duties and functions, and exercise the powers assigned to the position by legislation. The Chief Administrative Officer is also to advise and inform the Council on the operation and affairs of the municipality. As the leader of the organization, the CAO is also responsible for building on a strong team to ensure the programs and services that Council have provided are implemented in an efficient and effective manner. Within the CAO's Office, the Executive Assistant to Council and CAO plays an integral role in providing support to ensure the work is carried out.

Core Services

Mayor and Council Support

Provides senior level advice and assistance for the Mayor and Council. Attends a minimum of 21 regular and special Council meetings, preparing agendas and taking official minutes. Manages the Council committee appointment process and notifications. Serves as the 'window' through which Council communications, both internally and externally, occurs. Coordinates training; convention and meeting attendance by Council members.

Bylaw and Policy Administration

Editing and maintaining bylaws and registering and filing all documents. Editing and maintaining the comprehensive Town Policy and Procedure Manual for staff and Council. Preparation and maintenance of the Town Council's principal records, notably agendas and minutes.

Municipal Leadership and Management

Conduit between Council and administration, and ensures Council direction is followed in a coordinated and systematic manner. Fosters innovation and excellence in Town employees. Assesses organizational design to ensure alignment between goals and structure.

Council and CAO and Administrative Support

The Executive Assistant provides confidential administrative support, assistance and secretarial duties for the Mayor and CAO and, from time to time, the senior Directors. Undertakes the preparation and copying of all Council, Council Committee, and all ad hoc meeting agenda packages whenever the CAO is responsible, such as notices and meeting summaries. Coordinates convention, training and seminars for the CAO and Directors, as required.

Advertising, Communication and Special Event Planning

Coordinates advertising and promotions on behalf of Council and Administration to enhance the Town's image to the general public. The Town advertises in the Taber Times a minimum of 52 times per year. Prepare article information from all Town departments and the Mayor, for the monthly Corn Husker Newsletter. Work as a liaison with outside organizations in the planning of events to happen within/sponsored by the Town such as the MD of Taber, Office of the MLA, Office of the MP. Posts information on the website to encourage internal and external clients to use it as a "primary" data source for interaction and discussion. Ensures all information regarding the "Our Government" section of the website is accurate and up to date.



Secretary to Police Commission

Creates a link between the independent Taber Municipal Police Commission and Town administration by serving as Secretary to the Police Commission. Works with Police Chief to prepare and distribute Commission agenda, and takes minutes.

Department Goals and Objectives 2014

- Activate agenda preparation software
- Review Town records management system
- Review salary ranges for comparability
- Continue organization structure changes

2014 Net Budget Total: \$533,460 (2013 - \$538,973)

CAO Budget Overview

Revenues Revenue - \$46,000

The CAO department is a cost centre which is typical for organizations that provide customer service. Cost centres have limited ability to charge for their services and the CAO Department primarily collects revenue from the MD of Taber for the share of common expenses needed to operate the administration building.

Amortization and Capital Reserve Transfers Cost - \$109,430

Amortization is a non-cash annual expense for the use of capital assets in the department's operations based on the asset's estimated useful life. Reserve contributions represent an amount that is charged to operations to be set aside to help fund future capital purchases. This amount has remained constant for a number of years and is not proposed to be changed from the prior year's contribution.

Contracted and General Services Cost - \$173,740

The budget for the CAO Department details memberships for professional organizations as well as attending conferences and learning opportunities, with travel and subsistence, that are vital to maintain a professional development program of any organization. The CAO's Department evaluates the overall performance of the entire organization and will occasionally be required to call in legal counsel and consulting specialists to assist in these evaluations. Finally the CAO's Department is responsible to share in the cost of utilities, repairs, capital replacement and operating expenses of the Administration building.

Materials, Goods and Supplies; including Purchases from Other Governments Cost - \$53,350

Materials, goods and supplies include expenses for office supplies, building furnishings, equipment and hardware, and utilities including electricity and natural gas. The estimated cost of purchasing goods has decreased by \$23,560 compared to the prior year largely due to the signing of a five year energy aggregation contract with lower rates.

Salaries, Wages and Benefits Cost - \$242,940

Salaries, wages and benefits are the largest expenditure in the department representing 38.5% of the total expenditures required to provide the current level of service in the CAO Department. Our current staff include: one (1) CAO and one (1) Council and CAO Executive Assistant. The budgeted increase in wages is primarily due to contracted increases in wages and benefits.



What is Corporate Services?

The Corporate Services Department includes three separate functions: Finance and Customer Care, Human Resources and Payroll, and Information Technology. The Finance and Customer Care Department is responsible for the financial accounting and reporting requirements, financial planning and budgeting, revenue collection, debt and purchasing settlement, taxation and assessment, business licenses, and risk and asset management for the entire Town's functions and departments. Human Resources and Payroll is responsible for recruitment, selection, and payroll services for over 100 Town employees. Information Services is responsible for the delivery of computer data and services.

