



## **AGENDA**

SPECIAL MEETING OF THE COUNCIL OF THE TOWN OF TABER, TO BE HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION BUILDING, ON MONDAY, NOVEMBER 18, 2024 AT 3:30 PM.

	<b><u>MOTION</u></b>
<b>1. CALL TO ORDER</b>	
<b>2. ADOPTION OF THE AGENDA</b>	<b>X</b>
<b>3. PUBLIC HEARINGS</b>	
<b>4. ADOPTION OF THE MINUTES</b>	
<b>5. BUSINESS ARISING FROM THE MINUTES</b>	
<b>6. BYLAWS</b>	
<b>7. ACTION ITEMS</b>	
ITEM No.7.1      2025 Proposed Capital Budget-Round 2	<b>X</b>
ITEM No.7.2      2025 Operating Budget Discussion	<b>X</b>
<b>8. DELEGATIONS</b>	
<b>9. MEDIA INQUIRIES</b>	



**10. CLOSED SESSION**

**X**

ITEM No.10.1 Discussion with Council  
Council takes the meeting into Closed Session to prevent disclosure of consultations or deliberations involving officers or employees of a public body, in accordance with Advice from Officials, Section 24(1)(b), of the Freedom of Information and Protection of Privacy Act.

**11. OPEN SESSION**

**X**

**12. CLOSE OF MEETING**

**X**

## Council Request for Decision

**Meeting Date: November 18, 2024**

**Subject:**  
2025 Proposed Capital Budget-Round 2

**Recommendation:**  
Discussion is requested.

**Background:**

Administration has prepared the proposed 2025 Capital project listing with possible funding, for Council's consideration.

Eligible projects may be funded by federal or provincial grants. Whenever possible, grant funds are used ahead of municipal funding sources to reduce the impact on taxpayers.

In 2025 the Town of Taber will receive \$1,408,866 from LGFF, and approximately \$500 thousand from Canada Community Building Fund. 2025 capital contribution will be approximately \$1.9 million.

In addition to the proposed capital project listing presented to Council in October, Administration has added two additional projects; Asphalt milling and overlay \$250K and Sidewalk replacement \$250K. See attached Capital proposals.

Regarding the WWTP Irrigation Building Safety Shower questions that were raised by Council, Administration has reduced the project amount from \$175K to \$10K for planning work. There will be a follow up capital request once the planning determines the scope of work and budget to complete the actual project before next summer irrigation season. If the project is not completed, we will be forced to rent a portable unit again.

The Town budget process is based on effective short and long-term planning in support of the goals of Council's Strategic Plan and the needs of the community.

**Legislation / Authority:**  
Section 245 and 283.1 of the MGA

**Strategic Plan Alignment:**

Define and Practice Good Governance

**Financial Implication:**

Currently unquantifiable due to multiple considerations related to possible Council direction.

**Service Level / Staff Resource Implication:**

Service levels remain the same

**Justification:**

The council must adopt a capital plan as per the MGA

**Alternative(s):**

1. Council approves the 2025 Capital Budget as presented.
2. Council approves the 2025 Capital Budget with the following amendments
3. \_\_\_\_\_  
Council directs administration to come back to Council at a later date with an alternative Capital Budget proposal.

**Attachment(s):** 2025 Proposed Capital Projects

Asphalt , milling and overlay project proposal

Surface works (Sidewalk replacement) capital project proposal

**APPROVALS:**

**Originated By:** John Orwa

**Chief Administrative Officer (CAO) or Designate:** \_\_\_\_\_

## 2025 Proposed Capital Projects

	Department	Total Budget	Reserves	LGFF	CCBF	Other Sources	LTD
<b>Information Technology</b>							
2025 Project - Annual Computer Replacement	IT	\$ 287,700	\$ 287,700				
<b>Police</b>							
2025 Project - Annual Police Vehicle Replacement	Police	\$ 75,000		\$ 75,000			
2025 Project - Annual Police Vehicle Replacement	Police	\$ 75,000		\$ 75,000			
2025 Project - Simulation Training System	Police	\$ 50,000		\$ 50,000			
2025 Project - Utility Trailer Purchase	Police	\$ 25,000	\$ 25,000				
2025 Project - Building Expansion (multi-year project)	Police	\$ 200,000	\$ -	\$ 200,000			
<b>Fire</b>							
2025 Project - Thermal Imaging Camera	Fire	\$ 11,000	\$ 11,000				
<b>Engineering and Public Works</b>							
2025 Project - Annual Street Light Upgrade	Roads & Walks	\$ 85,000	\$ -	\$ 85,000			
2025 Project - Asphalt Milling & Overlay	Roads & Walks	\$ 250,000	\$ 250,000				
2025 Project - Sidewalk Replacement	Roads & Walks	\$ 250,000	\$ 250,000				
2025 Project - Sunrise Estates Stormwater Upgrade	Stormwater	\$ 150,000	\$ -	\$ 150,000			
2025 Project - 45 Ave Cast Iron Replacement	Water Sup & Dist.	\$ 1,600,000					\$ 1,600,000
2025 Project - One Ton Service Truck	Water Sup & Dist.	\$ 125,000	\$ -	\$ 125,000			
2025 Project - Relocate WTP HMI	Water Sup & Dist.	\$ 40,000	\$ -	\$ 40,000			
2025 Project - Downtown Sanitary Pipe Relining & Cleaning	WW Treat & Disp	\$ 160,000	\$ -	\$ 68,866	\$ 91,134		
2025 Project - WWTP Grit Lift Rebuild	WW Treat & Disp	\$ 75,000	\$ -	\$ 75,000			
2025 Project - WWTP Small Screen Replacement	WW Treat & Disp	\$ 40,000	\$ -	\$ 40,000			
2025 Project - WWTP Irrigation Building Safety Shower	WW Treat & Disp	\$ 10,000	\$ 10,000				
2025 Project - Automated Side Load Residential Collection Truck	Waste Mgmt	\$ 350,000		\$ 50,000	\$ 300,000		
2025 Project - 3/4 Ton Service Truck or Van	Facility Maint	\$ 75,000	\$ -	\$ 75,000			
2025 Project - WWTP Roof Replacement	Facility Maint	\$ 300,000	\$ -	\$ 300,000			
2025 Project - Agriplex Fire Alarm Upgrade	Facility Maint	\$ 100,000	\$ -		\$ 100,000		
<b>Recreation</b>							
2025 Project - Urban Tree Study	Parks	\$ 100,000				\$ 100,000	
2025 Project - Zero Turn Mower	Parks	\$ 20,000	\$ 20,000				
2025 Project - Summer Games Track Improvements	Parks	\$ 85,000	\$ 85,000				
<b>Total Proposed 2025 Capital Projects</b>		<b>4,538,700.00</b>	<b>\$ 938,700</b>	<b>\$ 1,408,866</b>	<b>\$ 491,134</b>	<b>\$ 100,000</b>	<b>\$ 1,600,000</b>



TOWN OF

**TABER**

# Capital Project Proposal

**Project Title:** Asphalt Milling & Overlay Program  
**Priority:** 1  
**Cost Center:** 4-32-06-610-0010-2025  
**Budget Year:** 2025  
**Project Budget:** \$250,000  
**Funding Source:** Capital Reserves

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<b>Project Description:</b>	Some of the key items for the project are:  After engineering has assessed the roads they will recommend asphalt repairs and overlay for the project.
<b>Rationale for the need:</b>	Provide safe roads for businesses and residents to utilize, amount has been increased this year due to increased asphalt material costs.
<b>Impact on future operating costs:</b>	Current operating maintenance should remain status quo.
<b>Implications of deferring this project:</b>	Aging infrastructure will provide unsafe poor roads to drive on.
<b>Treatment of assets:</b>	Repair to existing assets.
<b>Other options to recommendation:</b>	Council may choose to move to a future year because of budget constraints.



