



AGENDA
REGULAR MEETING OF THE BARRHEAD TOWN COUNCIL
TUESDAY, APRIL 10, 2018 AT 5:30 P.M.
IN THE TOWN OF BARRHEAD COUNCIL CHAMBERS

Barrhead....a quality community....giving a quality lifestyle

Present

Others Present

Regret

1. Call to Order
2. Consideration of Agenda (Additions - Deletions)
3. Confirmation of Minutes
 - (a) Regular Meeting Minutes – March 27, 2018
4. Public Hearings
 - (a) There are no Public Hearings
5. Delegations
 - (a) Delegation at 5:45 p.m. – Mr. Desmond Ryland from Mainstreet Merchants Association
6. Old Business
 - (a) There is no Old Business
7. New Business
 - (a) Alberta Provincial Hose Coupling Competition
 - (b) Barrhead Regional Landfill Revised 2018 Capital Budget
 - (c) Barrhead Regional Fire Services Revised 2018 Capital Budget
 - (d) Barrhead Regional Fire Services Policy 23-18-005 – Appendix “A”, Pay Schedule
 - (e) Town of Barrhead’s Strategic Priorities Report 2018-2022
 - (f) 2018 COLA
 - (g) 2018 Final Operating and Capital Budgets

8. Reports - The Council Reports

(a) Council Reports as of April 10, 2018

- Barrhead Agricultural Society
- Barrhead Regional Landfill Committee

9. Minutes

(a) Barrhead & District Regional Landfill Committee – March 28, 2018

(b) Barrhead Regional Fire Services Committee – March 27, 2018

10. Bylaws

(a) Bylaw 04-2018, the Property Tax Bylaw

11. Correspondence

(a) Information Items

- (i) Alberta Municipal Affairs – Municipal Sustainability Initiative (MSI) – 2017 Operating Spending Plan has been accepted
- (ii) Alberta Municipal Affairs – 2017 Municipal Sustainability Initiative (MSI) Capital Funding
- (iii) Workers' Compensation Board – April 28th – National Day of Mourning
- (iv) New Performance Measure for the Alberta Municipal Affairs Business Plan
- (v) Emergency Management Act Consultation Process

12. For the Good of Council

13. Tabled Items

14. In-Camera

(a) Legal – Pursuant to Section 24 of the FOIP Act

15. Adjourn

MINUTES OF THE REGULAR MEETING OF THE BARRHEAD
TOWN COUNCIL HELD TUESDAY, MARCH 27, 2018,
IN THE TOWN OF BARRHEAD COUNCIL CHAMBERS

PRESENT Mayor McKenzie, Crs: T. Assaf, D. Kluin, R. Klumph, S. Oswald, L. Penny and D. Smith

Officials: Martin Taylor, CAO, Kathy Vickery, Director of Corporate Services, Cheryl Callihoo, Director of Development & Legislative Services and Kat Hueggenberg, Communications Coordinator

Others: Barry Kerton, Barrhead Leader and Mark Cappis, 97.9 The Range

ABSENT

CALL TO ORDER

Mayor McKenzie called the meeting to order at 5:30 p.m.

AGENDA

The agenda was reviewed.

087-18

Moved by Cr. Smith that the agenda be accepted with the following amendments:

- 5(b) Delegation – Fire Chief John Whittaker
- 7(d) FCSS – Thrive Program
- 7(e) Rural Crime Watch Coalition
- 7(f) Council Re-numeration
- 14(b) In-Camera – Land – Pursuant to Section 16 of the FOIP Act

CARRIED UNANIMOUSLY

CONFIRMATION OF MINUTES

The Minutes of the Town Council Regular Meeting of March 13, 2018, were reviewed.

088-18

Moved by Cr. Oswald that the Minutes of the Town Council Regular Meeting of March 13, 2018, be approved as presented.

CARRIED UNANIMOUSLY

**DELEGATION –
ATHABASCA WATERSHED
COUNCIL**

Mayor McKenzie and Council welcomed Ms. Marie Bay Breiner of the Athabasca Watershed Council at 5:33 p.m.

Ms. Marie Bay Breiner made a presentation to Council on the organization's mandate and operations. She discussed current and future projects being undertaken by the Athabasca Watershed Council (AWC).

EXITED

Mayor McKenzie and Council thanked Ms. Marie Bay Breiner of the Athabasca Watershed Council and she exited the Chambers at 5:51 p.m.

**AQUATICS CENTRE BUILDING
SIGNAGE COSTS**

At the Council meeting of February 13, 2018, Council requested cost estimates on the name change to the Aquatics Centre Building.

Martin Taylor, CAO reviewed with Council.

089-18

Moved by Cr. Klumph that Council direct Administration to organize a meeting between Council and the Barrhead Elks Club Executive in April 2018.

CARRIED UNANIMOUSLY

**MONTHLY
BANK STATEMENT**

The Monthly Bank Statement for the month ended February 28, 2018, was reviewed.

090-18

Moved by Cr. Kluin that Council approve the Monthly Bank Statement for the month ended February 28, 2018, as information.

CARRIED UNANIMOUSLY

Cr. Klumph suggested a complete Bank Statement be provided to Council monthly.

Council discussed and will consider and review again in April.

**EXTENDED PRODUCER
RESPONSIBILITY
LEGISLATION**

The AUMA is requesting support for an Extended Producer Responsibility (EPR) program in Alberta, was reviewed.

Council reviewed and discussed the program and possible impact to businesses if an Extended Producer Responsibility (EPR) program is implemented.

091-18 Moved by Cr. Penny that Council send a letter to the AUMA in support of a Provincial Extended Producer Responsibility (EPR) program.

CARRIED

IN FAVOR: Mayor McKenzie, Crs.: D. Kluin,
R. Klumph, S. Oswald, L. Penny and
D. Smith

OPPOSED: Cr. T. Assaf

**POLICY 12-025, BLUE HERON
AWARDS AND PROCEDURES**

Policy 12-025, the Blue Heron Awards and Procedures is being brought forward for approval.

Martin Taylor, CAO reviewed with Council and Kat Hueggenberg, Communications Coordinator advised that this would be a Council nominated policy and not a public nominated policy.

092-18 Moved by Cr. Smith that Council approve Policy 12-025, the Blue Heron Awards and Procedures, as presented.

CARRIED UNANIMOUSLY

**FCSS – THRIVE
PROGRAM**

Family and Community Support Services are requesting funding for the Thrive Program, was reviewed.

EXITED Cr. Klumph declared a pecuniary interest pursuant to Section 172 of the MGA and vacated the Chambers at 6:24 p.m.

093-18 Moved by Cr. Assaf that Council approve a financial contribution in the amount of \$15,000.00, for the next two years being 2018 and 2019, to Family and Community Support Services to support the Thrive Program.

CARRIED UNANIMOUSLY

RE-ENTERED Cr. Klumph re-entered the Chambers at 6:28 p.m.

**RURAL CRIME WATCH
COALITION**

Mayor McKenzie reviewed the Rural Crime Watch initiative and discussed formalizing the group into a Committee or Coalition. He also requested Council's support and suggested that the Town become the Unit of Authority should a Committee/Coalition be formalized.

Council discussed and Mayor McKenzie advised that further information will be forthcoming regarding a Rural Crime Watch Coalition.

094-18 Moved by Cr. Kluin that Council accept the update on the Rural Crime Watch Coalition as information.

CARRIED UNANIMOUSLY

RECESSED

095-18 Moved by Cr. Penny to recess the meeting at 6:55 p.m.
CARRIED UNANIMOUSLY

RECONVENED

096-18 Moved by Cr. Kluin to reconvene the meeting at 7:22 p.m.
CARRIED UNANIMOUSLY

**COUNCIL
REMUNERATION**

Council remuneration was brought forward by Cr. Smith.

097-18 Moved by Cr. Smith that Administration research Council remuneration with other municipalities for 2019 and bring the information back to Council.
CARRIED UNANIMOUSLY

**REPORTS TO
COUNCIL**

The following Reports to Council as of March 27, 2018, were reviewed:

- Barrhead & District Social Housing Association
- Chamber of Commerce
- Community Futures Yellowhead East
- Family & Community Support Services Society
- Library Board/Yellowhead Regional Library Board
- Barrhead Fire Services Committee
- Department Head Report

098-18 Moved by Cr. Oswald that the following Reports to Council as of March 27, 2018, be accepted as information:

- Barrhead & District Social Housing Association
- Chamber of Commerce
- Community Futures Yellowhead East
- Family & Community Support Services Society
- Library Board/Yellowhead Regional Library Board
- Barrhead Fire Services Committee
- Department Head Report

CARRIED UNANIMOUSLY

**MINUTES TO
COUNCIL**

The following Minutes to Council were reviewed:

- Barrhead & District Family & Community Support Services Society – February 15, 2018
- Barrhead & District Social Housing Association – February 27, 2018

099-18 Moved by Cr. Penny that the Minutes to Council be accepted as information.
CARRIED UNANIMOUSLY

**BYLAW 03-2018, DESIGNATED
MANUFACTURED HOME
SUPPLEMENTARY
ASSESSMENT BYLAW**

Bylaw 03-2018, the Designated Manufactured Home Supplementary Assessment Bylaw, was presented.

100-18 Moved by Cr. Smith that Council give Bylaw 03-2018, the Designated Manufactured Home Supplementary Assessment Bylaw, first reading.
CARRIED UNANIMOUSLY

101-18 Moved by Cr. Oswald that Council give Bylaw 03-2018, the Designated Manufactured Home Supplementary Assessment Bylaw, second reading.
CARRIED UNANIMOUSLY

102-18 Moved by Cr. Assaf that Council give Bylaw 03-2018, the Designated Manufactured Home Supplementary Assessment Bylaw, be presented for third reading.
CARRIED UNANIMOUSLY

- 103-18 Moved by Cr. Assaf that Council give Bylaw 03-2018, the Designated Manufactured Home Supplementary Assessment Bylaw, third reading.
CARRIED UNANIMOUSLY

**INFORMATION
ITEMS**

The following information items were reviewed:

- Yellowhead Regional Library Annual Report
- Wireless Public Alerting – Alberta Emergency Alert

- 104-18 Moved by Cr. Smith that the information item be accepted as information.
CARRIED UNANIMOUSLY

**FOR THE GOOD
OF COUNCIL**

Cr. Penny stated that the mammogram screening staff commended the Town on its Recreation facilities.

Cr. Penny commended Cr. Oswald for presenting the scholarship for the Rotary Music Festival.

Cr. Oswald commended the Rotary Music Festival for being a huge success.

Cr. Assaf recognized all teams in Barrhead Minor Hockey for a great season and championship wins and their great sportsmanship when playing in other communities.