Corporate Business Plan

Mission Statement

The Finance and Customer Care team of the Town of Taber will strive to deliver the highest quality of customer service to the residents of Taber by being responsive to the needs of the individual while respecting the commitment of efficient and effective management of the public's financial and physical resources that is in the best interest of the residents as a whole.

Core Services

Reception and General Customer Services

The Town of Taber administration office is open 8:30 am to 4:30 pm Monday to Friday except statutory holidays. There is an after-hours service that is able to take messages and direct customer inquiries to the appropriate on-call employees when the office is not open. Reception receives and processes customer payments as well as point of sale transactions. Reception provides general information for inquiries or transfers them to the appropriate department.

Interdepartmental Corporate Services

Staff sort and deliver approximately 1,100 (13,000 annually) pieces of incoming mail and 540 (6,500 annually) pieces of outgoing mail per month, not including utility bills and tax notices. They purchase and reallocate general office supplies such as paper, envelopes and mail room supplies to the other departments. Staff maintains documents on the intranet site and central filing.

Property Assessment and Taxes

The Town currently contracts its property assessment evaluations out to a professional assessment provider. The tax clerk updates and maintains the tax roll in our accounting system for approximately 3,715 properties. In 2013, the total taxable value of property within the Town was \$939 million dollars and is expected to generate net taxes for municipal purposes of \$7.688 million. Tax notices are sent out the first week of May and are due June 30 each year without penalty.

Utility Processing and Billing

The utilities clerk processes approximately 3,200 (38,400 annually) invoices with 10 percent being signed up for e-billing. There are approximately 1,725 water meters that are equipped with radio heads that



can be electronically read by EPCOR. There has been a commitment to spend approximately \$100,000 per year in the capital budget to have EPCOR convert the manual read meters to radio head meters.

Accounts Payable

The part-time accounts payable clerk processes approximately 600 (7,200 annually) invoices for payment monthly. Payable cheque batches are prepared twice per month with an average of 90 (2,300 annually) cheques per batch. The accounts payable clerk processes approximately 400 (4,900 annually) transactions each month for employee purchase cards and manager's visa cards.

Accounts Receivable

The accounts receivable clerk processes, edits, and mails out approximately 40 (500 annually) customer invoices per month. Accounts receivable is reviewed monthly for accounts that are in arrears. Each month the clerk contacts customers in arrears and sends outstanding accounts to collection per policy. The bank transactions are balanced daily to ensure that transactions are current and that errors can be found and resolved as quickly as possible.

Financial Reporting and Budgeting

Finance staff is required to close each month-end by reconciling balance sheet control accounts to their sub-ledger reports by the 15th of the following month. Unaudited financial variance reports are prepared monthly and unaudited quarterly financial operating statements are prepared for Council's approval. Audited financial statements must be approved by Council by April 30th annually. The annual budget process starts in August where department managers prepare their initial budget requirements and through a series of meetings and presentations the budget is approved by Council in December. The Town's operating budget is in excess of \$20 million dollars annually.

Portfolio, Grant, Asset Management, and Risk Management

The Town's investment portfolio averages \$10 million made up of short and long-term investments. Investment accounts are reviewed by the audit committee quarterly. The Town receives annual grants from both the Provincial and Federal governments for capital and operating projects. Each grant requires a statement of expenditures to be completed and submitted annually. The Town has nearly \$170 million in assets with a net book value of \$113 million. Finance staff is responsible to ensure that these assets are being tracked, insured, and disposed of according to policy.

Department Goals and Objectives

- 1) To produce an Annual Financial Report for the Town of Taber that meets the standards established by the GFOA Canadian Award for Excellence in Financial Reporting Program (CANFR Program) and submit it by the June 30, 2014 deadline for judging.
- 2) To implement an automated purchasing requisition system into our purchasing department by March 31, 2014 that will integrate with our financial accounting software resulting in improved purchasing controls and timely commitment reporting so that managers can more accurately evaluate spending compared to their budget.



Finance and Customer Care Budget Overview

2014 Net Budget **Total: \$845,970 (2013 \$818,650– Increase \$ 27,320; 3.34%)**

Revenues **Revenue - \$107,530**

The Finance and Customer Care department is a cost centre which is typical for organizations that provide customer service. Cost centres have limited ability to charge for their services and the Finance and Customer Care Department primarily collects revenue for tax certificates and searches, and business licenses. The budgeted revenue for the department is \$107,530 which is an increase of \$89,030 compared to the prior year which is primarily due to taking over the responsibility for business licenses from the Planning department.