TOWN OF

**TABER**

# Capital Project Proposal

**Project Title:** Surface Works (Sidewalk Replacement)  
**Priority:** 1  
**Cost Center:** 4-32-06-610-0002-2025  
**Budget Year:** 2025  
**Project Budget:** \$250,000  
**Funding Source:** Capital Reserves

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<b>Project Description:</b>	Some of the key items for the project are:  After an assessment of sidewalks through out Taber engineering will recommend locations of repairs or replacements.
<b>Rationale for the need:</b>	Provide safe sidewalks for residents to use, amount has increased this year due to increasing concrete costs.
<b>Impact on future operating costs:</b>	Current operating maintenance should remain status quo.
<b>Implications of deferring this project:</b>	Aging infrastructure without repairs or replacements may provide unsafe sidewalks to walk on.
<b>Treatment of assets:</b>	Replacement of existing sidewalks.
<b>Other options to recommendation:</b>	Council may differ this to future year(s) or add to a larger future project.

## Council Request for Decision

**Meeting Date: November 18, 2024**

**Subject:**  
2025 Operating Budget Discussion

**Recommendation:**  
Council discussion is requested.

**Background:**

Tonight's discussion is being presented based on each department's anticipated level of service and operational changes identified by the department directors.

The salaries and wages, which is approximately 46% of the total expenses have projected increases across the board due to the following:

1. Increase in the actual renewal rates from our provider- AMSC for the benefits.
2. Salaries/wages – Step and annual increases (This might change depending on the CUPE and Police negotiations)
3. Added the 27<sup>th</sup> pay period. We normally run 26 pay periods and the last time we needed to run 27 pay periods was in 2014.

Administration has attached the departmental budget narratives showing the 2024 approved budget compared to the 2025 proposed budget. Each department head will present and explain the budget variances.

Administration is looking for Council input and direction based on the presentation from each department.

**Legislation / Authority:**

MGA Section 242

**Strategic Plan Alignment:**

Define and Practice Good Governance





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**Financial Implication:**

Currently unquantifiable due to multiple considerations related to possible Council direction.

**Service Level / Staff Resource Implication:**

Service levels to increase/decrease depending on budget approval.

**Justification:**

Provides the authorization for the municipality to operate in the next fiscal year

**Alternative(s):**

Council discussion

**Attachment(s):**

Summary Budget 2024 VS 2025  
Utilities Budget Narrative  
Public Works Budget Narrative  
Facilities Budget Narrative  
Recreation Budget Narrative  
Fire Budget Narrative  
CAO Budget Narrative  
Administrative Services Budget Narrative  
Council Budget Narrative  
Economic Development Budget Narrative  
Finance Budget Narrative  
IT Budget Narrative  
HR Budget Narrative

**APPROVALS:**

**Originated By:** John Orwa

**Chief Administrative Officer (CAO) or Designate:** \_\_\_\_\_

**Town of Taber**  
**2024 vs 2025 Operating Budget Summary**

	2024	2025	Variance
<b>Revenues</b>			
Net taxes	11,445,371	11,799,621	354,250
Sales to other governments	8,800	8,800	-
Sales and user fees	12,175,118	14,264,738	2,089,620
Penalties and costs of taxes	190,000	190,000	-
Licenses and permits	323,064	341,064	18,000
Fines	305,000	275,000	(30,000)
Franchise fees	2,156,744	2,252,745	96,001
Investment income	157,613	157,200	(413)
Rentals	982,894	1,008,078	25,184
Other revenues	330,936	337,078	6,142
Government transfers	1,401,288	1,552,729	151,441
From reserves	815,064	30,000	(785,064)
<b>Total Revenues</b>	30,291,892	32,217,053	
<b>Expenses</b>			
Salaries, wages and benefits	13,883,276	14,834,736	951,460
Contracted and general services	6,250,864	6,877,893	627,029
Purchases from other governments	906,505	950,233	43,728
Materials, goods and supplies	4,255,882	4,463,539	207,657
Other expenditures	118,000	147,500	29,500
Amortization	5,165,245	5,165,245	-
Transfers to local boards and agencies	749,470	801,792	52,322
Bank charges and interest	13,478	13,478	-
Provisions for allowances	149,070	154,000	4,930
Interest on long-term debt	557,011	499,288	(57,723)
Repayment of long-term debt	1,517,166	1,550,380	33,214
To reserves	1,891,170	1,924,214	33,044
<b>Total Expenses</b>	35,457,137	37,382,298	
<b>Net Total</b>	(5,165,245)	(5,165,245)	
<b>Amortization</b>	5,165,245	5,165,245	
<b>Surplus/Deficit</b>	-	-	

**The Role of Utilities**

The Utilities activity includes the Town's Water Treatment Plant, Waste Water Treatment Plant, underground water distribution and collection infrastructure, and Solid Waste & Recycling.

**Core Services*****Water Utilities***

This department consists of two main activities:

A) Treatment branch which includes:

- Water treatment facility which is responsible for ensuring safe drinking water to all residents, businesses and industry. The treatment of water is regulated through Alberta Environment and Parks.
- Sewage treatment is managed between two facilities the BNR treatment plant and the sewage lagoons. The BNR plant is for municipal flows and some commercial flows, while the lagoons are primarily used for industrial flows. The treatment of all sewage is regulated through Alberta Environment and Parks.
- The Town's treatment staff also manages Lantic Inc.'s certified wastewater treatment facility under contract, providing their expertise in treatment to local industry.

B) Distribution and collection branch that takes care of the following:

- Potable water distribution pressurised system: water meters, fire hydrants, pipe mains, valves, and residential & commercial/industrial services.
- Sanitary collection system: pipelines, manholes, pump stations, valves, sanitary outfalls, and residential & commercial/industrial services.
- Storm water collection system: pipelines, manholes, catch basins drainage swales & ditches, storm outfalls and residential & commercial/industrial services.
- This branch also locates all of the Town's infrastructure for Alberta One-Call locate requests.



# UTILITIES

2025 - 2028

## Summary Budget

<b>Stormwater</b>				
<b>Revenues</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Sales and user fees	533,550	592,240	58,690	
<b>Total Revenues</b>	<b>533,550</b>	<b>592,240</b>	<b>58,690</b>	
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Salaries, wages and benefits	93,188	58,695	- 34,493	
Contracted and general services	85,035	84,534	- 501	
Purchases from other governments	-	-	-	
Materials, goods and supplies	29,050	29,050	-	
Interest on long-term debt	1,826	1,181	- 645	
Amortization	328,325	328,325	-	
Other expenditures	-	-	-	
<b>Total Expenses</b>	<b>537,424</b>	<b>501,785</b>	<b>- 35,639</b>	
Repayment of long-term debt from reserves	26,844	26,844	-	
To reserves	-	-	-	
To reserves	146,700	146,700	-	
<b>Total interfund- transfers</b>	<b>173,544</b>	<b>173,544</b>	<b>-</b>	
Net Budget	- 177,418	- 83,089	94,329	
Budget Change		94,329		
Percentage Change		-53.17%		

\*Note: Amortization Expense to be included in budget but not funded.