**IN-CAMERA – LAND UPDATE
FOIP ACT SECTION 16**

- 105-18 Moved by Cr. Oswald that Council go in-camera at 7:50 p.m.
CARRIED UNANIMOUSLY

OUT-OF-CAMERA

- 106-18 Moved by Cr. Smith that Council come out-of-camera at 8:00 p.m.
CARRIED UNANIMOUSLY

- 107-18 Moved by Cr. Assaf that Council award the 50th Avenue and 57th Avenue Road Rehabilitation Project contract to Knelsen Sand and Gravel Ltd. for the bid amount of \$2,115,357.00 + GST, with the total project including engineering, testing and contingency estimated at \$2,665,825.00 + GST, and with the total project being funded by Capital Reserves of \$845,825.00 and the Municipal Sustainability Initiative Capital Grant (MSI) in the amount of \$1,820,000.00.
CARRIED UNANIMOUSLY

ADJOURN

- 108-18 Moved by Cr. Oswald that the Council Meeting be adjourned at 8:03 p.m.
CARRIED UNANIMOUSLY

TOWN OF BARRHEAD

Mayor, David McKenzie

CAO, Martin Taylor



REQUEST FOR DECISIONS

Date: April 10, 2018
To: Mayor McKenzie & Members of Council
From: Martin Taylor, CAO
Re: Delegation

Summary

Delegation at 5:45 p.m. – Mr. Desmond Ryland from Mainstreet Merchants Association

Overview

Mr. Desmond Ryland will be speaking on behalf of the Mainstreet Merchants Association to discuss the Taste of Barrhead Event to be held on Saturday, July 14th, 2018.

Recommendations

Recommendation #1

That Council authorize the street closure of mainstreet (50th Street), 50 Avenue up to 49 Street, and 51 Avenue and 52 Avenue from the back alley to mainstreet and that Council provide funding to the event in the amount of \$2,500.00 to cover the cost of insurance and other expenses for the event.

Respectfully Submitted by:

Handwritten signature of Martin Taylor in blue ink.

Martin Taylor, CMC, CLGM
CAO

Cheryl Callihoo

From:
Sent: Wednesday, March 28, 2018 12:58 PM
To: Cheryl Callihoo
Subject: Fw: JulyFest/Taste of Barrhead, July 14th 2018

Hey Cheryl, I would like to attend the April 10th Council meeting please.

Thank You

Desmond Ryland, Treasurer
Main Street Merchants

Begin forwarded message:

On Wednesday, March 28, 2018, 12:52 PM, Martin Taylor <MTaylor@barrhead.ca> wrote:

Hi Desmond, good to hear that the event is a go. Please attend the April 10th council meeting at 5:30. Please contact to confirm your attendance with Cheryl.

Sent from ipad

On Mar 28, 2018, at 11:01 AM, Jaclyn & Desmond DEFINE CLOTHING wrote:

Hello Martin, On behalf of The Main Street Merchants, I Desmond Ryland would like to address you and The Town Of Barrhead, to request your assistance in our Annual event **JulyFest/Taste of Barrhead** once again. We had such a great success last year, with a huge turn-out and great reviews from anyone and everyone we heard back from on the event and we would like to try our hand again and hopefully grow that success with more to offer this year, for example securing more food vendors and adding more to the music portion, as well as the FootWorks Academy joining in to add to the entertainment portion of the event with groups of dancers performing as they do for The Pumpkin Walk, also the Barrhead FireDepartment has assured us, that they had secured their Provincial FireDepartments Games to be held in Barrhead this year and that they would be running it to go hand in hand with our JulyFest/Taste of Barrhead Event.

What we would like to Request from The Town, is the same as last year, a Road Closure of Main Street as per attachment, from north of 50th Ave (RoadClosure #1) to south of Hwy 33 (Road Closure #5), the 51st Ave BackAlley on the east side (Road Closure #3) and to the 51st Ave Back Alley on the west side of MainStreet (Road Closure #2), 52th Ave to BackAlley West side of MainStreet (Road Closure #6) and other side of

ATB Parking Lot (Road Closure #4). We would like to have the designated area closed from 7:00am July 14th until 2:00am July 15th.

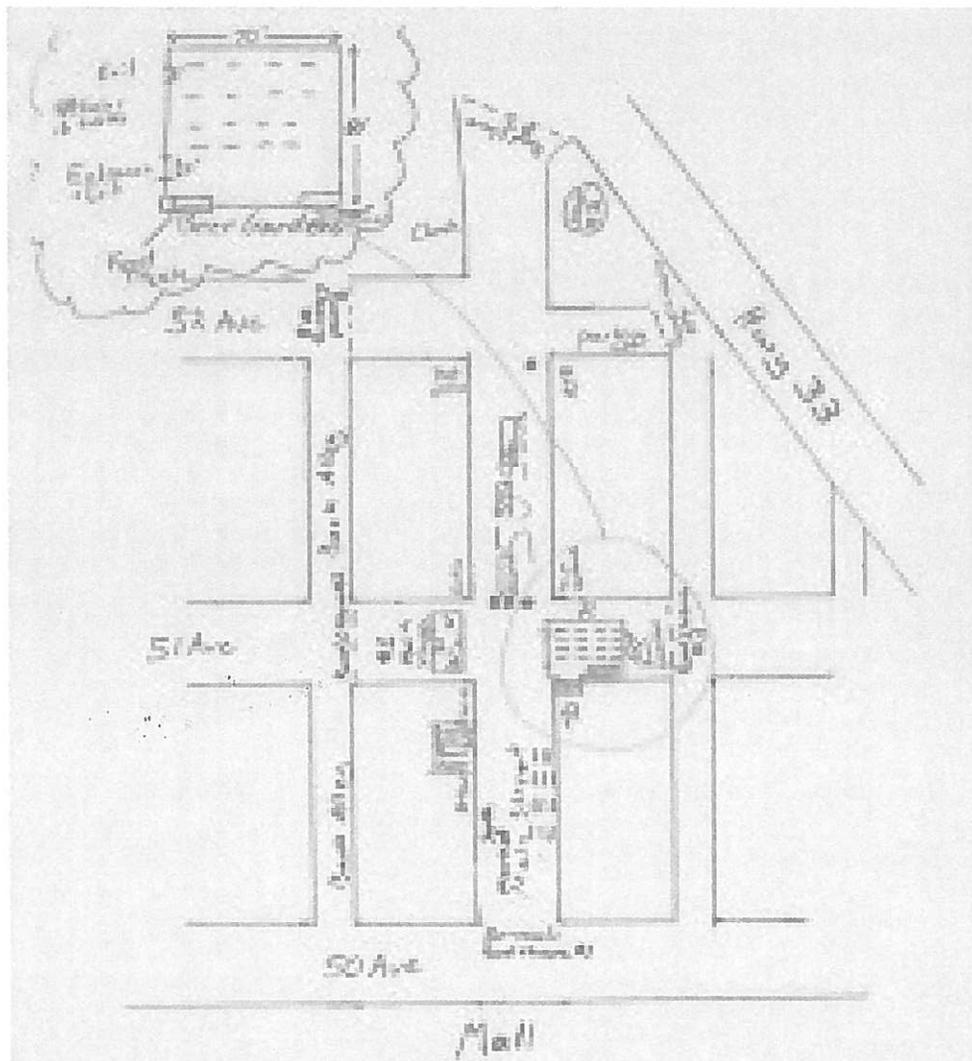
We would also like to request a Cash Donation, the same as last year to the total of \$2,500.00, which was a huge help, it covered the total cost of the Insurance for the day and the excess funds helped with the large cost of the Event itself.

If you need me to sit down with the Town Council again, I am more than happy to do so, just let me know the time and day and I'll be there, also if there is anything else that your in need of, please don't hesitate to let me know and I will do my best to provide everything needed.

Thank You

Desmond Ryland, Treasurer
Main Street Merchants

<Pic JulyFest Plan.jpeg>



2018 July Fest/Taste of Bar Harbor



REQUEST FOR DECISION

Date: April 10, 2018
To: Mayor McKenzie & Members of Council
From: Martin Taylor, CAO
Re: Alberta Provincial Hose Coupling Competition

Summary

Alberta Provincial Hose Coupling Competition

Overview

The Barrhead Fire Services have been given the honor of hosting the 2018 Provincial House Coupling Competition on July 14, 2018. Attached is an email outlining the competition.

Fire Chief John Whittaker will be present at 5:30 p.m. to answer any questions.

Recommendations

Recommendation #1

That Council approve the road closure of 50th Avenue between 50th and 51st Street between the hours of 5:30 a.m. to 8:30 p.m. on Saturday, July 14, 2018 and that permission be granted to allow camping on the berm East of the Fire Hall and that fees be waived for those fire fighters camping at Rotary Park for July 13-14, 2018.

Respectfully Submitted by:

A handwritten signature in blue ink, appearing to read "K.V. Taylor".

Martin Taylor, CMC CLGM
CAO

Gail Hove

From: Martin Taylor
Sent: Tuesday, March 27, 2018 12:29 PM
To: Cheryl Callihoo
Cc: Gail Hove; John Whittaker
Subject: Fwd: Provincial Hose coupling

Please add to agenda as delegation.

Sent from ipad

Begin forwarded message:

From: John Whittaker <JWhittaker@barrhead.ca>
Date: March 27, 2018 at 11:13:36 AM MDT
To: Martin Taylor <MTaylor@barrhead.ca>
Subject: Provincial Hose coupling

Hello Mr. Taylor

As per our conversation today I am following up on a request. On Saturday July 14th Barrhead Fire, Grizzly Trail Fire and Rescue association and the Barrhead Fire Fighters Social Club would like to host the Provencal hose coupling competition. As we have talked about we will be incorporating it into July fest celebrations. We hope to see 100-150 fire fighters from all over the province converge on Barrhead. We have spoken with merchants between main street and the town office and at this time no merchants have an issue with us shutting down the road, putting bleachers in the credit union parking lot and having our two hose coupling courses laid out. There will be hotdogs and hamburgers for sale and for delegates. We have some good sponsorship from surrounding businesses with prizes t-shirts and refreshment, we were hoping to have council's support again this year as they did two years ago with free camping at the rotary park and on the hill beside the fire hall. There will be music, a shuttle service, prizes with a wind up at the fire hall in the evening with a catered supper and music. I am asking you if I might ask council for the continued support by allowing out of town firefighters and there families to camp for fee at the campground. If there is anything else council might think would be beneficial to support this project and/or the delegation as we are hoping those that stay and are not camping with support restaurants, hotels, grocery shops and even use the splash park tennis courts and swimming pool. Having the July fest will give our delegation the opportunity to spend some money on main street at the businesses while they wait to compete. Years and years ago Barrhead Fire was provincially know for there "Red eye hockey tournaments" we are hoping this will help put us back on the map and turn into an annual event.

Respectfully yours

John Whittaker

Fire Chief Barrhead Fire Services

Office: (780) 674-2087

jwhittaker@barrhead.ca

Fax: (780) 674-2889 Box 4172, Barrhead, Alberta T7N 1A2

Serving the Community through Education, Prevention and Protection



REQUEST FOR DECISION

Date: April 10, 2018
To: Mayor McKenzie & Members of Council
From: Martin Taylor, CAO
Re: Barrhead Regional Landfill Revised 2018 Capital Budget

Summary

Barrhead Regional Landfill Revised 2018 Capital Budget.

Overview

The Barrhead Regional Landfill Revised 2018 Capital Budget was reviewed at the Barrhead Regional Landfill Committee Meeting on March 28, 2018 and was to be forwarded to each municipality for approval.

Recommendation #1

That Council approve the Revised 2018 Barrhead Regional Landfill Capital Budget in the amount of \$22,200.00, which includes a contribution of \$11,100.00 from each municipality, as recommended by the Barrhead Regional Landfill Committee.

Respectfully Submitted by:

A handwritten signature in blue ink, appearing to read "M. Taylor", is positioned above the printed name.