Bank Charges and Interest, and Other **Cost - \$10,490**

Bank charges and interest are for the monthly costs of operating two debit machines and miscellaneous fees and interest charges incurred in providing financial services. The estimated cost of providing this service has been increased by \$2,444 compared to the prior year primarily due to increased debit card usage by customers.

Contracted and General Services **Cost - \$254,290**

Contracted and general services include expenses that are provided by third party or external service providers. It includes staff training and development which enhances knowledge and expertise allowing staff to stay current with their qualifications. It also includes professional services for the audit, tangible capital asset (TCA) maintenance, property assessment, and consulting services. The budgeted cost of providing this service has increased by \$24,685 compared to the prior year primarily due to anticipated consultant assessments relating to contaminated site remediation work required to fulfill changes in financial reporting requirements and costs incurred in taking on additional responsibilities relating to business licenses, and purchasing and procurement.

Materials, Goods and Supplies; including Purchases from Other Governments **Cost - \$23,350**

Materials, goods and supplies include expenses for office supplies, first aid kit refills, building furnishings and equipment, and other hardware required for ergonomic reasons. Office stationary and supplies account for approximately 2/3 of the expenses. The estimated cost of purchasing goods has increased by \$1,500 compared to the prior year due to the requirement to purchase additional shelving to more efficiently store documents.

Salaries, Wages and Benefits **Cost - \$665,370**

Salaries, wages and benefits are the largest expenditure in the department. Wages represent 70% of the total expenditures required to provide the current level of service in the Finance and Customer Care Department. Our current staff include: 1 Director, 1 Manager, and 6 full-time and 2 part-time administrative clerks. The primary change to Corporate Services is that it is now administering business licenses; without an increase to salaries and wages (absorbed additional responsibilities) and providing centralized purchasing and procurement (salary and wages transferred from Public Works; no increased cost to the organization). The budgeted increase in wages is \$87,721 primarily due to the reallocation of the Purchasing Agent from Public Works, and contracted increases in wages and benefits.



What is the Information Technology Department?

We provide a municipal computer network, hardware & software support and management, information technology training, a telephone system, a wireless system and online resources for both staff and the public to use.

Business Plan

Mission Statement

Our mission is to manage information resources, design efficient process workflows, identify technology opportunities and be an enabler of communications for both staff and the public.

Department Goals and Projects

- 1) Replace ¼ of our workstation computer hardware each year.
 - Keep devices current and leverage the latest technologies
 - Avoid excessive repair costs and downtime
 - Update Operating System software in line with Microsoft software life cycles

- 2) Increase the size of our file storage by 50%
 - Data growth is constant as more information is digitized and archived. In addition, backups are larger and we desire to do them more frequently
 - Virtualizing servers means that the machines themselves are now really files that need to be stored. This increase has been part of our long term budget planning
 - Keeping current with the rapidly changing hard drive technologies allows us to operate more storage space for the same cost

2014 Objectives

- 1) Diamond Upgrade
 - The 2013 Diamond version uses a web-based product; we will no longer require client software on every computer. This reduces troubleshooting, updates and system requirements. It makes the software usable in more locations on more devices
 - New modules are now included with the basic product, such as a Human Resources module that will let us record and report on staff training online



2) WorkPlace Purchasing Requisitions Software

- This software will be used for Purchase Requisitions. It can tie directly to Dynamics GP, our accounting software, to create purchase orders automatically in Dynamics
- Replaces paper purchase orders with a digital process. This is cheaper than letting more staff use Dynamics purchase orders since Dynamics GP licenses are very expensive
- We will gain better control of spending and control of all aspects of the ordering process. All required approvals are automated and recorded before a purchase order is ever generated. It also allows staff to use simple tools such as email for the approvals process
- Product receiving is also automated, greatly improving inter-department communication on receiving for the Accounts functions

3) GIS Software Project

- Switch to a new GIS system that will combine the two separate systems we use now from AE and ORRSC
- This will improve accuracy of our data
- We will have more timely updates and provide better access to our data for both staff and the public
- We will streamline our processes, such as data entry, resulting in time savings for staff
- Modern software products using better technology will allow for the possibility of enhanced services in the future

4) AVL System Hardware Upgrade

- The computers in emergency vehicles for the Automatic Vehicle Locating System are five years old and need to be upgraded to run modern dispatch software
- The modems in the emergency vehicles are an older type that is being retired by cellular providers and should be upgraded

5) Public Works Software Project

- The Public Works department wants a tool to track job time commitments & costs, and to plan for the best return on investment
- This software will allow better organization and scheduling of tasks
- Tracking fleet maintenance should also be a feature of this software



Information Technology Budget Overview

2014 Net Budget Total: \$516,870 (2013 \$494,982– Increase \$ 21,888; 4.42%)

Revenues Revenue - \$100

The Information Technology Department generates some revenue from the sales of used computer equipment. Much of this equipment is capital; therefore, there is no revenue recorded on the sale in the operating budget. There is a decrease in revenue of \$2,100 due to the elimination of IT support from Alberta Health Services.