## Stormwater Budget Change Highlights

Action Items	Rationale/ Link to Strategic Plan
Changes from 2024: Increases: ➤ Sales & User Fees	➤ Utility revenue model adjustment
Changes from 2024: Decreases: ➤ Salary, wages & benefits	➤ Internal reallocation



# UTILITIES

2025 - 2028

## Summary Budget

<b>Water</b>				
<b>Revenues</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Net taxes	-	-	-	
Sales and user fees	3,690,560	3,835,859	145,299	
Penalties and costs of taxes	40,000	40,000	-	
<b>Total Revenues</b>	<b>3,730,560</b>	<b>3,875,859</b>	<b>145,299</b>	
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Salaries, wages and benefits	748,190	798,953	50,763	
Contracted and general services	293,313	313,224	19,911	
Purchases from other governments	165,164	212,082	46,918	
Materials, goods and supplies	868,250	856,550	- 11,700	
Interest on long-term debt	-	41,075	41,075	
Amortization	821,410	821,410	-	
Other expenditures	-	-	-	
<b>Total Expenses</b>	<b>2,896,327</b>	<b>3,043,294</b>	<b>146,967</b>	
Repayment of long-term debt	-	79,914	79,914	
To reserves	409,250	409,250	-	
<b>Total interfund- transfers</b>	<b>409,250</b>	<b>489,164</b>	<b>79,914</b>	
Net Budget	424,983	343,401	- 81,582	
Budget Change		- 81,582		
Percentage Change		19.20%		

\*Note: Amortization expense to be included in operating budget but not funded

## Water Budget Change Highlights

Action Items	Rationale/ Link to Strategic Plan
Changes from 2024: Increases: <ul style="list-style-type: none"> <li>➤ Sales &amp; User Fees</li> <li>➤ Wages, Salaries, benefits</li> <li>➤ Purchases from other governments</li> <li>➤ Long Term Debt</li> </ul>	<ul style="list-style-type: none"> <li>➤ Utility revenue model adjustment</li> <li>➤ Inflation increases to maintain service level</li> <li>➤ SMIRD Water</li> <li>➤ Repayment requirements</li> </ul>



# UTILITIES

2025 - 2028

## Summary Budget

<b>Wastewater</b>				
<b>Revenues</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Net taxes	-	-	-	
Sales and user fees	3,672,659	3,725,029	52,370	
<b>Total Revenues</b>	<b>3,672,659</b>	<b>3,725,029</b>	<b>52,370</b>	
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Salaries, wages and benefits	730,876	915,074	184,198	
Contracted and general services	462,380	493,853	31,473	
Materials, goods and supplies	710,550	734,060	23,510	
Interest on long-term debt	302,869	224,126	-	78,743
Amortization	1,159,169	1,159,169	-	
Other expenditures	-	500	500	
<b>Total Expenses</b>	<b>3,365,844</b>	<b>3,526,782</b>	<b>160,938</b>	
Repayment of long-term debt	880,223	814,116	-	66,107
To reserves	495,770	495,770	-	
<b>Total interfund- transfers</b>	<b>1,375,993</b>	<b>1,309,886</b>	-	<b>66,107</b>
Net Budget	- 1,069,178	- 1,111,639	-	42,461
Budget Change		- 42,461		
Percentage Change		3.97%		

\*Note: Amortization expense to be included in operating budget but not funded

### Wastewater Budget Change Highlights

Action Items	Rationale/ Link to Strategic Plan
Changes from 2024: Increases: <ul style="list-style-type: none"> <li>➤ Sales &amp; User Fees</li> <li>➤ Salaries, wages and benefits</li> <li>➤ Contracted services</li> <li>➤ Materials, goods &amp; supplies</li> </ul>	<ul style="list-style-type: none"> <li>➤ Utility revenue model adjustment</li> <li>➤ Reallocation of CUPE, management, and Lantic costs</li> <li>➤ Inflation increases to maintain service level</li> <li>➤ Inflation increases to maintain service level</li> </ul>
Changes from 2024: Decreases: <ul style="list-style-type: none"> <li>➤ long-term debt</li> </ul>	<ul style="list-style-type: none"> <li>➤ Payment reduction</li> </ul>



**Solid Waste Collection & Recycling**

**Solid Waste Management**

Solid Waste Collection & Recycling is divided into two separate functions: the collection and transfer of solid waste, and the collection and diversion of Recyclable materials including compostable materials and recyclable materials.

The Town utilizes a three-cart system for residential recycling, organics, and solid waste. The program this year diverted over 65% of materials (composed of organics and recycling material) substantially reducing landfill costs.

**Summary Budget**

<b>Solid Waste Collection and Recycling</b>				
	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
<b>Revenues</b>				
Sales and user fees	2,655,090	2,626,230	-	28,860
<b>Total Revenues</b>	<b>2,655,090</b>	<b>2,626,230</b>	<b>-</b>	<b>28,860</b>
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Salaries, wages and benefits	428,899	446,817		17,918
Contracted and general services	1,002,438	1,005,480		3,042
Purchases from other governments	677,500	680,000		2,500
Materials, goods and supplies	148,650	157,650		9,000
Amortization	165,055	165,055		-
Other expenditures	-	-		-
<b>Total Expenses</b>	<b>2,424,103</b>	<b>2,456,563</b>		<b>32,460</b>
To reserves	107,900	107,900		-
<b>Total interfund- transfers</b>	<b>107,900</b>	<b>107,900</b>		<b>-</b>
Net Budget	123,087	61,767	-	61,320
Budget Change		-		61,320
Percentage Change				49.82%

\*Note: Amortization expense to be included in operating budget but not funded

**Solid Waste Budget Change Highlights**

<b>Action Items</b>	<b>Rationale/ Link to Strategic Plan</b>
Changes from 2024: Increases: ➤ Sales & User Fees	➤ Utility revenue model adjustment

**The Role of Engineering & Public Works**

The Engineering and Public Works Department designs, operates and maintains the town's infrastructure, specifically the roads and walks. The department is divided into these functions; Engineering, and Roads & Walks.

**Core Services*****Engineering***

The department is responsible for long-term engineering infrastructure monitoring, condition assessment, planning/design/construction, and project management on capital works projects.

The Town's engineering department utilizes a GIS data base for all of the Town's infrastructure. The data base will include the correct location and assessment of the life cycle of the asset. The department assists mapping projects for other departments and community groups.

***Roads & Walks***

The Roads & Walks function maintains the Town's roads, curb and gutter, catch basins, stormwater retention ponds, sidewalks and walking trails. This includes traffic line painting, sweeping, plowing, sanding and salting, filling potholes, spray crack filling, grading, and control of noxious weeds. This area provides maintenance and replacement of traffic signs, curb and gutter, and sidewalks, asphalt repair, tree maintenance on boulevards and pathways, assists the Taber Police Service and Alberta Highways with traffic control.

Roads & walks also assists in the setup and take down of Cornfest, mounts and takes down flower planters for Communities in Bloom, and puts up and takes down the Town's Christmas decorations. The department utilizes its excavators to dig and fill graves in the Town's cemetery and maintains the cemetery roads. The department assists Solid Waste with residential spring and fall tree chipping and yard waste removal, work on the compost site, and assists the Taber Golf Course.