Martin Taylor, CMC, CLGM
CAO

	A	B	C	D	E
1	BARRHEAD REGIONAL LANDFILL - 2018 CAPITAL BUDGET - (Revised)				
2	Approved by Committee - Mar. 28, 2018				
3				PROPOSED	
4		2017	2017	2018	
5	LANDFILL CAPITAL REVENUES	<u>BUDGET</u>	<u>FINAL</u>	<u>BUDGET</u>	<u>COMMENTS</u>
6	LANDFILL - MUNICIPAL CONTRIBUTION (TOWN)	(13,500)	(4,938)	(11,100)	
7	LANDFILL - MUNICIPAL CONTRIBUTION (COUNTY)	<u>(13,500)</u>	<u>(4,937)</u>	<u>(11,100)</u>	
8	TOTAL LANDFILL CAPITAL REVENUES	(27,000)	(9,875)	(22,200)	
9					
10				PROPOSED	
11		2017	2017	2018	
12	LANDFILL CAPITAL EXPENDITURES	<u>BUDGET</u>	<u>FINAL</u>	<u>BUDGET</u>	<u>COMMENTS</u>
13	LANDFILL - OPERATOR BLDG ROOF	-	-	7,200	
14	LANDFILL - COMPACTOR SHED CONCRETE APRON	10,000	-	10,000	2017 Budget included 10,000, not completed, forwarded to 2018
15	LANDFILL - COMPACTOR SHED BELTING, MATTING	5,000	-	5,000	2018 Budget included 5,000, not completed, forwarded to 2018
16	LANDFILL - ASPHALT TIRE RECYCLE AREA	<u>12,000</u>	<u>9,875</u>	<u>-</u>	2017 Project
17	TOTAL LANDFILL CAPITAL EXPENDITURES	27,000	9,875	22,200	
18					
19					
20					
21					
22					



REQUEST FOR DECISION

Date: April 10, 2018
To: Mayor McKenzie & Members of Council
From: Martin Taylor, CAO
Re: Barrhead Regional Fire Services Revised 2018 Capital Budget

Summary

Barrhead Regional Fire Services Revised 2018 Capital Budget.

Overview

The Barrhead Regional Fire Services Revised 2018 Capital Budget was reviewed at the Barrhead Regional Fire Services Committee Meeting on March 27, 2018 and was to be forwarded to each municipality for approval.

Recommendation #1

That Council approve the Revised 2018 Barrhead Regional Fire Services Capital Budget in the amount of \$46,800.00 which includes a contribution of \$23,400.00 from each municipality, as recommended by the Barrhead Regional Fire Services Committee.

Respectfully Submitted by:

 Martin Taylor, CMC, CLGM
CAO

	A	B	C	D	E	F
1	BARRHEAD REGIONAL FIRE SERVICES - 2018 FIRE CAPITAL BUDGET - (Revised)					
2						
3	Approved by Committee - Mar. 27, 2018				BUDGET	
4		2017	2017	PROPOSED	DIFF	
5		BUDGET	FINAL	2018 BUDGET	2017/2018	COMMENTS
6	FIRE CAPITAL REVENUES					
7	Alberta Health - Life Pack 15 Donation	(3,000)	(3,000)	-	3,000	2017 item
8	Grizzly Trail - Life Pack 15 Donation	(16,915)	(16,915)	-	16,915	2017 item
9	Town of Barrhead Contribution	(24,075)	(19,819)	(23,400)	675	
10	County of Barrhead Contribution	<u>(24,075)</u>	<u>(19,819)</u>	<u>(23,400)</u>	<u>675</u>	
11	TOTAL CAPITAL REVENUES	(68,065)	(59,553)	(46,800)	21,265	
12						
13						
14		2017	2017	PROPOSED	DIFF	
15		BUDGET	FINAL	2018 BUDGET	2017/2018	
16	FIRE CAPITAL EXPENSES					
17	Lifting Air Bags			12,000	12,000	2018 Budget
18	Extrication Struts			14,000	14,000	2018 Budget
19	IT System - upgrade, hardware, backup system	3,500	-	3,500	-	2017 budget included 3,500 for computers backup system, not completed, forwarded to 2018
20	Radio Tower - cabling	35,000	29,988	4,000	(31,000)	2017 budget included 4,000 for final programming of radio system, not finished, forwarded to 2018
21	Rescue 8 - radio system, programming			4,500	4,500	2018 Budget - required equipment
22	Air Compressor - breathing apparatus			8,800	8,800	2018 Budget - required replacement
23	Life Pack 15	19,915	19,915	-	(19,915)	2017 item
24	Paging Repeater	<u>9,650</u>	<u>9,650</u>	<u>-</u>	<u>(9,650)</u>	2017 item
25	TOTAL CAPITAL EXPENSES	68,065	59,553	46,800	(21,265)	



REQUEST FOR DECISION

Date: April 10, 2018
To: Mayor McKenzie & Members of Council
From: Martin Taylor, CAO
Re: Barrhead Regional Fire Services Policy 23-18-005 – Appendix “A”,
Pay Schedule

Summary

Barrhead Regional Fire Services Policy 23-18-005 – Appendix “A”, Pay Schedule

Overview

The Barrhead Regional Fire Services Policy 23-18-005 – Appendix “A”, Pay Schedule was reviewed at the Barrhead Regional Fire Services Committee Meeting on March 27, 2018 and was to be forwarded to each municipality for approval.

Recommendation #1

That Council approve the Barrhead Regional Fire Services Policy 23-18-005 – Appendix “A”, Pay Schedule with an amendment of a 1.5% increase and the minimum wage change is implemented to \$15.00 per hour in October 2018, as recommended by the Barrhead Regional Fire Services Committee.

Respectfully Submitted by:

K.V.

Martin Taylor, CMC, CLGM
CAO

Policy 23-18-005-Appendix "A" **Barrhead Fire Services Pay Schedule**

On completion of the Class requirements in Policy 23-18-005 Appendix "B" the corresponding pay grid will be applied to the member's monthly compensation.

The following Rates are effective as passed by Council for 2018

Training Level	Hourly Rate for 2018
Orientation/Probation:	\$14.20 (\$15.00 effective Oct. 1/18)
Class 4 Fire Fighter	\$18.59
Class 3 Fire Fighter	\$20.50
Class 2 Fire Fighter	\$22.47
Class 1 Fire Fighter	\$24.44
Senior Fire Fighter	\$26.38

In addition to the paid per call, honorariums will be processed to senior staffing recognizing the additional responsibility on and off scene. The below are eligible should the position be filled by a paid-on-call member.

Captain	\$150.00 Monthly
Deputy Fire Chief (Acting) – 1 week or more	\$200.00 Monthly

(Monthly D/C honorariums will be paid weekly if member is acting on top of an hourly wage)

Weekend on call pay will consist of a flat rate of **\$37.50** Per weekend day
During the weekends from July 1st until Aug 31st and the weekend following Christmas and New Years the rate will be **\$62.50**

If there is a long weekend or stat holiday falling on any day during the week the Weekend on call rate will apply.

(All the rates in this Appendix will be reviewed and approved by Council)



REQUEST FOR DECISION

Date: April 10, 2018
To: Mayor McKenzie & Members of Council
From: Martin Taylor, CAO
Re: Town of Barrhead's Strategic Priorities Report 2018-2022

Summary

Town of Barrhead's Strategic Priorities Report 2018-2022

Overview

Attached for Council's review is the Town of Barrhead's Strategic Priorities Report 2018-2022.

Recommendation #1

That Council adopt the Town of Barrhead's Strategic Priorities Report 2018-2022.

Respectfully Submitted by:

M.T.
Martin Taylor, CMC, CLGM
CAO

Town of Barrhead
STRATEGIC
PRIORITIES
Report
2018 - 2022

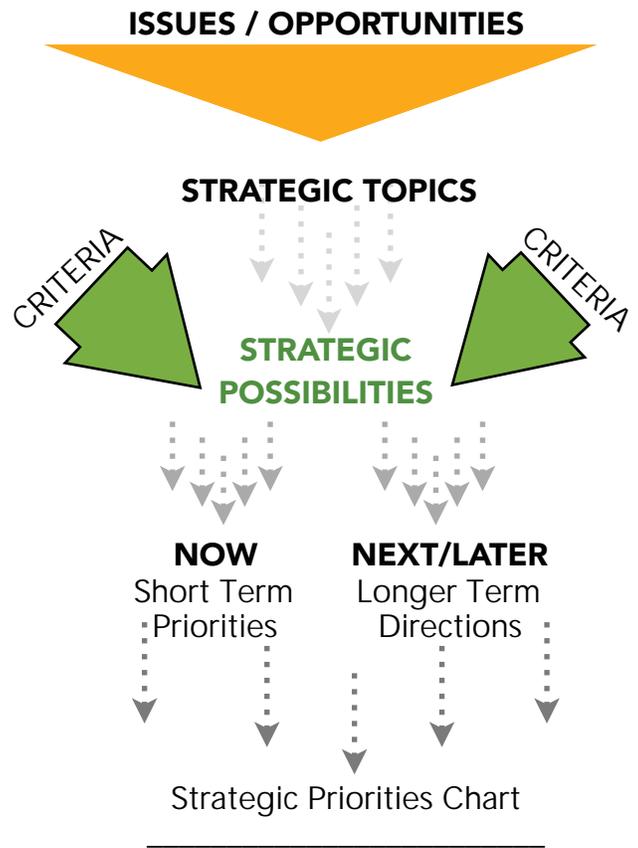


Strategic ALIGNMENT

Strategic alignment is an organization's process of defining its future directions and making choices to guide policy decisions, resource allocations and organizational efforts. In local government, not only does it entail aligning organizational aims with actions, tactics with responsibilities and resources to timelines, but ensuring both Council and staff are *on the same page!*

The priority setting process employed by the Town of Barrhead began with establishing a shared understanding of the organization's purpose and future aims for the community. The resulting **Vision Checklist** was used to bridge current realities with Council's expectations. **Issues and opportunities** were identified and reviewed to arrive at **Strategic Topics** for further consideration.

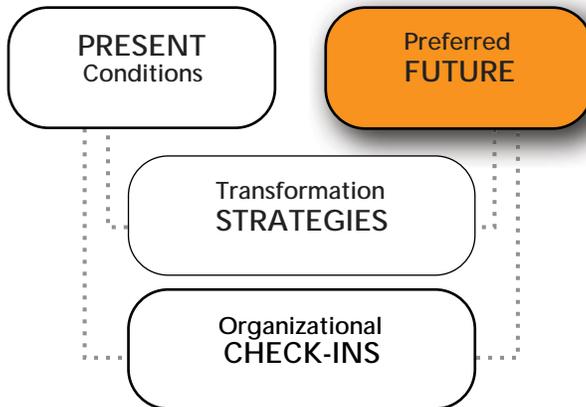
Each strategic topic was discussed to explore response options to achieve Council expectations. Reality, urgency and responsibility criteria were applied to each emerging **Strategic Possibility** to determine **NOW Priorities** or **NEXT and LATER Directions** of Council. Operational strategies were also brought forward by Administration.



Council's priorities, as well as key operational strategies have been placed on one page - the **Strategic Priorities Chart** found on page 7 of this report. This chart is meant to be extracted from the report along with the **Strategic Work Program** for regular review, revisions and celebration - ensuring Council and staff are on the same page.

The sequence of activities noted in the graphic above serve as a reminder of how Council's strategic priorities were developed. Knowledge of the steps and tools used allow Council and Administration to replicate the process, keeping strategic priorities current and relevant.

Strategic FUTURE



Council's April 2017 priority setting process followed the *open systems model* of strategic planning. Beginning with the end in mind, the preferred future is described. This vision for the community is informed by elected official contact with a wide range of residents and groups as well as previous municipal planning documents and studies.