Amortization and Reserve Transfers Cost - \$146,990

Amortization is a non-cash, non-funded expense. The expense is included to estimate the cost of the Town's assets over their useful life to operations on an annual basis. Also included is an amount for transfers to capital reserves to be used for future projects.

Contracted and General Services Cost – 166,110.00

This includes training courses, internet access for the Town, optical fibre cabling costs, telephone costs, hiring contractors, software maintenance & support, and software upgrades. The budgeted cost of providing this service has increased by \$9,260 compared to the prior year primarily due to upgrades to the server operating systems and backup software.

Materials, Goods & Supplies Cost - \$18,700.00

The estimated cost of purchasing goods has increased from the prior year by \$5,900. This is due to the need for computer hardware such as printers, projectors, and external hard drives, computer parts, and networking parts and supplies.

Salaries, Wages & Benefits Cost - \$185,170.00

The I.T. Department employs two full-time staff members and a summer casual staff member. The increase of \$4,623 is due to contracted increases in wages and benefits.



In addition to serving the Town of Taber, our service area covers approximately 600 square miles of the southwest corner of the Municipal District of Taber and the Village of Barnwell. By agreement, we also provide service on an as needed basis to the Hamlet of Grassy Lake and surrounding area. Our mission is to effectively and efficiently serve our community through the professional delivery of emergency response and services.

Administration Expenses

\$171,930

Administration is responsible for the organization, administration, and direction of fire services relative to the policies, bylaws, and agreements approved by Council. Administration is responsible for recruitment and retention of volunteers, and monitoring the operational effectiveness of the service. Maintaining positive working relationships with stakeholders and providing information and education on best practices are core functions. Administration also creates annual operating budgets, assesses capital needs, and invoices service users or agencies where applicable.

Suppression and Rescue Expenses

\$148,940

Taber Emergency Services members respond to all requests for fire assistance as determined by Dispatch. Our service is trained to respond to fires, hazardous materials incidents, rescue incidents, and medical and police assists. Our capacity to manage these incidents is governed by our designated level of service. The level of service is set by evaluating the risk presented in our area versus the benefit and cost of providing the service, and the logistical implications of retaining a trained volunteer force.

Staff Development Expenses

\$134,560

Fire department members require a high level of training to meet legislated safety standards and to perform effectively in a high stress team environment. Taber Emergency Services trains its members to recognized standards using in-house and external trainers and accessing grant funded training where available. Volunteers are remunerated for their time and associated costs.

Equipment Maintenance Expenses

\$108,780

Equipment maintenance involves all regularly scheduled items including Commercial Vehicle inspections, pump tests, breathing air and compressor testing, gas monitor testing, and AVL cycling and updates. It also includes unscheduled vehicle repairs, equipment repair, and non capital equipment purchases as part of maintenance or a life cycle program.

Fire Prevention Expenses

\$29,850

As part of the Town of Taber Quality Management Plan, and in conformance with the Safety Codes Act, Taber Emergency Services performs requested inspections and investigates fires for cause and origin. Fire prevention is also instructed to various groups and schools in the community.

Emergency Management Expenses

\$6,320

As part of our mandate is responding to emergencies, our service strives to participate in the emergency plans of the municipalities and local businesses which it serves. Our senior members are trained in recognizing the need to activate the Municipal Emergency Plan, and what to expect when it is activated.

2014 Budget Brief

The Town of Taber contracts Taber Emergency Services to the MD of Taber and the Village of Barnwell through the Joint Fire Service Agreement. The cost to the Village of Barnwell is fixed at \$16,240, while the MD of Taber pays 42% of deficits in operating expenses and approved capital items.

Revenue is generated through billing Alberta Transportation for attendance to motor vehicle collisions on numbered roads outside of the Town limits, and through billing MD of Taber residents for attendance to fires as permitted under the bylaw. Taber Charity Auction donated funds are used to purchase equipment necessary to maintain or augment our level of service, and Provincial grant funds are accessed to provide training.