# ENGINEERING AND PUBLIC WORKS

2025-2028

## Summary Budget

<b>Public Works</b>				
<b>Revenues</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Sales and user fees	24,750	25,000	250	
Other revenues	84,537	84,537	-	
Government transfers	-	-	-	
<b>Total Revenues</b>	<b>109,287</b>	<b>109,537</b>	<b>250</b>	
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Salaries, wages and benefits	1,433,328	1,430,360	- 2,968	
Contracted and general services	412,093	439,020	26,927	
Materials, goods and supplies	733,475	801,150	67,675	
Interest on long-term debt	34,765	33,010	- 1,755	
Amortization	1,426,113	1,426,113	-	
Other expenditures	-	-	-	
<b>Total Expenses</b>	<b>4,039,774</b>	<b>4,129,653</b>	<b>89,879</b>	
Repayment of long-term debt	83,735	85,489	1,754	
From reserves	- 25,000	- 25,000	-	
To reserves	246,490	258,010	11,520	
<b>Total interfund- transfers</b>	<b>305,225</b>	<b>318,499</b>	<b>13,274</b>	
Net Budget	- 4,235,712	- 4,338,615	- 102,903	
Budget Change		- 102,903		
Percentage Change		2.43%		

**\*Note: Amortization Expense to be included in budget but not funded.**

## Budget Change Highlights

Action Items	Rationale/ Link to Strategic Plan
Changes from 2024: Increases: ➤ Materials, goods and supplies	➤ Inflation increase to maintain service level
Changes from 2024: Decreases: ➤ Salaries, wages and benefits	➤ Transfer to newly created Lantic account



## **The Role Facilities & Energy Management**

Facilities & Energy Management was created in 2023 to centralize the maintenance and operation of the Town's buildings under one department. Facilities & Energy Management undertakes contracted repairs, preventative/corrective/reactive maintenance of building envelope, HVAC, plumbing and electrical systems. The department implements and operates the Town's centralized asset management software system.

### **Core Services**

#### ***Facility Maintenance***

Facility & Energy Management prolongs the useful life of major building components through annual maintenance and repairs of all facilities. The department strives to improve quality standards for cost effective repairs. Department objectives include the preventative maintenance program and review and evaluate building assessments for all building components within all facilities. An additional objective is to implement energy efficient technology to facilities where feasible. New this year was the acquisition of the baseball concession

#### ***Asset Management***

PSD Citywide asset management software administrator for the municipality. Work with other departments to improve the quality of asset data in the repository and GIS system including; attribute data, condition assessment data and risk assessment data. Manage the asset management software system. Import data into the software system as required such as facility related data or other department data. Chair the cross functional asset management committee. Create asset management documents as required. Update policy and procedure as required.

#### ***Energy Management***

Review individual facility energy performance to identify facility performance issues and efficiencies. Incorporate energy efficient technology for preventative/corrective/reactive building maintenance. Provide expertise to the municipality for any energy related topics. Compile future electricity and natural gas projections for budget purposes. Manage existing and future electricity and natural gas contracts. Manage grant applications as they relate to energy management for facilities.

#### ***Project Management***

The department performs project & construction management as it relates to building envelope and building components. Duties include preliminary design through to project completion. The department assists other departments on project management duties as required.



Summary Budget

<b>Property Management</b>				
<b>Revenues</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Rentals	171,719	175,708	3,989	
Other revenues	73,962	73,962	-	
Government transfers	-	-	-	
<b>Total Revenues</b>	<b>245,681</b>	<b>249,670</b>	<b>3,989</b>	
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Salaries, wages and benefits	710,368	714,673	4,305	
Contracted and general services	509,657	544,778	35,121	
Purchases from other governments	12,100	12,945	845	
Materials, goods and supplies	130,472	133,165	2,693	
Interest on long-term debt	35,509	34,375	-1,134	
Amortization	47,415	47,415	-	
Other expenditures	-	-	-	
<b>Total Expenses</b>	<b>1,445,521</b>	<b>1,487,351</b>	<b>41,830</b>	
Repayment of long-term debt	38,454	39,587	1,133	
From reserves	-	-	-	
To reserves	19,507	19,507	-	
<b>Total interfund- transfers</b>	<b>57,961</b>	<b>59,094</b>	<b>1,133</b>	
Net Budget	- 1,257,801	- 1,296,775	- 38,974	
Budget Change		- 38,974		
Percentage Change		3.10%		

**\*Note: Amortization Expense to be included in budget but not funded.**

Action Items	Rationale/ Link to Strategic Plan
Changes from 2024: Increases: ➤ Contracted and General Services	➤ Inflation increases to maintain service levels



## **The role of Recreation**

Recreation is about activities, pastimes, and experiences which are freely chosen. They are usually undertaken for leisure and produce feelings of wellbeing, enjoyment, relaxation, and satisfaction.

The Recreation department provides Recreation services for Taber and area residents/visitors. These include a range of publicly accessible indoor and outdoor Recreation facilities growing with our community. Town staff safely operate those facilities and implement a variety of programs helping position Taber as an attractive place to work, play and grow. Responsibility is shared with Public Works for Taber's Memorial Garden cemetery, the final resting place for many from the Taber area. Taber's assets include buildings and land in our region.

## **Core Services**

### **Recreation**

The Recreation section operates facilities such as the Community Centre and the Aquafun Centre. These indoor facilities provide programming and recreational activities for public and area users.

Recreation coordinates and facilitates special events including Canada Day and the Cornfest Fun Run. We also assist user groups with the planning of their events on Town owned facilities and assist them to help make their event successful. Recreation takes a lead role in large community events such as Southern Alberta Summer Games.

### **Parks**

The Town now owns/operates over 350 acres of outdoor Community Parks and Sports fields along with walking trails and the Trout Pond. Located on these lands are outdoor facilities such as Tennis Courts, Track and Field, Skate Park, Spray Park, Playgrounds and Sports fields that accommodate baseball soccer and football fields. Staff fully maintain these areas including irrigation, mowing/trimming, fertilizer/weed management, pest management, tree management, inspections of playground equipment and waste control.

This function also includes working directly with Communities in Bloom in a coordinated effort to make the parks, flowerpots, flower beds and green spaces a showcase of the community.

Using a recreation management software package integrated with the Towns financial system the Recreation section provides booking and accounting for all recreation services for Taber.

Recreation also provides ground maintenance services and perpetual care of the 20 acre parcel of the Taber Memorial Garden cemetery while partnering with Public Works which provides road maintenance and prepares plots for interments.

Recreation staff prepares information and administrative support to the Taber Recreation Board and the Taber Arts and Heritage Committee.