Council participated in a **Vision Check-up**. The resulting Vision Check-list is like an aerial view of the community - a broad perspective guiding the balance of the process.

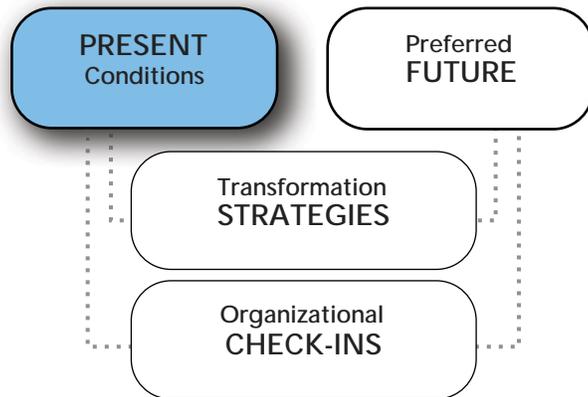
Participants identified 'what works well' and 'areas for attention' using five distinct areas of a sustainable community – Economy, Environment, Infrastructure, Social and Governance factors. This **Vision Checklist** (see *Appendix 1*) identifies Council expectations for a preferred future. These success indicators articulate measurable outcomes that can be assessed in quantifiable terms such as amounts or percentages; observable benefits that can be seen or perceived such as feelings and experiences; tangible outputs that are produced such as services and programs delivered to the community.

Council can utilize this tool to monitor and assess the health and progress of the organization – either internally with staff or externally through public consultation processes. Involving stakeholders allows Council to understand community perspectives from residents, businesses and partners. It causes Council and the organization to think about the big picture not just recent issues, consider external not just internal interests and define expectations for success for future analysis of potential strategic directions and priorities.

A Vision Check-up can be conducted annually as part of Council's priority setting process.



Strategic TOPICS



To be strategic means that in addition to expectations for the future, Council must have a sense of current realities and conditions - both positive and adverse. Conducting this assessment is important for several reasons. It gets the process rooted in the real world after thinking about the ideal future. It collects ideas and information while beginning to focus the strategic priority setting process.

During the workshop, Council identified a long list of issues and opportunities facing Barrhead (see *Appendix 2*).

Participants used a rapid identification process to generate ideas that come from two sources:

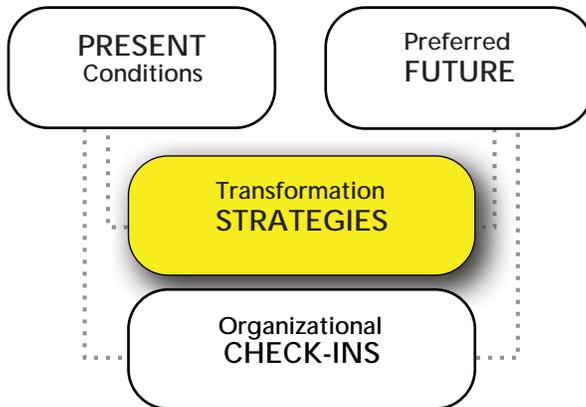
EXTERNAL - environmental influences from outside the organization

INTERNAL - organizational factors required to ensure efficiency and effectiveness

The long list was scored with Council choosing their 'top ten' items from the list. The overall top ranked items were extracted forming a short list of issues and opportunities (see *Appendix 3*). These were reviewed and several additions made to establish **strategic topics** for further examination during the process.

- ### STRATEGIC TOPICS
1. Infrastructure
 2. Town Commercial Land
 3. Business Attraction
 4. Accessibility
 5. Skateboard Park
 6. New Industrial Park
 7. Curling Rink
 8. Paddle River Linear Park
 9. Trees / Green Space
 10. Regional Relationships
 11. Housing Policies

Strategic POSSIBILITIES



The Strategic Topics became the focus of the process to generate **strategic possibilities** for priority setting consideration.

To move forward, a four-step process, the **Solution Seeking Model**, was utilized to expand the topics and and discuss possibilities that could be actioned.



Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected. Sometimes multiple preferred strategies emerged - short or long term, plan A or plan B, and strategies with or without resources.

Next action steps were determined to implement the preferred strategy. The action steps generated enough information to consider each preferred option as a strategic possibility. This does not make them priorities – yet. There are too many of them given the organization’s limited capacity. An organization’s capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then Council must be realistic about putting more initiatives inside. Some of the limitations include:

- **Policy** – procedures that define mandate / roles
- **Finances** – available net resources
- **Culture** – norms delineating acceptable behaviours
- **Risk** – tolerance for organization / legal exposure
- **Human Resources** – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- **Funding** – available funding beyond day-to-day operations
- **Scrutiny** – level of visibility for organizational actions
- **Demands** – diverse requests from clients and the public
- **Environment** – conditions impacting the organization
- **Support** – legitimacy and trust among stakeholders

STRATEGIC POSSIBILITIES

STRATEGIC TOPIC	POSSIBILITIES
1. INFRASTRUCTURE <i>5-Year Capital Plan</i> <i>Long Term Infrastructure Plan</i> <i>Asset Management System</i>	<ul style="list-style-type: none"> • Inventory infrastructure projects and develop criteria to evaluate and identify priorities along with funding strategies for the 5-Year Capital Plan and Long Term (10 year) Infrastructure Plan • Prepare infrastructure and facility inventory in preparation for the development of an Asset Management System and lifecycle plan
2. COMMERCIAL LAND <i>Area Structure Plan</i> <i>Servicing Plan</i> <i>Municipal Development Plan Update</i>	<ul style="list-style-type: none"> • Determine use for Town owned 14 acres currently identified as reserve • Identify servicing options, costs and potential funding sources • Develop area structure plan following Council review and direction • Include commercial land development in the MDP update
3. BUSINESS ATTRACTION <i>Economic Readiness Strategy</i> <i>Community Profile</i>	<ul style="list-style-type: none"> • Develop terms of reference to undertake a stakeholder process to determine targets for attention to enhance economic readiness for business attraction • Develop a community profile promoting the 'Barrhead advantage'
4. ACCESSIBILITY <i>Civic Facility Accessibility Audit</i> <i>Accessibility Design Guidelines</i> <i>Barrier-Free Awareness Campaign</i> <i>Grant Funding</i>	<ul style="list-style-type: none"> • Undertake an audit of barrier-free infrastructure and identify gaps that would limit free access to Town amenities and facilities • Determine priorities and include upgrades in the 5-Year Capital Plan • Develop design guidelines and update development bylaws to ensure accessibility is addressed in new development • Undertake an awareness campaign aimed at encouraging small businesses to improve access for the visually or physically challenged • Research potential grant funding to encourage accessibility initiatives
5. SKATEBOARD PARK <i>Concept Plan</i>	<ul style="list-style-type: none"> • Develop a concept plan for a new skateboard park including location and partnership options to determine whether to build new or rehabilitate the existing skateboard park
6. INDUSTRIAL PARK <i>Business Park Options</i> <i>Economic Readiness Strategy</i>	<ul style="list-style-type: none"> • Identify options for the development of a business park to increase industrial land for growth and revenue generation • Include option analysis in the Economic Readiness Strategy process (see #3)
7. CURLING RINK <i>Structural Assessment</i>	<ul style="list-style-type: none"> • Undertake a structural assessment of the building • Review revenue opportunities and usage as part of the Leisure Study update
8. PADDLE RIVER LINEAR PARK <i>Concept Plan</i> <i>Business Case</i>	<ul style="list-style-type: none"> • Complete concept plan and prepare a business case that outlines the costs, funding options and community benefits of developing the Paddle River site as a linear park • Identify area as potential park site in the Municipal Development Plan • Seek County interest in regional trail connection
9. TREES / GREEN SPACE <i>Tree Planting Program</i> <i>Parks and Open Space Plan</i>	<ul style="list-style-type: none"> • Research suppliers, costs, potential partners and options for the development of a community tree planting program • Include parks and open space development as part of the Leisure Study update
10. REGIONAL RELATIONSHIPS <i>Inter-Municipal Collaboration Framework</i> <i>Inter-Municipal Development Plan</i>	<ul style="list-style-type: none"> • With the County, develop an Inter-Municipal Collaboration Framework and protocol process to meet MGA requirements • Update the Inter-Municipal Development Plan with the County
11. HOUSING <i>Municipal Development Plan Update</i>	<ul style="list-style-type: none"> • Review housing strategies and policies as part of the Municipal Development Plan update to relative to social housing, affordable housing and the provision of emergency shelter

Strategic PRIORITIES

Based on the number of topics and organizational capacity assessment, the strategic possibilities were translated into short-term priorities and longer term directions. The process was guided by the application of:

- Reality criteria to ensure the possibility can be acted on NOW, otherwise NEXT or LATER (see *Appendix 4.a*)
- Urgency criteria to assess IF there is a timeliness factor dictating immediate action (see *Appendix 4.b*)
- Responsibility criteria to determine if it falls within the political or administrative realm (see *Appendix 4.c*)

The resulting Strategic Priorities Chart (see next page) captures Council's priorities and operational strategies at the time of the workshop. Items listed in **BOLD CAPITALS** indicate priorities Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Council direction. Items listed in CAPITALS indicate priorities that will be addressed NEXT or when a NOW item is completed. Italicized items reflect matters being advocated on behalf of the community to other levels of government or agencies for action.

In addition to Council priorities, there are other strategic matters receiving the attention of Administration. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The focus of the Strategic Priorities Chart is on five NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. These longer-term directions (or emerging strategic topics) are unpacked using the Solution Seeking approach and using the priority setting criteria to consider new strategic priorities. LATER items or NEW items are not lost. They are reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Sometimes, an emerging strategic priority may cause an existing one to be moved to NEXT / LATER status to ensure strategic priorities are consistent with available resources.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity to make adjustments, change priorities and celebrate achievements. It should be included in every Council meeting agenda as a constant reference (not review), updated monthly by the CAO (Chief Administrative Officer) with Council and reviewed quarterly by the CAO with staff and then Council.

STRATEGIC PRIORITIES CHART

January 2018

CORPORATE PRIORITIES (Council/CAO)

NOW

1. **CURLING RINK: Direction**
2. **5 YEAR CAPITAL PLAN: Priorities**
3. **COUNTY ICF & IDP***
4. **ACCESSIBILITY: 2018 Projects Review**
5. **MUNICIPAL DEVELOPMENT PLAN: Draft**

TIMELINE (2018)

- June
- October
- March
- February
- April

NEXT

- PARKS & FACILITIES: Priorities
- LONG TERM CAPITAL STRATEGY
- ECONOMIC READINESS STRATEGY: ToR
- PADDLE RIVER: Linear Park Concept
- BUSINESS PARK: Options
- FACILITY / PARKS PLAN: ToR
- SKATEBOARD PARK: Concept
- LEISURE STUDY: Update
- PARKS / OPEN SPACE PLAN: ToR
- ACCESSIBILITY: land Use Bylaw
- ACCESSIBILITY: Design Guidelines
- HIGHWAY COMMERCIAL: Area Structure Plan

ADVOCACY / PARTNERSHIPS

- ***Business Park: Options (County)***
- ***Paddle River: Linear Park Concept (County)***
- ***Economic Development Strategy: ToR***

OPERATIONAL STRATEGIES (CAO/Staff)

CHIEF ADMINISTRATIVE OFFICER

1. **COUNTY ICF / IDP: Meeting** - Mar.
2. **BUSINESS PARK: Options** -
3. **HIGHWAY COMMERCIAL: ASP** - Oct.