Expenditures		
General Expenses	Sum of services, wages, and goods noted above	\$603,680
Amortization	Amortization expenses on capital	\$88,960
Reserves	Contribution to Capital Reserves	\$47,300
	Total	\$739,940
Capital Purchase		
Training Centre	Proposed Fire Training centre project staged over 2-3 years	\$90,000
	Total	\$829,940
Revenues		
Town of Taber	Government Transfer - Expenses	\$459,580
MD of Taber	Government Transfer - Expenses	\$234,120
Town of Taber	Government Transfer - Capital (Training Ctr)	\$30,000
MD of Taber	Government Transfer - Capital (Training Ctr)	\$30,000
Village of Barnwell	Government Transfer - Expenses	\$16,240
User Billing	AB Transportation & MD residents	\$20,000
Other Revenue	Donations (30k to training ctr)	\$40,000
	Total	\$829,940



What is Engineering & Public Works?

The Engineering and Public Works Department designs, operates and maintains the town's infrastructure. The department also provides various essential community services such as garbage collection and drinking water. The department is divided into five functions Engineering, Roads & Walks, Solid Waste Management, Utilities and Facilities. It is through the Engineering and Public Works Department that the EPCOR contract is managed.

Mission Statement

To increase community resilience and sustainability by developing an internal capacity to manage and maintain community infrastructure. Increasing the internal capacity to manage and maintain community infrastructure would enable the improvement of prioritization of needs and allocation of resources.

Core Services

Engineering

All of the engineering and environmental monitoring is contracted out to professional consulting companies. Associated Engineering provides the towns engineering services which includes; long term engineering infrastructure monitoring, assessment, planning and design; design and project management on capital works projects, and entering data into the Geographic Information System. EBA is the consulting firm that is contracted for environmental and ground water monitoring.

Roads & Walks

The roads and walk function maintains the towns roads and sidewalks. This includes traffic line painting, sweeping, plowing, sanding and salting, filling potholes, crack filling, grading lanes and unpaved roads, dust control for unpaved roads, mowing and maintain ditches, maintenance and replacement of traffic signs and sidewalk maintenance. Roads and walks also assists in the setup and take down of Cornfest, mounts and takes down flowers for Communities in Bloom, puts up and takes down the town's Christmas decorations, digs and fills graves in the town's graveyard, provides refuse removal during spring and fall cleanup and cleans out the community compost sites.

Solid Waste Management

Solid waste management is divided into two separate functions Sold Waste Collection and the Landfill/Transfer Site. Solid waste removal is serviced through a combined system of curbside pickup or the use of community garbage bin placed in lanes. A contractor operates a recycling centre with several depots located throughout town where residents can drop off recyclables. Compostable materials can be placed in green community bins or can be dropped off at the transfer site or the designated compost



ENGINEERING & PUBLIC WORKS DEPARTMENT

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areas. Once the garbage or compostable material is picked up by a town garbage truck the material is hauled to the transfer site. The compostable material is composted on site and the garbage is transferred onto a larger truck and hauled to a landfill for final burial. The transfer site also accepts materials such as paint, concrete, asphalt, clean fill, white metal, pesticide and herbicide containers. Large woody debris that are too large to chip and construction debris is burned in the burn pit.

Utilities

EPCOR operates and maintains the utilities which include; water treatment facilities, water storage reservoirs, water meters, fire hydrants, water mains, sewage treatment plant, sewage lagoons and pivots, storm and sewer manholes, pump stations (water and sewage) and catch basins.

Facilities

The facilities functions serve the whole organization. It serves both facilities that are owned and occupied by Town staff and facilities that are owned and occupied by other organizations such as Parkside Manor and the Library building. The services they provide are for the most part general maintenance such as light bulb replacement, painting, plumbing and maintaining the heating/cooling ventilation systems. When issues that arise that are outside scope both in size and skill set of the staff, outside professionals or contractors are utilized for maintenance. Examples include; the recent upgrade to the town's pool and the annual maintenance of the refrigeration system in the arena.

Department Goals and Projects

- 1) Construction of sidewalk from Horizon Implements to Walmart
- 2) Engineering and construction of 50th street from 64th Avenue to 80th Avenue
- 3) Completion of the construction of the bulb outs proposed downtown
- 4) Implementation of software to help manage town assets including human and infrastructure capital.
- 5) Complete a storm water management study for industrial area, 64th Street corridor and the south side of town.
- 6) Continue garbage/recycling initiative

2014 Net Budget **Total: \$3,333,330** **(2013 3,311,240 – Increase \$ 22,090; 0.6 %)**

Engineering and Roads & Walks Budget Overview

(Solid Waste Management and Utilities will be presented separately in a utilities budget while the Facilities budget will be presented in the Property Management Budget.)

Revenues

Revenue - \$ 63,500

The Engineering and Public Works Department is a cost centre which is typical for organizations that provide customer service. The Engineering and Publics Works Department does however, have the



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ability to charge for some of their services. It primarily collects revenue for services it provides to private entities such as the sweeping of private parking lots and the sale of fill dirt. The snow removal portion of the budget is treated as an operating transfer and makes up a bulk of the revenue at \$60,000

Amortization **Cost - \$1,249,270**

Amortization is a non-cash, non-funded expense. The expense is included to estimate the cost of the Town's assets over their useful life to operations on an annual basis.