# RECREATION

2025 - 2028

## Summary Budget

<b>Recreation</b>				
	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
<b>Revenues</b>				
Sales to other governments	-	-	-	
Sales and user fees	182,676	178,926	-	3,750
Rentals	539,500	535,036	-	4,464
Other revenues	29,376	83,056		53,680
Government transfers	210,725	264,725		54,000
<b>Total Revenues</b>	<b>962,277</b>	<b>1,061,743</b>		<b>99,466</b>
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Salaries, wages and benefits	2,213,434	2,337,801		124,367
Contracted and general services	615,122	817,905		202,783
Purchases from other governments	16,303	19,033		2,730
Materials, goods and supplies	987,290	1,047,549		60,259
Transfers to local boards and agencies	852	-	-	852
Bank charges and interest	9,364	9,364		-
Amortization	536,889	536,889		-
Other expenditures	-	-		-
<b>Total Expenses</b>	<b>4,379,254</b>	<b>4,768,541</b>		<b>389,287</b>
From reserves	-	5,000	-	5,000
To reserves	116,240	116,240		-
<b>Total interfund- transfers</b>	<b>111,240</b>	<b>111,240</b>		<b>-</b>
Net Budget	-	3,528,217	-	3,818,038
Budget Change			-	289,821
Percentage Change				8.21%

\*Note: Amortization Expense to be included in budget but not funded

## Budget Change Highlights

<b>Action Items</b>	<b>Rationale / link to Strategic Plan</b>
Change from 2024: Increase: <ul style="list-style-type: none"> <li>➤ Revenues</li> <li>➤ Salaries</li> <li>➤ Contracted services &amp; Materials, Goods and Supplies.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Changes in revenues are due to an increase in grants and donations as part of the Taber 120 and the summer games</li> <li>➤ The standard COLA increase and wage reallocations</li> <li>➤ Excluding the standard increases in these areas we will also see the summer games / Taber 120 budget increases</li> </ul>



### **The Role of the Fire Department**

Taber Fire Department is composed of 3 fulltime Chief Officers, 33 paid-on-call firefighters. Our mission is to serve our community effectively and efficiently through the professional delivery of emergency response and services.

### **Mission Statement**

*The Taber Fire Department will protect and serve, without prejudice or preference, all citizens of the Town of Taber through vibrant and effective fire prevention and public education programs. It aims to deliver highly skilled fire suppression and rescue teams for mitigation of the injurious effects of fire, hazardous materials, and other perils, including natural and unnatural disasters.*

### **Core Services**

#### **Fire Prevention /Education**

Taber Fire Department provides fire prevention / education to the public and citizens of Taber. As part of the Town of Taber Quality Management Plan, and in conformance with the Safety Codes Act, Taber Fire Department performs inspections and Fire investigates in determining the cause and origin of Fires. Fire prevention programs also educate various groups and schools throughout the community. The goal of fire prevention and education is to reduce fires and heighten awareness.

#### **Fire / Rescue training**

Taber Fire Department delivers certified National Fire Protection Association training to all members. This training includes but not limited to structure fire, auto extraction, farm extraction, water rescue, ice rescue, hazardous material incidents, high angle rope rescue, confined space, wild land fire, first aid and fire inspection and investigations.

#### **Fire Call Response**

Taber Fire Department responds to 300-330 Emergency calls annually.

#### **Emergency Management preparedness**

Taber Fire Department supports, maintains, educates, and guides the organizational group in development and maintains the Emergency Plan. This plan provides for a prompt and coordinates response to emergencies or disasters affecting our community. The Fire Hall also manages the Emergency Operations Centre. This is done in accordance with the Emergency Management Act.



Summary Budget

<b>Fire</b>				
	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
<b>Revenues</b>				
Net taxes	-	-	-	
Sales to other governments	8,800	8,800	-	
Sales and user fees	21,500	21,500	-	
Rentals	165,830	193,489	27,659	
Other revenues	4,000	-	- 4,000	
Government transfers	-	-	-	
<b>Total Revenues</b>	<b>200,130</b>	<b>223,789</b>	<b>23,659</b>	
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Salaries, wages and benefits	673,683	678,320	4,637	
Contracted and general services	187,668	204,385	16,717	
Purchases from other governments	2,500	2,500	-	
Materials, goods and supplies	186,640	205,940	19,300	
Amortization	251,047	251,047	-	
Other expenditures	-	-	-	
<b>Total Expenses</b>	<b>1,301,538</b>	<b>1,342,192</b>	<b>40,654</b>	
To reserves	47,300	47,300	-	
<b>Total interfund- transfers</b>	<b>47,300</b>	<b>47,300</b>	<b>-</b>	
Net Budget	- 1,148,708	- 1,165,703	- 16,995	
Budget Change		- 16,995		
Percentage Change		1.48%		

**\*Note: Amortization Expense to be included in budget but not funded.**

**Budget Change Highlights**

<b>Action Items</b>	<b>Rationale / link to Strategic Plan</b>
Changes from 2024: Increases <ul style="list-style-type: none"> <li>➤ Rentals</li> <li>➤ Materials, Goods &amp; Supplies</li> <li>➤ Contracted services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Canada Post / AHS / All Fitness and Emergency call response reimbursement this will be an increase based on lease agreements.</li> <li>➤ Replacement of Fire hose.</li> <li>➤ Inflationary increases in service fees</li> </ul>
Changes from 2024: Decreases <ul style="list-style-type: none"> <li>➤ Salaries</li> </ul>	<ul style="list-style-type: none"> <li>➤ The relocation of wages into the Recreation salaries budget</li> </ul>



## **The Role of the CAO**

The Chief Administrative Officer (CAO) is the administrative head of the municipality, and must perform the duties and functions, exercise the powers assigned to the position by legislation and Council. The CAO ensures that the policies and programs of the municipality are implemented. The CAO advises and informs Council on the operation and affairs of the municipality, thus assisting Council in its policy and decision-making functions. As the leader of the organization, the CAO is also responsible for building a strong team to ensure organizational efficiency and effectiveness.

The CAO's office includes two managerial sections: Administrative Services and Economic development. For budget narrative purposes, the Administrative Services and the Economic Development sections are reported separately.

## **Corporate Business Plan**

### **Mission Statement**

The Chief Administrative Officer follows legislation and Council direction to establish the Town of Taber as an example of municipal government excellence in Alberta.

### **Core Services**

#### ***Mayor and Council Support***

The CAO provides senior level advice and assistance to the Mayor and Council. This involves a minimum of twenty-one regular and special Council meetings each year. The CAO ensures that Council's direction, established through bylaws and resolutions, is followed. The function also includes management of municipal elections every four years. Finally, the CAO serves as the 'window' through which Council communications, both internally and externally, officially occur.

#### ***Municipal Leadership and Management***

The CAO serves as the conduit between Council and administration. As a leader, they foster innovation and excellence in Town employees, and as a manager oversees the Town's operations (6 Departments) and ensures Council direction is followed in a coordinated and systematic manner. This includes adjusting organizational design to ensure alignment between goals and structure.

#### ***Secretary to Subdivision and Development Appeal Board (S/DAB)***

The CAO serves as secretary to the Subdivision and Development Appeal Board (S/DAB). In this role they accept subdivision and development appeals on behalf of the S/DAB, organize public notices for appeal hearings, organize minute taking, and distribute the Board's decision.

#### ***Administrative Services Section***

This Section reports directly to the CAO, but its function is described in a separate budget narrative.

#### ***Economic Development Section***

This Section reports directly to the CAO, but its function is described in a separate budget narrative.