- Human Resource: Policy Review
- ECONOMIC READINESS STRATEGY: ToR

LEGISLATIVE PLANNING

1. **MUNICIPAL DEVELOPMENT PLAN: Draft** - April
2. **MGA Compliance: Checklist** - Mar.
3. **IDP: Process Agreement** - Oct.

- GIS Upgrade
- Offsite Levies Bylaw

PARKS & RECREATION

1. **CURLING RINK: Direction** - June
2. **PARKS & FACILITIES: Priorities** - May
3. **Tree Program: Proposal** - Oct.

- SKATEBOARD PARK: Concept
- Off Leash Dog Park: Concept

CORPORATE SERVICES

1. **5 YEAR CAPITAL PLAN: Priorities** - Feb.
2. **Finance System Upgrade** - Sept.
3. **Information Technology Strategy: Scope** - Oct.

- LONG TERM CAPITAL STRATEGY
- Finance Information System

PROTECTIVE SERVICES

1. **New pumper acquisition** - June
- 2.
- 3.

- Wild Land Unit
-

COMMUNICATION

1. **Community Profile** - Oct.
2. **ACCESSIBILITY: Awareness Campaign** - June
3. **Branding Strategy** - Sept.

-
-

PUBLIC WORKS

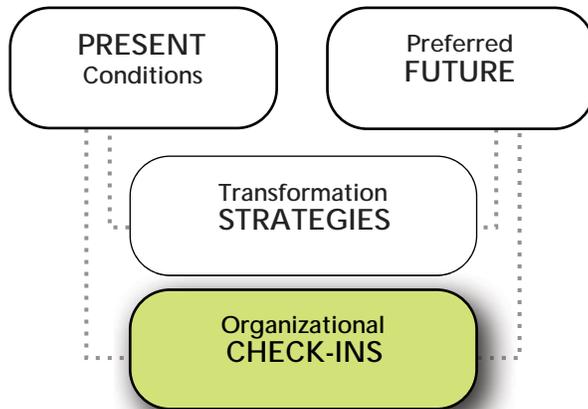
1. **50th & 57th Ave: Tenders** - Feb.
2. **Lagoon: Tender** - Feb.
3. **ACCESSIBILITY: 2018 Project Review** - Feb.

- Industrial Water Reservoir
-

ICF = Inter-municipal Collaboration Framework
 IDP = Inter-municipal Development Plan
 MDP = Municipal Development Plan
 MGA = Municipal Government Act

CODES: **BOLD CAPITALS** = NOW Priorities; **CAPITALS** = NEXT Priorities; *Italics* = Advocacy;
 Regular Title Case = Operational Strategies

Strategic ACTION



As the final stage in the solution seeking process, preliminary action steps were developed that identify resources and responsibilities. The resulting action plans for each NOW strategic priority and NEXT direction form the **Strategic Priorities Work Program**. The work program is used to determine key performance milestones and to serve as a feedback mechanism monitoring progress and results. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.
- **Work Planning** – the CAO will be better equipped to assign work knowing the time and effort required of staff to implement Council priorities.
- **Performance Monitoring** – Council will be able to perform its oversight role better if there are timeframes to monitor progress and results.

The work program (see Appendix 5) lays out what is necessary from staff and/or partners to implement a strategic priority. The work program clearly itemizes Council expectations in terms of:

- **Who** – responsibility for implementation and decisions
- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

The Strategic Priorities Work Program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2), and actions and timelines (column 3).

Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents. Regular updating of the chart ensures that everyone is 'on the same page'. Roles are clear, the focus is defined and progress is monitored and celebrated.

Strategic FOLLOW-UP

The following recommendations are offered for Council's consideration:

That Council adopts the 2018 **Strategic Priorities Report** for continuous reference at each Council meeting, quarterly updates and annual strategic priority reviews.

That Council requests the CAO to schedule an annual Priority Setting update session. *The annual budget should reflect Council's priorities.*

Appendices

1. Vision Checklist
2. Issues and Opportunity Long List
3. Issue and Opportunity Short List
4. Assessment Criteria
 - a. Reality Check
 - b. Urgency Criteria
 - c. Responsibility Criteria
5. Strategic Priorities Work Program



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CIVIC GOVERNANCE | LEADERSHIP | STRATEGY

VISION CHECK-UP

ENVIRONMENT Maintaining a healthy and natural environment. “When one tugs at a single thing in nature, he finds it is attached to the rest of the world” – John Muir, naturalist.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Human Environment Community Aesthetics Natural Area Protection Environmental Quality Land Use Environmental Footprint Energy Conservation <ul style="list-style-type: none"> • Clean, affordable drinking water • Leader in environmental stewardship • Leader in agricultural practices • Support to agriculture • Water and energy conservation • Preservation of natural resources • Sustainable community planning • Clean air quality • Recycling program supported by the public • Use of alternative energy options 	<ul style="list-style-type: none"> • Connection to environment • Riverway access • Historic elevators • Extensive park system • Gardening spaces • Communities in Bloom • Pool solar panels • Arena thermal energy • Community walkability • Fleet energy requirements • Recycling program • Look and feel of community 	<ul style="list-style-type: none"> • Plastic ban • Recycling • Air quality emissions control • Pesticides herbicides • Anti-idling policy • Balancing efforts with costs • Unsightly premises • Tree canopy • New development landscaping

INFRASTRUCTURE Well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Transportation Community Utilities Facilities Community Systems Service Delivery <ul style="list-style-type: none"> • Good roads • Effective transportation linkages • Clean potable water • Effective sewer systems • Modern communication access • High speed broadband cell phone coverage • Well maintained facilities • Fleet maintenance • Long term capital plan • Long term replacement programs • Lifecycle planning for equipment facilities 	<ul style="list-style-type: none"> • Park maintenance • Green space • Good water sewer system • Good roads • Fleet maintenance • New swimming pool • Use of solar energy • Trail network system • Water treatment plant • Good water • Water commission cost recovery 	<ul style="list-style-type: none"> • Infrastructure plan • Better use of technology • Trail expansion • Renewable energy • Aging facilities plan • Sidewalks • Affordable housing • Infrastructure funding • Dog off leash park • Asset management system • GIS mapping

ECONOMY Building a strong and vibrant community by attracting, supporting and retaining businesses and residents.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Job Creation Business Retention Business Growth Business Attraction Business Investment Community Image Community Sustainability Tourism Community Reputation <ul style="list-style-type: none"> • Business retention and attraction • All season tourism • Diverse demographic • Affordable housing • Seniors housing • Regional cooperation • Access to grants and funding programs • Job creation • Opportunities for youth employment • Entrepreneurial spirit • Infrastructure for growth • Effective branding and promotion • Competitive tax rates 	<ul style="list-style-type: none"> • Agricultural industry • Home based businesses • Retail variety • Active Chamber of Commerce • Services for seniors • Stable economy 	<ul style="list-style-type: none"> • Home-based business support • Hi-tech opportunities • Youth employment jobs • Land for expansion • New industrial park • Private land development • Branding the community

VISION CHECK-UP		
SOCIAL Building social capital and engaging citizens and partners to improve the well-being and diversity of the community.		
SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Arts & Culture Community Support Network Citizen & Property Safety Healthy Lifestyles Health Service Access Sense of Heritage <ul style="list-style-type: none"> Active community groups Family friendly community activities Safe environment Active lifestyles Lots of events festivals Multi-use trail system High rate of volunteerism Access to quality healthcare services Welcoming community Preservation of culture and heritage Strong community groups Support for seniors Good schools Supportive social services 	<ul style="list-style-type: none"> Comfortable small town feel Aging in place Health centre Provincial park Safe community Volunteer base Arts community Recreations festivals Good school system Sports facilities Strong agricultural society Caring, pretty town Great park system Good volunteer fire service Walking trails Attention to special needs Corporate sponsorship 	<ul style="list-style-type: none"> Adequate housing Crime prevention Inclusive community access Museum capacity Bowling alley Trail system expansion User-friendly signage Arts and culture Service Access Transportation services Signature destination event Pedestrian- friendly Event coordination
GOVERNANCE Fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness.		
SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Good Policies Strategic Direction Role Clarity Agency Liaison <ul style="list-style-type: none"> Public consultation and communication Financial transparency Effective internal communication Good Council staff working relationship Solid policies and procedures Regional cooperation and agency liaison Defining appropriate service levels Fair tax rates Business friendly processes Quality customer service 	<ul style="list-style-type: none"> Improved communication Good staff team Strategic planning efforts Financial transparency Good internal communication Confidence in administration Good information for debate County relations Effective processes Support for Council decisions 	<ul style="list-style-type: none"> Provincial partnerships Efficiency efforts Effective use of technology Looking at service levels Post-secondary partnerships Provincial communication Exposure to best practices Another voice for region

ISSUE & OPPORTUNITY LONG LIST			
ISSUE / OPPORTUNITY	Score	ISSUE / OPPORTUNITY	Score
Trail Systems	18	Habitat Humanity Building	10
New Industrial Park	17	Infrastructure Management	26
Off Leash Dog Park	4	Town Commercial Land	27
Golf Course Options	2	Airport	1
57th Avenue		Paddle River Park	18
Accessibility	19	Community Coordination	4
Curling Rink	17	Co-op Estock	8
Skateboard Park	18	Provincial Government Liaison	11
Private Land Development	6	Crime Prevention	9
Lagoon	9	Low Income Housing	1
50th Avenue		Sidewalk Rehabilitation	15
Beaverbrook Lots	5	Accredited Municipality	7
New Business Attraction	19	Greening Plastics	
Indoor Playground		GIS Upgrade	10
Air Quality		Tree Planting	14
Finance Software		Ag Grounds Expansion	
Leisure Study Update		Downtown Business Revitalization	6
Solar Energy Transition	12	Borrow Bike Program	3
Pembina Hills Cooperation		Rebranding Community	9
Rodeo Drive 57 Ave. Closure		Park Amenities	8
Downtown Washrooms	5	Community Foundation	7

APPENDIX 3

February 2018

ISSUE & OPPORTUNITY SHORT LIST					
RANK	ISSUE / OPPORTUNITY	TOTAL	RANK	ISSUE/OPPORTUNITY	TOTAL
1	Town Commercial Land	27	7	Paddle River	18
2	Infrastructure Management	26	8	Curling Rink	17
3	New Business Attraction	19	9	Sidewalk Rehabilitation	15
4	Accessibility	19	10	Tree Planting	14
5	Skateboard Park	18	11	Solar Energy Transition	12
6	Parks and Trail System	18	12	Government Liaison	11

4.a REALITY CHECK CRITERIA	SUCCESS		
	LIKELY		UNLIKELY
LEGISLATIVE EASE	Yes	Maybe	No
POLICY CONSISTENCY	Yes	Maybe	No
CONTRACTUAL EASE	Yes	Maybe	No
POLITICAL WILL	High	Neutral	Uncertain
ORGANIZATIONAL CAPACITY	High	Medium	Low
SAVINGS REALIZED	High	Medium	None
TIME EFFICIENCY REALIZED	Likely	Maybe	Not Likely
TIMEFRAME FOR RESULTS	Reasonable	Challenging	Unrealistic
SUCCESS LIKELIHOOD	High	Medium	Uncertain
COMMUNITY SUPPORT	High	Average	Low
FISCAL RESOURCES	Confirmed	Available	Difficult
PARTNERSHIP POTENTIAL	Ready	Maybe	Uncertain/No
LEVERAGE OTHER RESOURCES	Yes	Maybe	Uncertain/No
ONGOING SUSTAINABILITY	Likely	Maybe	Uncertain/No
HUMAN RESOURCES	Yes	Somewhat	No
EXPERTISE	In-house	Available	Uncertain/No
CONSEQUENCES/RISK	None	Uncertain	Negative
AFFORDABILITY	Yes	Average	No