Contracted and General Services **Cost - 663,550\$**

Contracted and services include professional services such as engineering (service not related to capital projects) and contracted repairs to road and sidewalks. The bulk of the budget at \$463,800 goes to the contracting of road maintenance which includes; asphalt overlay, paving spot patches, contracted out snow removal, and the application of Calcium Chloride to control the dust on unpaved roads. The overall budget has been decreased by \$12,902 with the completion of the repaving of the intersection of 50th Street and 64th Avenue.

Materials, Goods and Supplies; including Purchases from Other Governments **Cost - \$275,920**

Materials, goods and supplies include a variety of expenses from first aid supplies to the cold mix that is used to patch potholes. Construction materials including sand, gravel, cold mix and concrete make the largest portion of the budget which total \$103,470. Fuel for heavy town trucks and heavy equipment make the next largest component of the budget at \$70,000. The budget has be reduced \$1,118 due to a reduction of small tools and equipment that have to be replaced.

Salaries, Wages and Benefits **Cost - \$950,080**

Wages represent 29% of the total expenditures required to provide the current level of service in the Engineering and Public Works Department. Our current staff include: 2 Managers, 1 full-time Clerk, 7 Operators, and 5 Casual Staff. The primary change to Engineering and Public Works is that the purchaser is now in Corporate Services. The funding for the Director of Community Services is no longer partially funded from this department. The cost includes a proposed new management position which will be discussed in a different process. Overall, salary budget has been reduced by \$53,139.

Capital Reserve Transfers **Cost - \$258,010**

Contribution to capital including: buildings, equipment, infrastructure and vehicles.

What is the Planning and Development Department?

The Planning Department helps to shape the space within which the residents of Taber live, work and play based on contemporary planning principles. The planning department processes development and subdivision applications, building permits and business licenses for business owners, residents and developers.

Business Plan

Mission Statement

As the Planning and Development Department, we endeavour to positively contribute to the Town of Taber by ensuring the development of the community is undertaken in an orderly and responsible nature which reflects community wishes, best management standards, and the direction of the Town Council.

Core Services

Development, Subdivision and Re-districting Applications

Development, subdivision and re-districting applications are all processed through the department. Development permits are issued for a variety of purposes related to the development of land and include construction, change of occupancy or owners in businesses, portable/permanent signs and home occupation businesses. Sub-division applications are processed most commonly to allow for denser land uses but also for consolidating land in some cases. Re-districting (LUB amendments) are typically applied for when the desired use for a parcel is something different than what currently exists. The amendment may pertain to a change of the district for a parcel or a text amendment that can apply to an entire district or to a specific definition within the LUB. In 2012, 139 Development Permits were issued. Year to date for 2013, (September), 93 permits have been issued. In 2012, there were 9 applications for subdivision, year to date in 2013, there have been 5 applications.

Building Permits

Building permits are a Planning Department function and in almost all cases are linked to a Development Permit. Currently the Town contracts Superior Safety Codes for permitting services in the building, electrical, plumbing and gas safety codes processes. In 2012, there were 110 Building Permits issued with a value of \$15,387,104. Year to date in 2013, 96 permits have been issued with a value of \$11,316,085. Some of the strongest growth has come in the residential and industrial sectors. In 2012, the value of residential building permits was \$5,318,264, commercial building permits were \$691,047, industrial permits were \$5,623,213 and institutional permits were valued at \$1,984,073. In 2013, year to date, residential building permits area at \$6,338,494, commercial building permits are at \$1,564,550, and industrial building permits are at \$397,080.

Economic Development

A key consideration for increasing the staff complement in the department is to facilitate additional Economic Development endeavours to benefit the municipality. Economic development is defined by:



the process of developing, diversifying and maintaining sustainable economic, social, and political environments; in which balanced growth may be realized, increasing the wealth of the community.

Key elements of Economic Development are:

Process: Economic development is a process, not a project. It is a series of steps that build on one another to create a desired outcome.

Diversification: Diversification into different markets, or attracting different industries, can reduce the impact of any single event in one market or industry on the local community.

Suitable: The community or region must determine what it believes is suitable for its particular circumstances. Population characteristics, resources, and the desires of residents will affect the types of economic activity that will be accepted within the community.

Environments: Economic, political, and social environments. Economic development does not happen in a vacuum, but is affected by other elements or environments.

Balanced growth: Balanced growth is an important consideration.