Summary Budget

<b>CAO</b>				
<b>Revenues</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Fines	50,000	20,000	-	30,000
Rentals	60,000	70,000		10,000
Other revenues	33,000	-	-	33,000
Government transfers	-	-		-
<b>Total Revenues</b>	<b>143,000</b>	<b>90,000</b>	<b>-</b>	<b>53,000</b>
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Salaries, wages and benefits	364,183	448,144		83,961
Contracted and general services	191,961	187,070	-	4,891
Purchases from other governments	20,250	10,250	-	10,000
Materials, goods and supplies	91,756	91,700	-	56
Amortization	18,104	18,104		-
Other expenditures	33,000	-	-	33,000
<b>Total Expenses</b>	<b>719,254</b>	<b>755,268</b>		<b>36,014</b>
<b>Total interfund- transfers</b>	<b>-</b>	<b>-</b>		<b>-</b>
Net Budget	- 576,254	- 665,268	-	89,014
Budget Change		- 89,014		
Percentage Change		15.45%		

**\*Note: Amortization & ARO expenses to be included in budget but not funded.**

**Budget Change Highlights**

<b>Action Items</b>	<b>Rationale/ Link to Strategic Plan</b>
Changes from 2024: Increases: <ul style="list-style-type: none"> <li>➤ Rentals</li> <li>➤ Salaries, wages &amp; benefits</li> </ul>	<ul style="list-style-type: none"> <li>➤ Inflation increase passed along to users</li> <li>➤ COLA increases/step progressions/personnel allocation adjustments</li> </ul>
Changes from 2024: Decreases: <ul style="list-style-type: none"> <li>➤ Fine revenues</li> <li>➤ Other revenues</li> <li>➤ Purchases from other governments</li> </ul>	<ul style="list-style-type: none"> <li>➤ Automated traffic enforcement adjusted based on last year's activity</li> <li>➤ Communication conference (1 time event in 2024)</li> <li>➤ Automated traffic enforcement adjusted based on last year's activity</li> </ul>



### **The Role of Administrative Services**

Administrative Services oversees the management of administrative support for the municipality in the areas of FOIPP coordination, advertising, communication, records management, bylaw and policy administration. The department is a main contributor to the “defining and practicing good governance” initiative found within the Town’s Strategic Plan. Our Team also assists with supporting Mayor and Council as well as the CAO office on various operational duties.

### **Corporate Business Plan**

#### **Mission Statement**

Administrative services follow legislation, support Council and administration to establish the Town of Taber as an example of municipal government excellence in Alberta.

#### **Core Services**

##### ***Mayor and Council Support***

The Administrative Services function provides senior level assistance to the Mayor and Council. This involves coordinating and organizing a minimum of twenty-one regular and special Council meetings, Subdivision Authority meetings, Public Hearing meetings, Municipal Emergency Management meetings, as well as Subdivision and Development Appeal Board Hearings. Our team also provides assistance in preparing agendas and taking official minutes. The function also oversees the management, recruitment, and appointment processes for Council’s official committees to provide an avenue for community involvement in the policy processes of the municipality.

##### ***CAO and Administrative Support***

This department provides confidential administrative support, assistance, and advice in various capacities to the Mayor, Council, CAO, and from time to time the senior management team. We undertake the preparation and distribution of all Council, Committee, and ad hoc meeting agenda packages for areas where the CAO is responsible. Our department also regularly helps to coordinate convention attendance, training, and seminars for Council, the CAO, and Director Team as required.

We also regularly assist numerous departments with various projects throughout the year. Although varied, they can range from special events, coordination of dignitaries, official proclamations, collaborations with outside organizations, and other unique opportunities that arise in the municipality from time to time.

##### ***Freedom of Information and Protection of Privacy (FOIPP) Coordinator***

As provincial legislation, the *Freedom of Information and Protection of Privacy Act (FOIPP)* allows any person the right of access to records and personal information (subject to some exceptions), and to control the manner in which said information is collected, utilized, and disclosed. As a municipality, the Town of Taber is responsible for following this *Act* and the structures therein in order to remain a transparent organization. Therefore, it falls upon the Administrative Services Manager to manage the coordination of the responsibilities of the Town’s access and privacy to information.



### ***Advertising and Communications***

As a public body, the need to communicate our services, projects, budgets, and processes is vital to the community's understanding of our place in their lives. To this end, our team coordinates advertising, and promotions on behalf of Council and Administration. We advertise weekly in the Taber Times, use multiple social media platforms for notification, release a monthly Corn Husk Chronicles, and provide up-to-date information on the Town's official website as regular forms of communications to promote the internal and external sharing of the Town's information. We work with all Town departments on their various initiatives that require communication campaigns to bring awareness to the public. Our department also serves as liaison for the media when requested or required. These tasks all function to serve within the Town's official strategic initiative of "improving internal and external communications."

The umbrella of communications not only encompasses information sharing, it also incorporates working as a liaison with outside organizations to strengthen our connections outside of our own borders and to "develop partnerships with other regional governments and organizations." To this end, the Administrative Services Department also coordinates the planning of events sponsored by the municipality or involving outside organizations such as the MD of Taber, Office of the MLA, Office of the MP, the Consul General of Japan in Calgary, City Government of Higashiomi, Japan, County Government of Siaya, Kenya, and other national and international organizations. We organize events that celebrate the Town's official volunteers to recognize their contributions and achievements, and to recognize long-service milestones.

### ***Bylaw and Policy Administration***

The municipality's principal records, notably agendas and minutes, are prepared and maintained by Administrative Services. In addition to these records, we also organize and maintain the comprehensive Town policy and procedure manual, the official records of all bylaws, as well as the databases for both lease agreements and oil and gas leaseholds on behalf of Administration and Council.

### ***Property Lease Management***

Through license and lease agreements with other community organizations, Taber & area residents have access to numerous recreation & cultural facilities, programs and events. Among them are the AgriPlex, Museum and Archives, Parkside Manor, Legion Park and Youth Centre, Arts & Crafts facility, Moto-Cross track, Paintball activity area, Curling rink and Golf course, as well as many others. Located within the MD of Taber, the Town owns lands suited to agricultural purposes and grazing. Administrative Services is responsible for the administration of 70+ surface leases and pipeline right of way agreements, as well as 34+ facility/building and land leases.

### ***Taber Memorial Gardens Cemetery***

The Taber Memorial Gardens is unique in the Town structure in that it is administered and maintained by three departments sharing responsibility. In coordination with the Engineering and Public Works Department and the Recreation Department, Administrative Services strives to protect the perpetual dignity of the Gardens. To this end, Administrative Services oversees the management of clerical maintenance of the cemetery by organizing and preserving over 8,600 records spanning more than a century, selling pre-need services to clients, and liaising with companies for monument install. The Administrative Services Department also serves as first point of contact for all customer comments or questions regarding the Taber Memorial Gardens.



# ADMINISTRATIVE SERVICES

2025 - 2028

## Summary Budget

<b>Admin Services</b>				
<b>Revenues</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Sales and user fees	67,549	67,549	-	
Licenses and permits	1,564	1,564	-	
Rentals	33,845	33,845	-	
Other revenues	10,686	12,023	1,337	
Government transfers	-	-	-	
<b>Total Revenues</b>	<b>113,644</b>	<b>114,981</b>	<b>1,337</b>	
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Salaries, wages and benefits	131,382	125,679	- 5,703	
Contracted and general services	13,565	12,374	- 1,191	
Purchases from other governments	10,686	12,023	1,337	
Materials, goods and supplies	52,800	51,500	- 1,300	
Amortization	31,904	31,904	-	
Other expenditures	-	-	-	
<b>Total Expenses</b>	<b>240,337</b>	<b>233,480</b>	<b>- 6,857</b>	
To reserves	3,800	3,800	-	
<b>Total interfund- transfers</b>	<b>3,800</b>	<b>3,800</b>	<b>-</b>	
Net Budget	- 130,493	- 122,299	8,194	
Budget Change		8,194		
Percentage Change		-6.28%		

**\*Note: Amortization & ARO expenses to be included in budget but not funded.**

### Budget Change Highlights

Action Items	Rationale/ Link to Strategic Plan
Changes from 2024: Decrease: ➤ Salaries, wages and benefits	➤ Wage allocation adjustments



**The Role of Council**

Council is the democratically elected body that is charged with providing peace, order and good government in the Town of Taber. Its role and responsibilities, and the way it operates, are outlined in detail in the Municipal Government Act. Council must also abide by other Provincial and Federal Government legislation. Council is composed of a Mayor and six Council Members.