4.b URGENCY CRITERIA	URGENCY	
	URGENT	NOT AS URGENT
IMPERATIVE - Requirement to Act	Legislation	No Legislation
LIABILITY - Risk Exposure	Legal	Inconvenience
SAFETY - Direct vs. Potential Threat	Life - Imminent	Property Damage
FINANCIAL - Magnitude of Cost	Significant	Operational
VISIBILITY - Implications to Organization	Negative	Neutral
PUBLIC BENEFIT - Who receives outcomes?	Most	Few
COMMUNITY NEED - Who's asking?	At Large	Minority Interest
TIMELINESS - Resource Alignment	Unique	Frequent
STRATEGIC - Linkage to goals/priorities	Critical	Useful
OBLIGATION - Commitment to others	Contractual	Casual
LEADERSHIP - Political Requirement	High	Low
TIMELINE - Imposed Timeframe	Deadline	None

4.c RESPONSIBILITY CRITERIA	RESPONSIBILITY	
	POLITICAL	ADMINISTRATIVE
POLICY	New or Change	Procedure or Implementation
FINANCIAL	New or Change in Budget	Approved in Budget
EXTERNAL LINKAGE	Political Level	Staff Level
CORPORATE IMAGE	Agency Integrity	Service Quality
SERVICE LEVELS	New or Terminate	Service Standards
STRATEGIC DIRECTION	New or Change	Implementation
PERSONNEL	CAO Performance	Staff Performance
LEGISLATION	Ignore or Seek to Change	Interpretation
SENSITIVITY	High Visibility	Low Visibility
OBLIGATION	New or Change in Contract	Permissible
MEMBER LIAISON	Elected Official	Staff

PRIORITY Desired Outcomes	OPTIONS Strategy	ACTION hat hen
NO		
<p>CURLING RIN <i>How can we ensure the viability of the curling rink?</i></p> <p>Building Assessment</p> <ul style="list-style-type: none"> • Viable amenity in the town • Recreational amenity • Condition assessment completed • Infrastructure upgraded as necessary • Options for additional uses identified • Revenue generator 	<p>In house</p> <ul style="list-style-type: none"> • Consultant • Combination 	<p>BUILDING</p> <ol style="list-style-type: none"> 1. Undertake building assessment April 2. Identify additional use options - May 3. Council direction - June
<p>YEAR CAPITAL PLAN <i>How do we ensure we are prepared for future capital project and equipment maintenance expenditures?</i></p> <p>Priority List</p> <ul style="list-style-type: none"> • Better decision making • Accurate projections • Fiscally accountable / responsible • Defined priorities • Funding sources identified • Clearly identified operational and maintenance costs • Capital projects and programs anticipated • Understanding of equipment needs • Sustainable service levels 	<p>In house</p> <ul style="list-style-type: none"> • Consultant • Combination 	<ol style="list-style-type: none"> 1. Define priority setting criteria September 2. Determine 5-year priorities - October 3. Confirm funding requirements - October 4. Submit 2019 budget items - December

PRIORITY Desired Outcomes	OPTIONS Strategy	ACTION hat hen
<p>INTER MUNICIPAL PLANS</p> <p><i>What are the opportunities and process for regional collaboration?</i></p> <p>Inter Municipal Collaboration Framework Inter Municipal Development Plan</p> <ul style="list-style-type: none"> • Maximize opportunities / reduce duplication • Cost effective service delivery • Shared expertise • Benefit to the tax payer / value for money • Innovative service delivery • Improved communication / information sharing • Stronger, unified voice • Economic Development potential • Align with new MGA requirements • Financial sustainability • Municipal viability 	<p>In house</p> <ul style="list-style-type: none"> • Consultant • Combination <ul style="list-style-type: none"> • Council with: <ul style="list-style-type: none"> • County 	<p>JOINT MEETING</p> <ol style="list-style-type: none"> 1. Meet with the County - March 2. Develop regional collaboration process - April 3. Determine shared priorities 4. Draft Inter-Municipal Framework 5. Update Inter-Municipal Development Plan - October
<p>ACCESSIBILITY</p> <p><i>How do we ensure Town facilities are accessible to all?</i></p> <p>Civic Facility Accessibility Audit Development Guidelines</p> <ul style="list-style-type: none"> • Barrier free access for physically / visually challenged • Target areas identified • Priority list developed • Adequate funding for upgrades • Public awareness campaign • Business support and renovations • Access to grant funding 	<p>In house</p> <ul style="list-style-type: none"> • Consultant • Combination 	<p>AUDIT</p> <ol style="list-style-type: none"> 1. Undertake Town facility accessibility audit February 2. Identify gaps, priorities and budget - June 3. Include in 5-Year Capital Plan - October <p>DESIGN GUIDELINES</p> <ol style="list-style-type: none"> 1. Draft accessibility design guidelines March 2. Update Land Use Bylaw and MDP - April <p>A AWARENESS CAMPAIGN</p> <ol style="list-style-type: none"> 1. Develop awareness campaign June 2. Promote with local business / residents

PRIORITY Desired Outcomes	OPTIONS Strategy	ACTION hat hen
<p>MUNICIPAL DEVELOPMENT PLAN <i>How can we ensure growth in the community is consistent with the community's vision for the future?</i></p> <p>Terms of Reference</p> <ul style="list-style-type: none"> • Clear growth priorities and expectations • Clear understanding of current growth patterns / needs • Shared community vision • Long term goals and objectives for community • Engaged and supportive public • Land use planning guidelines • Foundation for organizational decision-making • Community input and feedback • Orderly growth • Alignment of growth plans and bylaws • Developer certainty • Sustainable community 	<ul style="list-style-type: none"> • In house • Consultant • Combination • Comprehensive review • Targeted Review • Housekeeping changes 	<p>MDP</p> <ol style="list-style-type: none"> 1. Develop Terms of Reference budget March 2. Review current MDP 3. Define Council growth philosophy / approach 4. Identify issues and gaps 5. Establish targeted revisions - April 6. Invite public input 7. Draft plan / invite stakeholder feedback 8. Proceed to Bylaw process <p>PLAN INTEGRATION</p> <ol style="list-style-type: none"> 1. Address housing strategies 2. Incorporate Leisure Study recommendations 3. Incorporate commercial / industrial land plans 4. Incorporate accessibility guidelines
<p>NET</p>		
<p>PARKS & FACILITIES PLAN <i>How do we plan for recreation facilities and infrastructure?</i></p> <p>Facilities & Parks Priorities</p> <ul style="list-style-type: none"> • Wide range of recreation options • Active and healthy community • Trail networks • Curling rink • Tournaments and events • Recreation facilities and programs • Capitalize on natural forests and eco areas • Tourism attraction • Regional partnerships 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Develop terms of reference 2. Inventory current facilities 3. Determine priorities - May 4. Incorporate in 5-Year Capital Plan

PRIORITY Desired Outcomes	OPTIONS Strategy	ACTION hat hen
<p>LONG TERM CAPITAL PLAN <i>How do we anticipate and plan for long-term infrastructure replacement and upgrades?</i> Long Term Capital Plan Asset Management System</p> <ul style="list-style-type: none"> • Strategic direction - long range view • Sound reliable systems / infrastructure • Financial stability and fiscal responsibility • Adequate reserves • Efficient and safe systems and facilities • Accurate assessment of assets • Projections for future requirements • Foundation for organizational decision-making 	<p>In house</p> <ul style="list-style-type: none"> • Consultant • Combination 	<p>PLAN STRATEGY</p> <ol style="list-style-type: none"> 1. Prepare inventory - May 2. Define priority setting criteria June 3. Update 5-Year Capital Plan - August 4. Draft long term strategy & financial plan - October <p>ASSET MANAGEMENT PLAN</p> <ol style="list-style-type: none"> 1. Inventory existing infrastructure - December 2. Assess infrastructure condition 3. Create asset management system
<p>ECONOMIC READINESS <i>How do we diversify, grow the economy and promote the Barrhead advantage?</i> Economic Readiness Strategy</p> <ul style="list-style-type: none"> • Attract and retain businesses • Identify desired targets and gaps • Diversify the economy • Increase the tax base • Increase employment opportunities • Assess commercial land options • Determine business park options • Effective marketing and promotion • Updated community profile 	<p>In house</p> <ul style="list-style-type: none"> • Consultant • Combination <ul style="list-style-type: none"> • Town • County • Chamber of Commerce • GROWTH Alberta • Westlock County? 	<p>PROFILE</p> <ol style="list-style-type: none"> 1. Prepare community profile - October <p>STRATEGY</p> <ol style="list-style-type: none"> 1. Develop Terms of Reference 2. Inventory current business and gaps 3. Hold stakeholder strategy session 4. Determine industry targets 5. Prepare strategy <p>PARTNERSHIPS</p> <ol style="list-style-type: none"> 1. Assess partnership with GROWTH Alberta 2. Meet with County to discuss collaboration re: strategy development

PRIORITY Desired Outcomes	OPTIONS Strategy	ACTION hat hen
<p>PADDLE RIVER <i>Is there an opportunity to create a linear park along the Paddle River for local reaction and as a tourism attraction?</i> Linear Park Concept</p> <ul style="list-style-type: none"> • Walking trails • Encourage active lifestyles • Infrastructure requirements determined • Liabilities and risks assessed • Support from Province • Partnership with County • Acquisition from / support of private landowner 	<p>In house</p> <ul style="list-style-type: none"> • Consultant • Combination 	<ol style="list-style-type: none"> 1. Seek partnership with County - June 2. Develop concept plan
<p>BUSINESS PAR <i>What is the Town's role in the development of a new industrial park?</i> Options</p> <ul style="list-style-type: none"> • Current supply determined • Serviced industrial land for growth • Budget requirements determined • Good transportation access • Zoning established • Aligned with industry targets • Developer interest determined • Regional interest determined 	<p>In house</p> <ul style="list-style-type: none"> • Consultant • Combination <ul style="list-style-type: none"> • Town • Private Developer • County Partnership 	<p>OPTIONS</p> <ol style="list-style-type: none"> 1. Determine costs to develop 2. Determine developer interest 3. Determine County interest 4. Assess options <p>PREFERRED OPTION</p> <ol style="list-style-type: none"> 1. Include in Economic Readiness Plan

PRIORITY Desired Outcomes	OPTIONS Strategy	ACTION hat hen
<p>SKATEBOARD PARK</p> <p><i>How should we proceed with the skateboard park?</i></p> <p>Skateboard Park Concept</p> <ul style="list-style-type: none"> • Vision for the park • Stakeholder input • Site selection • Understanding of costs and options • Fundraising strategy • Design to meet public expectations • Oversight of construction process • Clear understanding of risks and liabilities • Positive community perspective as a sport 	<p>In house</p> <ul style="list-style-type: none"> • County • Combination <ul style="list-style-type: none"> • Build new • Rehabilitate existing • 3rd party development 	<p>1. Develop concept plan</p>
<p>LEISURE STUDY</p> <p><i>What items contained in the Leisure Study enhance community recreation and what are the priorities?</i></p> <p>Leisure Study Update</p> <ul style="list-style-type: none"> • Parks • Walking trails • Skateboard park • Off leash dog area • Field house • Sports-fields • Seniors activities • Regional partnerships 	<p>In house</p> <ul style="list-style-type: none"> • County • Combination <ul style="list-style-type: none"> • Review and add • Review and extract • Community survey 	<p>1. Leisure Study: Update</p>