Wealth: Each community or region defines wealth differently. While wealth is often determined in financial terms, it may also include factors such as job creation, direct project costs, additional assessment base and/or lifestyle considerations.

GIS

GIS service is provided to the Town by the Oldman River Regional Services Commission (ORRSC). GIS is a mapping tool that provides locational, zoning, legal description and dimensional data on properties, but it also has landowner information which is updated through ORRSC.

Other functions

In addition to facilitating and regulating development within the Town, the Planning Department also enforces uses in the LUB. Since beginning contract employment, the department manager has instigated numerous enforcement initiatives including warning letters and stop orders issued for a variety of infractions from illegal additions, unpermitted decks and buildings, subdivision and development deficiencies, as well as districting violations. Some of these original enforcement issues remain ongoing, and there are additional actions to be undertaken to ensure that Taber's liability is minimized. Letters of compliance are additional requests that are processed through the Planning Department. These letters are typically requested by law firms due to real estate transactions and to establish whether the location and use of improvements on land is compliant with the LUB.

Department Goals and Projects

1. Approve development permits and subdivision applications in a timely manner following regulations within the Land Use Bylaw and Safety Codes Act
2. Act in the best interest of citizens when pursuing community development initiatives



3. Attract development from outside the region to Taber by advocating that Taber is a complete community able to meet the variety of needs fundamental for economic development
4. Ensure local businesses are best equipped for success by providing assistance with reflects traditional values, and to keep Taber competitive with current local, provincial, national and global markets

Planning Budget Overview

2014 Net Budget Total: \$348,990 (2013 \$240,967 – Increase \$13,023); 3.1%

Revenues

Revenue - \$135,120

The Planning Department is a cost centre, which is typical for municipalities that provide development service functions. Through the administration of these development service functions the department has the ability to charge for some of their services. It primarily collects revenue for development and subdivision applications, building permits and business licenses. The budgeted \$25,000 increase in revenue compared to the prior year is expected to come from an increase in development, subdivision and building permits.

Contracted and General Services

Cost - \$228,690

Contracted and general services include expenses incurred by the department that are provided by third party or external service providers. Examples include important services such as: staff training, and development that enhances knowledge, expertise and prepares the department for succession planning. This allows staff to stay current with their qualifications as required for their position's duties, as well as ensuring the department is prepared in the event of a loss of an employee. Also included are professional services for an Area Structure Plan update in the Eureka Industrial Area. The town is currently receiving increasing interest in industrial lots. Due to this increased interest an overall servicing strategy is required for the area. The last major item budget for here are GIS services which are provided by the Oldman River Regional Services Commission. There is a budget decrease here as compared to last year attributed to the hiring of a fulltime department manager which was formally a contract position. This decrease is \$85,280.

Materials, Goods and Supplies; including Purchases from Other Governments

Cost - \$1,900

Materials, goods and supplies include expenses for office supplies and promotional materials. The estimated cost of purchasing goods has decreased by \$1,000 compared to the prior year.

Salaries, Wages and Benefits

Cost - \$253,520

Salaries, wages and benefits have increased in this department with the decision to hire a fulltime manager of the department. Our current staff include: one Planning and Development Manager, one Development Officer and one Planning Assistant. Proposed changes to the department staffing are to promote the current Development Officer to a Planner position and the current Planning Assistant to a Development Officer position.

What is Community Services?

Taber contains a variety of quality recreation facilities, all of which are accessible to the public and help make Taber an attractive place to work, play and grow. The Town provides core municipal facilities and services such as water and wastewater treatment, waste collection and roads/sidewalks. Community Services facilities and programs are 'soft services' that enhance resident's quality of life. Community Services acknowledges support from Corporate Services such as payroll, purchasing and human resources. Community Services operates & maintains a significant portion of the Town's municipal infrastructure & provides services in 5 sub-sections of the department – Leisure Services, Recreation Facilities, Buildings/Land management, Cemetery, and Grants Administration.

Core Services

Leisure Services

Operates the Aquafun Centre and Programs (summer programs & special events) functions, provides administrative support to the Taber Recreation Board, prepares associated agendas & minutes, works closely with user groups coordinating their facility booking requests and operates CLASS point of sale, facility booking, program registration and reporting software. The Leisure Services Manager is Taber's representative to the Southern Alberta Recreation Association (SARA), and has coordinated several Southern Alberta Games events hosted by the Town and MD of Taber, and manages the Recreation Sponsorship Program.

Recreation Facilities

Operates the Community Centre (arenas, auditorium and meeting rooms), Community Parks and Sports fields (ball, soccer, rugby, football, track & field, tennis courts, skate park facilities) and Cemetery functions. This section of the department is undergoing fundamental change in response to historical operating challenges and staff turnover. The Community Centre complex is now over 40 years old and will require significant investment in the upcoming years – e.g. mechanical systems upgrades, roof replacement and asphalt rehabilitation.