**Corporate Business Plan**

**Mission Statement**

Council has adopted a vision, value statements, goals and strategic initiatives that provide direction to Council and the municipal corporation.

Summary Budget

<b>Council</b>				
<b>Revenues</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
<b>Total Revenues</b>	-	-	-	
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Salaries, wages and benefits	304,108	327,526	23,418	
Contracted and general services	163,018	178,252	15,234	
Purchases from other governments	-	-	-	
Materials, goods and supplies	64,639	72,240	7,601	
Transfers to local boards and agencies	719,470	771,792	52,322	
Interest on long-term debt	13,515	8,782	-	4,733
Amortization	50,420	50,420	-	
Other expenditures	25,000	25,000	-	
<b>Total Expenses</b>	<b>1,340,170</b>	<b>1,434,012</b>	<b>93,842</b>	
Repayment of long-term debt	107,241	111,973	4,732	
<b>Total interfund- transfers</b>	<b>107,241</b>	<b>111,973</b>	<b>4,732</b>	
Net Budget	- 1,447,411	- 1,545,985	-	98,574
Budget Change		- 98,574		
Percentage Change		6.81%		

**\*Note: Amortization Expense to be included in budget but not funded.**



**Budget Change Highlights**

Action Items	Rationale/ Link to Strategic Plan
Changes from 2024: Increase: <ul style="list-style-type: none"><li>➤ Salaries</li><li>➤ Contracted Services</li><li>➤ Transfers to local boards</li></ul>	<ul style="list-style-type: none"><li>➤ Re-allocation of personnel wages/COLA increases</li><li>➤ Inflationary increase</li><li>➤ Contributions support increase as per Council motions</li></ul>



## **The Role of Economic Development**

Economic development is 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.

Economic Development strives to build a business community for tomorrow that can continue to mature and benefit the Town of Taber for years to come.

## **Corporate Business Plan**

### **Mission Statement**

*As the Economic Development Department, we endeavor 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**

#### **New Business Attraction**

Economic Development provides information on the community, available land, municipal services, initiates projects, and supports business attraction, retention, and expansion. They also proactively market the community to investors and new businesses.

#### **Business Retention & Expansion**

Economic Development works to support the retention and expansion of local businesses including offering resources and connecting them to relevant information to help them grow. Economic Development also stays in touch with business owners to keep a good finger on the pulse of local business, helping identify red flags that we can address and highlighting achievements of local businesses.

#### **AAIP**

A new responsibility of the Economic Development staff is to lead the Alberta Advantage Immigration Program. This program works in cooperation with the Provincial and Federal governments assisting local businesses to bring immigrant workers and their families to Taber. The goal of the program is to support local business and retain immigrants in the Town.

#### **Business Licensing**

Economic Development staff participate in the review of renewal business licenses.



Summary Budget

<b>Economic Development &amp; Subdivision</b>			
	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>
<b>Revenues</b>			
Sales and user fees	1,162,000	2,937,000	1,775,000
Licenses and permits	100,000	110,000	10,000
Government transfers	67,412	-	67,412
<b>Total Revenues</b>	<b>1,341,412</b>	<b>3,069,000</b>	<b>1,727,588</b>
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>
Salaries, wages and benefits	343,055	241,437	- 101,618
Contracted and general services	183,182	181,295	- 1,887
Materials, goods and supplies	8,250	13,800	5,550
Transfers to local boards and agencies	30,000	30,000	-
Other expenditures	60,000	122,000	62,000
<b>Total Expenses</b>	<b>793,014</b>	<b>745,471</b>	<b>- 47,543</b>
Repayment of long-term debt	380,669	392,457	11,788
<b>Total interfund- transfers</b>	<b>380,669</b>	<b>392,457</b>	<b>11,788</b>
Net Budget	167,729	1,931,072	1,763,343
Budget Change		1,763,343	
Percentage Change		-1051.30%	

**\*Note: Amortization & ARO expenses to be included in budget but not funded.**

**Budget Change Highlights**

<b>Action Items</b>	<b>Rationale/ Link to Strategic Plan</b>
Changes from 2024: Increase: <ul style="list-style-type: none"> <li>➤ Land sale revenue</li> <li>➤ Other expenditures</li> </ul>	<ul style="list-style-type: none"> <li>➤ Significant increase in land sales</li> <li>➤ A portion of the Taber 120 budget added</li> </ul>
Changes from 2024: Decrease: <ul style="list-style-type: none"> <li>➤ Salaries, wages and benefits</li> </ul>	<ul style="list-style-type: none"> <li>➤ Wages allocation adjustments from Economic Dev. and the Planning department. Our AAIP term position is coming to an end in June of 2025</li> </ul>



**The Role Finance and Customer Care**

The Finance Department includes three separate functions: Finance and Customer Care, HR 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. Information Services is responsible for the delivery of computer data and services while HR looks after the Town of Taber business needs by effectively managing the employee lifecycle.

**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.*

**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. 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 600 (7,200 annually) pieces of incoming mail and 300 (3,600 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 mailroom supplies to the other departments. Staff members maintain documents on the intranet site and central filing.

**Property Assessment and Taxes**

The Town currently contracts its property assessment evaluations to a professional assessment provider. The tax clerk updates and maintains the tax roll in our accounting system for approximately 3900 properties. Tax notices are sent out at the end of April or beginning of May and are due June 30 each year without penalty.

**Utility Processing and Billing**

The utilities clerk processes approximately 3,800 (45,600 annually) invoices with approximately 1,600 customers being signed up for e-billing.

**Accounts Payable**

The accounts payable clerk processes approximately 550 (6,600 annually) invoices monthly. Payable cheque & electronic fund transfers (EFT) batches are prepared bi-weekly with an average of 90 (2080 annually) per batch, averaging 43% cheques and 57% EFTs. The accounts payable clerk also processes approximately 350 (4,200 annually) Purchase Card entries per month.



**Accounts Receivable**

The accounts receivable clerk processes, edits, and mails out approximately 88 (1,056 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 are required to close each month’s end by reconciling balance sheet control accounts to their sub-ledger reports by the 25th 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 Town’s operating budget is more than \$20 million dollars annually.