PRIORITY Desired Outcomes	OPTIONS Strategy	ACTION hat hen
<p>PARKS & OPEN SPACE</p> <p><i>How do we plan for passive and active recreation areas?</i></p> <p>Parks and Open Space Master Plan</p> <ul style="list-style-type: none"> • Trail system for active living • Parks and green space for passive activity • Playground standards and development • Sport-fields • Long- term planning • Prioritization in the capital budget • Community tree planting program • Positive environmental impact • Up to date tree inventory • Enhance beautification of the town • Leader in sustainability planning 	<p>In house</p> <ul style="list-style-type: none"> • County • Combination 	<p>MASTER PLAN</p> <ol style="list-style-type: none"> 1. Draft terms of reference 2. Create inventory map of current assets 3. Identify gaps and develop design standards 4. Determine strategies / plan c 5. Update Leisure Study <p>TREE PLANTING PROGRAM</p> <ol style="list-style-type: none"> 1. Propose summer tree planting program - October
<p>HIGHWAY COMMERCIAL</p> <p><i>How should we proceed with the development of the 5 acres of town owned land?</i></p> <p>Area Structure Plan</p> <ul style="list-style-type: none"> • Vision for the future • Servicing options and costs determined • Alignment with MDP • Included in LUB update • Potential revenue generator 	<p>In house</p> <ul style="list-style-type: none"> • County • Combination 	<ol style="list-style-type: none"> 1. Develop ASP Terms of Reference

PRIORITY Desired Outcomes	OPTIONS Strategy ACTION hat hen
ADVOCACY	
BUSINESS PARK <i>* County Interest</i>	<ul style="list-style-type: none"> • <i>Meet with the County to determine interest in developing a business park</i>
PADDLE RIVER <i>* Linear Park Concept</i>	<ul style="list-style-type: none"> • <i>Discuss with the County interest and options for the development of a linear park on the Paddle River</i>
ECONOMIC DEVELOPMENT STRATEGY <i>* Terms of Reference</i>	<ul style="list-style-type: none"> • <i>Determine County interest in a regional economic development strategy</i>

Bolded items indicate the Council **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by the Council to focus their priority setting discussion is *italicized*.

ND = No Date (yet to be determined)



REQUEST FOR DECISION

Date: April 10, 2018
To: Mayor McKenzie & Members of Council
From: Martin Taylor, CAO
Re: 2018 COLA

Summary

2018 Cost of Living Adjustment (COLA)

Overview

During the budget retreat Council reviewed the salaries component of the budget for 2018 and recommended adoption of a 1.5% Cost of Living Adjustment.

Recommendations for Action

Recommendation #1

That Council approve a Cost of Living Adjustment (COLA) of 1.5% for 2018.

Respectfully Submitted by:


Martin Taylor, CMC, CLGM
CAO



REQUEST FOR DECISION

Date: April 10, 2018
To: Mayor McKenzie & Members of Council
From: Martin Taylor, CAO
Re: 2018 Final Operating and Capital Budgets

Summary

The 2018 Final Operating and Capital Budgets are presented for Council.

Memorandum

The 2018 Final Operating and Capital Budgets have been prepared based on Council's decisions during and following the numerous budget meetings held with the department staff and with Council. Extensive discussions took place to arrive at the Final 2018 Operating and Capital Budgets. All changes directed by Council have been included in these budgets.

The Town has been notified of the following 2018 requisitions, which we are required to collect from the property tax owner on behalf of the requisitioning bodies.

Alberta School Foundation Fund (ASFF) Requisition:

<u>2018 School Requisition</u>	<u>2017 School Requisition</u>	<u>Difference</u>
\$ 1,431,774	\$ 1,358,631	\$ 73,143 Increase

As the school requisition is divided among the total assessment, the school portion of the **Residential** tax rates will be amended as follows:

<u>2018 Residential School Tax Rate</u>	<u>2017 Residential School Tax Rate</u>	<u>Difference</u>	<u>Effect on Each \$100,000 of Residential Assessment Value</u>
2.6228	2.5761	0.0467 Increase	\$4.67 Increase

The school portion of the **Non-Residential** tax rates will be amended as follows:

2018 Non-Residential School Tax Rate	2017 Non-Residential School Tax Rate	Difference	Effect on Each \$100,000 of Non-Residential Assessment Value
3.6296	3.6055	0.0241 Increase	\$2.41 Increase

Barrhead District Social Housing Association (B.D.S.H.A) Requisition:

<u>2018 BDSHA Requisition</u>	<u>2017 BDSHA Requisition</u>	<u>Difference</u>
\$ 57,424	\$ 53,756	\$ 3,668 Increase

This slight increase will have a minimal affect on the overall tax notice.

Government of Alberta - Designated Industrial Assessment Fee Requisition:

Starting in 2018 Town is now requisitioned for the fees associated with the assessment costs for Designated Industrial properties within our boundaries. This will affect the linear properties being, electricity, telecommunications, television, cable and natural gas. Total requisition amount is \$212.58 for 2018.

2018 Non-Residential Linear Tax Rate	2017 Non-Residential Linear Tax Rate	Difference	Effect on Each \$100,000 of Non-Residential Linear Assessment Value
.03417	n/a	0.03417 Increase	\$3.42 Increase

Aquatic Centre Debenture Tax Rate:

Funds are being collected for the Aquatic Centre Debenture payment. **The Town has ensured that this is listed as a separate line on the tax notices so all property owners can see exactly what the cost is to them.**

2018 Aquatic Centre Debenture Tax Rate	2017 Aquatic Centre Debenture Tax Rate	Difference	Effect on Each \$100,000 of Residential Assessment Value
0.5711	0.5824	0.0113 Decrease	\$1.13 Decrease

Cost of Requisition Tax Rate:

The previous Cost of Requisition Tax Rate was calculated on portions of each year's current outstanding taxes and the requirement for the Town to submit the total requisitions regardless if the funds have been collected. Many municipalities no longer include this calculation and the Town discontinued it in 2017.

The **2018 Property Assessments** have been received.

Most **residential single-family assessments changed by an average of +/- 0.5%**.
Most of the **non-residential assessments increased by an average of 1.5% to 2.5%**.

The 2018 assessment information is as follows:

2017 Residential Taxable Assessment	380,545,900
2018 Growth Assessment Changes	2,564,170
2018 Market Assessment Change	722,030
2018 Residential Taxable Assessment	383,832,100

2017 Non-Residential Taxable Assessment	117,434,724,
2018 Growth Assessment Changes	4,622,656
2018 Market Assessment Changes	2,867,390
2018 Non-Residential Taxable Assessment	124,924,770

Following is a breakdown of the total assessment change by Growth and by Market.

Assessment – Based on the Growth

For new construction, any changes to progressive assessments (buildings that were under construction during 2017), any new lots and any lots that the Town sold, using same municipal tax rate as 2017.

Growth Assessment Changes	New Growth Assessment	Additional Net Municipal Taxes Raised
2018 Residential	2,564,170	\$ 20,456
2018 Non-Residential	4,622,656	\$ 62,824
Total Additional Tax Revenue Based on Growth Only		\$ 83,280

Assessment – Based on the Market Assessment Changes

For changes in assessments due to the market and sales in the various areas of the Town, using the same municipal tax rate as 2017.

Market Assessment Changes	New Market Assessment	Additional Net Municipal Taxes Raised
2017 Residential	722,030	\$ 5,760
2017 Non-Residential	2,867,390	\$ 38,969
Total Additional Tax Revenue Based on Market Only		\$ 44,729

Municipal Taxes

In preparation of the 2018 Budget Council reviewed the operating and capital budgets and indicated a number of priorities for the year.

Each year the increased costs for service delivery, salaries, gas and power utilities, insurance, fuel, materials and supplies, contracted services, etc. are funded in part by the increase in municipal assessments, user fees and charges, and the utilization of reserves.

Council determined the capital projects to be undertaken, funded by reserves and grants where applicable. Any additional municipal tax revenue will be transferred to capital reserves for future projects.

As determined by Council the 2018 budget has been prepared with an increase of 0.25 mills to the municipal portion of the tax rate for the residential, non-residential, farmland and machinery and equipment property tax classes.

A summary of the **Residential** municipal tax increase is as follows:

2018 Municipal Residential Tax Rate	2017 Municipal Residential Tax Rate	Difference	Effect on Each \$100,000 of Residential Assessment Value	Additional Municipal Tax Dollars Collected
8.2275	7.9775	0.25	\$25.00 Increase	\$ 95,958

A summary of the **Non-Residential** municipal mill increase is as follows:

2018 Municipal Non-Residential Tax Rate	2017 Municipal Non-Residential Tax Rate	Difference	Effect on Each \$100,000 of Non-Residential Assessment Value	Additional Municipal Tax Dollars Collected
13.8405	13.5905	0.25	\$25.00 Increase	\$ 31,231

TOTAL ADDITIONAL <u>MUNICIPAL</u> TAX DOLLARS COLLECTED (based on increase of 0.25 mills)	ALLOCATION OF ADDITIONAL <u>MUNICIPAL</u> TAX DOLLARS
\$ 127,189	Allocated to capital projects for facilities, equipment, roads, water, sanitary sewer and storm sewer projects.

A summary of the percentage increases on the municipal and total tax rates is as follows. The 'Total Tax Rate' takes into account the municipal, aquatic centre debenture, school, social housing and linear tax rates. The total taxes paid by the property owner would also be affected by any increases or decreases in their specific property assessment values.

Residential Tax Rate Summary Final Net Effect:

	2018 Tax Rate	2017 Tax Rate	% Change	Change on Each \$100,000 of Assessment Value
Municipal Only	8.2275	7.9775	3.1% Increase	
Total Tax Rate (including Aquatic Debenture & all Requisitions)	11.5358	11.2477	2.6% Overall Net Increase	\$28.81 Overall Net Increase

Non-Residential Tax Rate Summary Final Net Effect:

	2018 Tax Rate	2017 Tax Rate	% Change	Change on Each \$100,000 of Assessment Value
Municipal Only	13.8405	13.5905	1.8% Increase	
Total Tax Rate (including Aquatic Debenture & all Requisitions)	18.1556	17.8901	1.5% Overall Net Increase	\$26.55 Overall Net Increase

Attached is the summary of the Residential and Non-residential tax rates from 2011 to 2018 (**Schedule A**).

The total Operating Revenues budget for 2018 is \$ 14,201,228.00 and total Operating Expenses budget is \$ 14,183,801.00 (excluding amortization expenses). Attached are diagrams indicating the various sources of operating revenues (**Schedule B**) and operating expenses by department (**Schedule C**).

2018 Operating and Capital Budgets

The total Capital Budget is \$ 8,451,511. The operational funding contributed to capital projects was \$ \$1,288,539 in 2017 and for 2018 is \$1,488,206, an increase of \$199,667, with additional funding being placed in reserves. Attached is a listing of the 2018 Capital Budget Highlights for the projects Council has approved for 2018 (**Schedule D**).

Attached is the listing of the individual budget line items for the operating and capital budgets (**Schedule E**). The overall budget has a **surplus of \$17,427**, which can be used to offset any reductions in assessment or any unplanned expenses.