Buildings/Land Management

The Town owns buildings and land within and beyond Taber's municipal boundary; many of which are operated & maintained by other organizations and non-profit societies in exchange for services they provide the public and in many cases for a lease payment amount established through a lease agreement. Examples include the Golf Course property (excluding the Clubhouse), Curling Rink, Legion Park & Youth Centre, Parkside Manor, grazing/agricultural land, Chamber of Commerce and the Museum. There are a number of outstanding leases to be re-negotiated; additional attention is required to oil and gas surface leases.

Taber Memorial Gardens

The Community Services Department administers Taber Memorial Gardens cemetery in accordance with the Cemetery Act. We assist customers with plot sales, pre-needed planning, record keeping, and searches requested by family members and loved ones. Community Services coordinates services by funeral homes and monument companies.

***Grants Administration***

We are also involved in preparing Grant Applications in an effort to reduce the financial burden on ratepayers. We work with non-profit community organizations eligible for grant programs that municipalities are no longer eligible. A recent example is the Community Facility Enhancement Program (CFEP) grant, submitted by the Taber Vipers Swim Club & ultimately approved by the provincial government that resulted in \$125,000 project grant funding.

Department Goals and Objectives

The following projects and objectives are proposed for the upcoming year:

- Continue building the Recreation Facilities section team and culture
- Increase Recreation Facilities labour - preparedness to support existing and new infrastructure
- Roof replacements – Chamber and Museum lease areas, former library, police station, and Parkside Manor
- Recreation Sponsorship Program – agreement with Sponsorship Connections expires June 2015
- Staff training & development opportunities - new employees requiring certification; continuing development
- Ice Arenas Refrigeration Equipment assessment and recommendations
- Ice resurfacer room upgrades – snow melt system; domestic hot water supply
- Leases and agreement renewals with non-profit groups – e.g. curling rink, paintball
- Oil and gas surface leases administration
- Cemetery operations and cost recovery assessment and recommendations
- Attention and commitment to Municipal Emergency Plan
- Auditorium and meeting rooms modernization plan
- Facility and equipment lifecycle program – resume program in 2014
- Auditorium tables and chairs storage and user groups storage needs
- Energy reduction initiatives – aeration building capacitors; municipal buildings LED exterior lighting
- Cemetery Row K development
- Old rodeo grounds pond rehabilitation; Cenotaph restoration
- Develop park benches, tables and waste/recycling container plans
- Effective transition of responsibility for operation and maintenance of new infrastructure from the Developer to the Town

2014 Net Budget Total: \$2,484,590 (2013 \$1,980,736 – Increase \$503,854; 25.44%)

Community Services Budget Overview**Revenues****Revenue – \$1,030,820**

Some facilities and programs require user fees to participate such as public swim, ice arena rental, auditorium bookings and ball diamond use – others are accessible by anyone at no charge such as the pedestrian trail, Winter Walk-A-Bout, community parks and off-leash Dog Park. Based on the spring



2011 user survey, our customers are Taber residents (59%), MD of Taber, Barnwell & Vauxhall residents (24%) and the balance from areas beyond the MD of Taber (17%).

Expenses

Cost: \$3,515,410

Virtually all Community Service functions operate in a deficit – in other words they cost more to operate than revenues they generate. This is common among municipalities of all sizes. Our facilities and services are only funded in part by user fees, with the balance of annual costs funded and subsidized through property taxes. Based on history and our experience, the public seems to be more accepting to small, regular user fee adjustments (if required) rather than larger, less frequent user fee adjustments. Administration remains optimistic about the Town’s Recreation Sponsorship Program, as an alternative strategy to manage user fees and to help offset the increasing operating expenses. The largest change from the 2013 to the 2014 expenses is due to additional labour resources and facility and equipment maintenance programs.

Community Services – Financial Summary

2014 Operating Revenue – Proposed Budget	\$1,030,820
2014 Operating Expenses – Proposed Budget	<u>\$3,515,410</u>
2014 Net Budget – Proposed Budget	(\$2,484,590)
2013 Operating Revenue – Budget	\$1,072,956
2013 Operating Expenses – Budget	<u>\$3,053,692</u>
2013 Net – Budget	(\$1,980,736)
2012 Operating Revenue – Actual	\$1,003,591
2012 Operating Expenses – Actual	<u>\$2,791,441</u>
2012 Net – Actual	(\$1,876,743)
2011 Operating Revenue – Actual	\$ 945,697
2011 Operating Expenses – Actual	<u>\$2,884,708</u>
2011 Net – Actual	(\$1,939,012)