Summary Budget

<b>Finance and Customer Care</b>				
	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
<b>Revenues</b>				
Sales and user fees	12,300	12,300	-	
Penalties and costs of taxes	-	-	-	
Licenses and permits	1,500	2,500	1,000	
Other revenues	35,375	1,500	-	33,875
<b>Total Revenues</b>	<b>49,175</b>	<b>16,300</b>	<b>-</b>	<b>32,875</b>
<b>Expenses</b>	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>	
Salaries, wages and benefits	853,561	864,946	11,385	
Contracted and general services	368,143	390,550	22,407	
Purchases from other governments	100	100	-	
Materials, goods and supplies	20,000	20,000	-	
Bank charges and interest	1,553	1,553	-	
<b>Total Expenses</b>	<b>1,243,357</b>	<b>1,277,149</b>	<b>33,792</b>	
<b>Total interfund- transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Net Budget	- 1,194,182	- 1,260,849	-	66,667
Budget Change		- 66,667		
Percentage Change		5.58%		

**\*Note: Amortization Expense to be included in budget but not funded.**



**Budget Change Highlights**

Action Items	Rationale/ Link to Strategic Plan
Change from 2024: Increase: <ul style="list-style-type: none"> <li>➤ Salaries, wages, and benefits.</li> </ul>	Create goals and milestones for employees to determine job success. <ul style="list-style-type: none"> <li>➤ CUPE proposed settlement and management agreement</li> <li>➤ Increase in benefit rates</li> <li>➤ Potential Step Increases for CUPE/management</li> <li>➤ Additional Pay period (27<sup>th</sup> Pay period)</li> </ul>
Change from 2024: Increase: <ul style="list-style-type: none"> <li>➤ Contracted Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Increase to the Grant Writer (Progressive West Consulting)</li> <li>➤ Increase to the Payroll Consultant</li> <li>➤ Increase in assessment services.</li> <li>➤ Increase for postage.</li> </ul>



## **The Role of the Information Technology Department**

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

## **Corporate Business Plan**

### **Mission Statement**

*The Town of Taber's IT department is committed to provide infrastructure, guidance, support, and innovation in the delivery of secure, enterprise-grade information technology products and services that enable and empower the business units at the Town of Taber to achieve their objectives.*

### **Department Goals**

- 1) Replace a portion of our electronic equipment and software each year, based on equipment and software lifecycles. We are using 4/5 year hardware lifecycles for most hardware.
  - Keep devices current and leverage the latest technologies.
  - Avoid excessive repair costs and downtime.
  - Update Operating Systems and core application software in line with vendor software life cycles
- 2) Update Dispatch and 911 Services  
the Town of Taber is working with the Taber Police Service and iNet Dispatch to create an efficient and effective dispatch solution, with greater capabilities than previous products. This service will be expanded to Next Generation 911.
- 3) Enhance security  
Improve security and systems monitoring to meet the 911 Standards and educate our staff on cybersecurity risks.
- 4) Implement a Town of Taber IT Master Plan  
The Town of Taber had developed a 5 years Master Plan for the I.T. Department, we will follow the road map for the Master Plan to meet the Stakeholders' initiatives and goals.



Summary Budget

IT				
	2024 Approved	2025 Proposed	Variance	
<b>Revenues</b>				
Government transfers	15,568	15,568	-	
<b>Total Revenues</b>	<b>15,568</b>	<b>15,568</b>	<b>-</b>	
<b>Expenses</b>				
Salaries, wages and benefits	393,281	455,802	62,521	
Contracted and general services	771,689	793,568	21,879	
Materials, goods and supplies	25,400	25,450	50	
Amortization	116,363	116,363	-	
Other expenditures	-	-	-	
<b>Total Expenses</b>	<b>1,306,733</b>	<b>1,391,183</b>	<b>84,450</b>	
To reserves	-	21,937	21,937	
<b>Total interfund- transfers</b>	<b>-</b>	<b>21,937</b>	<b>21,937</b>	
Net Budget	- 1,291,165	- 1,397,552	- 106,387	
Budget Change		- 106,387		
Percentage Change		8.24%		

**\*Note: Amortization Expense to be included in budget but not funded**

**Budget Change Highlights**

The Operating budget has some changes that reflect the increases of salaries and wages, the annual increases for internet, hosting, license, and support for all systems, plus performing security test in 2025.

Action Items	Rationale/ Link to Strategic Plan
Change from 2024: Increase: <ul style="list-style-type: none"> <li>➤ Salaries, wages, and benefits.</li> <li>➤ Contracted Services</li> </ul>	Create goals and milestones for employees to determine job success. <ul style="list-style-type: none"> <li>➤ CUPE proposed settlement and management agreement</li> <li>➤ Increase in benefit rates</li> <li>➤ Potential Step Increases for CUPE/management</li> <li>➤ Additional Pay period (27th Pay period)</li> </ul> Software Support and internet annual Increases to: <ul style="list-style-type: none"> <li>➤ Improve Data Security</li> <li>➤ Improve System Management</li> <li>➤ Improve Data Management</li> </ul>



### **The Role of Human Resources**

The Human Resources Section reports to the Director of Corporate Services and looks after the hiring and training of Town personnel. Human Resources also play a key role in negotiating and overseeing multiple collective agreements, which includes a labor management component. This Section also manages the Town's benefits program, disability management program and the Health and Safety Officer for the municipality.

### **Corporate Business Plan**

#### **Mission Statement**

*The Human Resources and Health and Safety team of the Town of Taber is dedicated to optimizing the Town's workforce. Focusing on creating a workplace that values diversity, collaboration, and continuous improvement, positioning the Town as an employer of choice where individuals thrive, contributing to the collective success of our vibrant community.*

#### **Core Services**

##### ***Personnel Support***

Human Resources provides a wide variety of support and information for personnel by helping all levels of staff navigate policies, procedures, collective agreement interpretation, legislation interpretation and disability management support. Assisting management with staffing concerns, training initiatives, advertising for vacancies, recruitment & selection, and coordinating the summer student programs. Also providing all staff with support in health & wellness activities and Health & Safety.

##### ***Health and Safety***

The Town of Taber is committed to protecting both people and property, management will provide and maintain a safe and healthy work environment in compliance with legislative requirements and will strive to eliminate any foreseeable hazards which may result in personal injury or property damage. Protection of employees from injury or occupational disease is a major continuing objective.

The Town of Taber holds a Certificate of Recognition (COR) from the Alberta Municipal Health and Safety Association for its Health and Safety Program, which requires a yearly audit to maintain the COR, which we have held since 2007.



Summary Budget

<b>Human Resources &amp; Health and Safety</b>			
	<b>2024 Approved</b>	<b>2025 Proposed</b>	<b>Variance</b>
<b>Revenues</b>			
<b>Total Revenues</b>	-	-	-
<b>Expenses</b>			
Salaries, wages and benefits	217,394	233,547	16,153
Contracted and general services	91,710	120,950	29,240
Materials, goods and supplies	6,710	7,335	625
Other expenditures	-	-	-
<b>Total Expenses</b>	<b>315,814</b>	<b>361,832</b>	<b>46,018</b>
<b>Total interfund- transfers</b>	-	-	-
<b>Net Budget</b>	- 315,814	- 361,832	- 46,018
Budget Change		- 46,018	
Percentage Change		14.57%	

**\*Note: Amortization Expense to be included in budget but not funded.**

**Budget Change Highlights**

<b>Action Items</b>	<b>Rationale/ Link to Strategic Plan</b>
Change from 2024: Increase: <ul style="list-style-type: none"> <li>➤ Salaries, Wages &amp; Benefits</li> <li>➤ Contracted Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ CUPE proposed settlement and management agreement</li> <li>➤ Increase in benefit rates</li> <li>➤ Potential Step Increases for CUPE/management</li> <li>➤ Additional Pay period (27th Pay period)</li> <li>➤ Increased Training budget – HR Manager &amp; H&amp;S Coordinator</li> <li>➤ Audiometric &amp; Fit Testing &amp; Noise Assessment – All Required Employees</li> <li>➤ External Auditor for COR Audit</li> </ul>