Recommendation:

1. That Council adopt the 2018 Operating Budget with Revenues of \$14,201,228.00 and Expenses of \$14,183,801.00, plus the amortization expense budget of \$ 2,497,100, for a surplus of \$17,427.00 and the Capital Revenues and Expenses Budgets of \$8,451,511, which includes a 0.25 mill rate increase on the municipal portion of the residential, non-residential, farmland and machinery and equipment property tax rates for 2018.

Submitted by:

Martin Taylor, CMC, CLGM
CAO

TOWN OF BARRHEAD PROPERTY TAX RATES

2011 to 2018

SCHEDULE

A

RESIDENTIAL & FARMLAND	2011	2012	2013	2014	2015	2016	2017	Actual 2018
MUNICIPAL								
General Operations of Council	7.0275	7.0275	7.0275	7.5275	7.8275	7.9775	7.9775	8.2275
Aquatic Centre Debenture	0.0000	0.0000	0.0000	0.0000	0.0000	0.5887	0.5824	0.5711
Cost of Requisitions	<u>0.0810</u>	<u>0.0598</u>	<u>0.0373</u>	<u>0.0608</u>	<u>0.0618</u>	<u>0.0421</u>	<u>0.0000</u>	<u>0.0000</u>
TOTAL MUNICIPAL	7.1085	7.0873	7.0648	7.5883	7.8893	8.6083	8.5599	8.7986
REQUISITIONS								
Alberta School Foundation Fund	2.4571	2.7121	2.6180	2.5960	2.5354	2.4868	2.5761	2.6228
Barrhead & Dist. Social Housing	<u>0.1181</u>	<u>0.1168</u>	<u>0.1110</u>	<u>0.1109</u>	<u>0.1038</u>	<u>0.1029</u>	<u>0.1117</u>	<u>0.1144</u>
TOTAL REQUISITIONS	2.5752	2.8289	2.7290	2.7069	2.6392	2.5897	2.6878	2.7372
TOTAL TAX RATES	9.6837	9.9162	9.7938	10.2952	10.5285	11.1980	11.2477	11.5358

NON-RESIDENTIAL	2011	2012	2013	2014	2015	2016	2017	Actual 2018
MUNICIPAL								
General Operations of Council	12.8905	12.8905	12.8905	13.1405	13.4405	13.5905	13.5905	13.8405
Aquatic Centre Debenture	0.0000	0.0000	0.0000	0.0000	0.0000	0.5887	0.5824	0.5711
Cost of Requisitions	<u>0.0810</u>	<u>0.0598</u>	<u>0.0373</u>	<u>0.0608</u>	<u>0.0618</u>	<u>0.0421</u>	<u>0.0000</u>	<u>0.0000</u>
TOTAL MUNICIPAL	12.9715	12.9503	12.9278	13.2013	13.5023	14.2213	14.1729	14.4116
REQUISITIONS								
Alberta School Foundation Fund	3.1176	3.4978	3.8442	3.8121	3.5066	3.5607	3.6055	3.6296
Barrhead & Dist. Social Housing	<u>0.1181</u>	<u>0.1168</u>	<u>0.1110</u>	<u>0.1109</u>	<u>0.1038</u>	<u>0.1029</u>	<u>0.1117</u>	<u>0.1144</u>
TOTAL REQUISITIONS	3.2357	3.6146	3.9552	3.9230	3.6104	3.6636	3.7172	3.7440
TOTAL TAX RATES	16.2072	16.5649	16.8830	17.1243	17.1127	17.8849	17.8901	18.1556

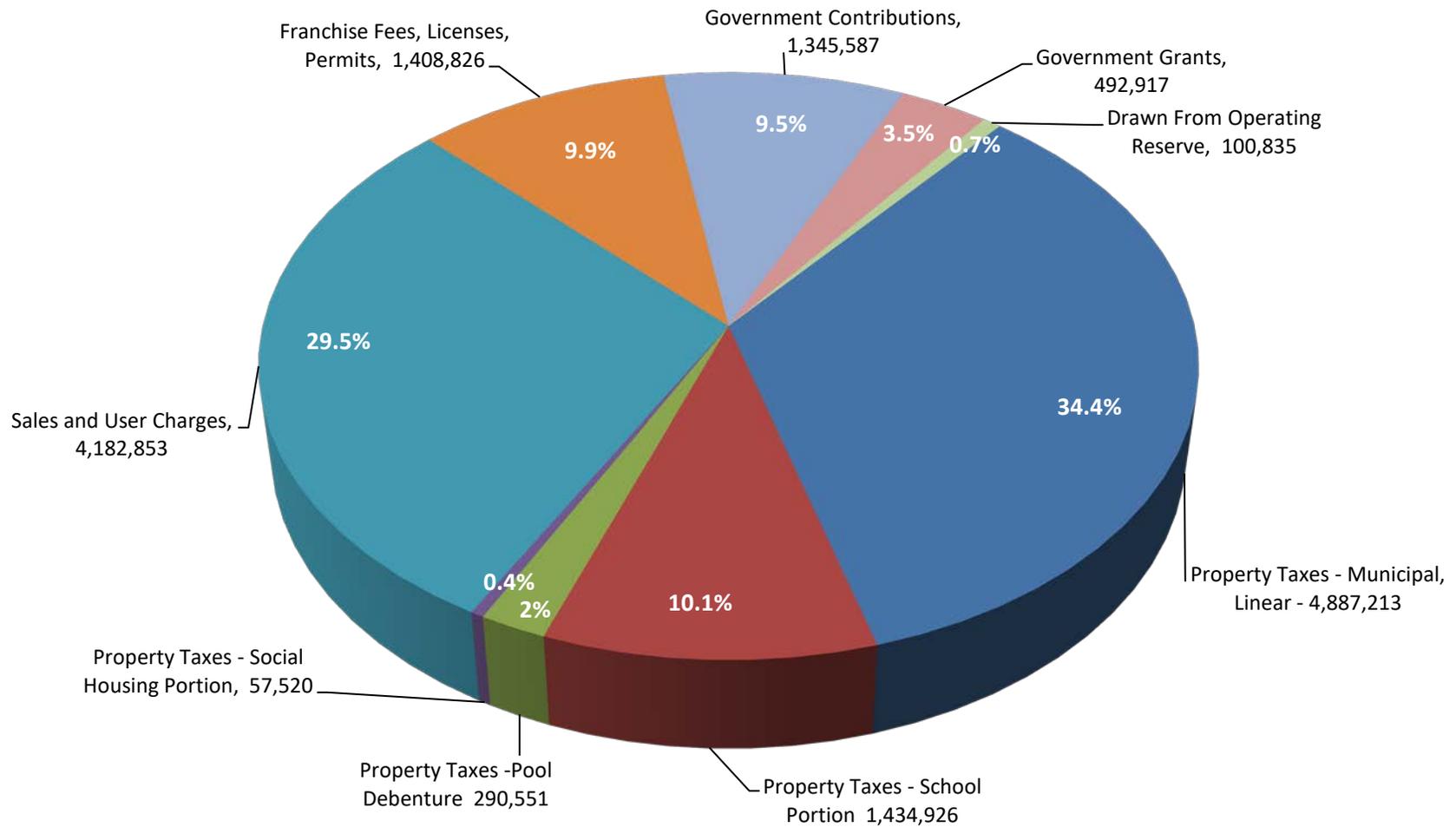


Town of Barrhead Budget

"SCHEDULE B"

REVENUE SOURCES

2018 Operating Revenues by Category



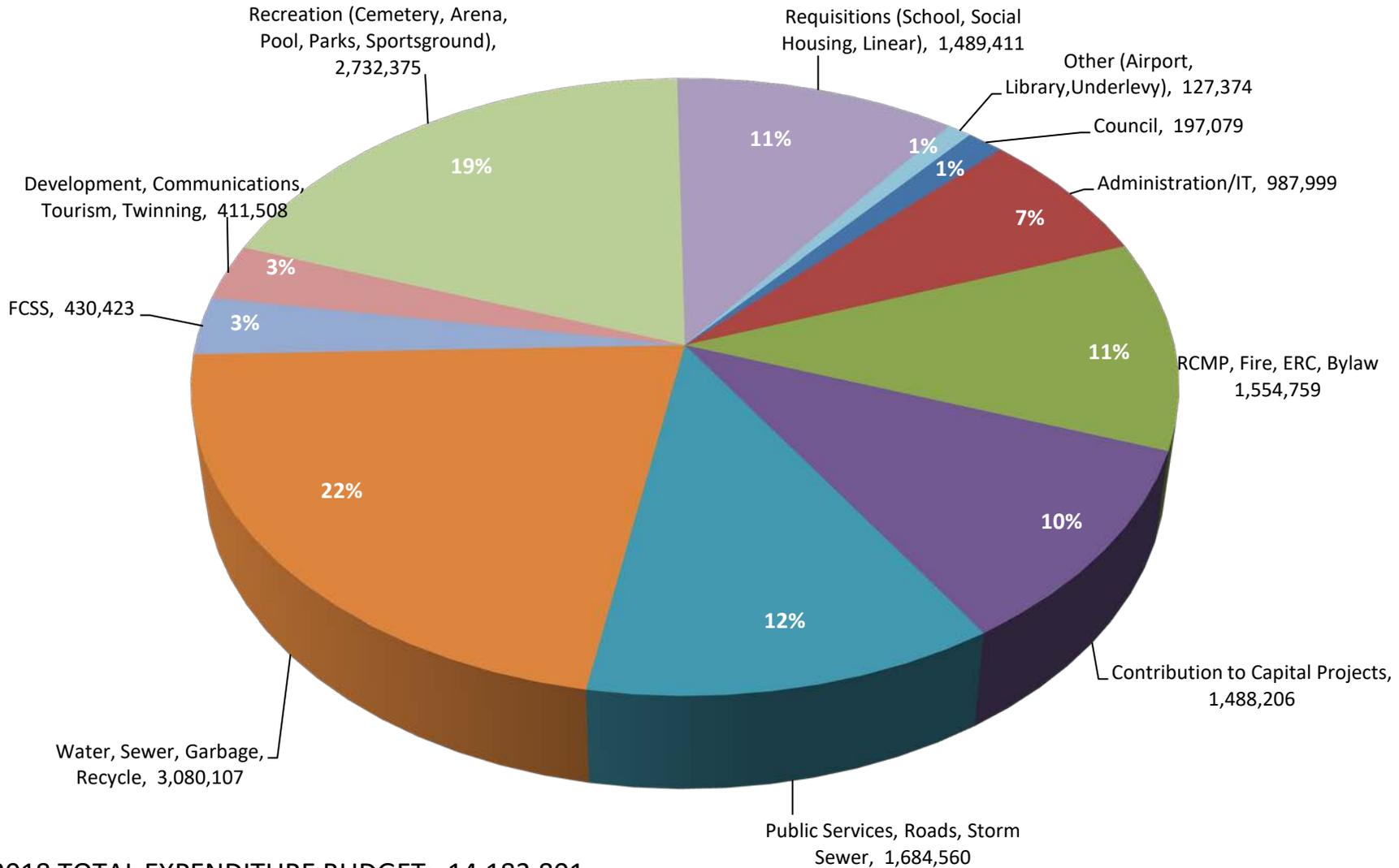
2018 TOTAL REVENUE BUDGET: 14,201,228



Town of Barrhead Budget OPERATING EXPENSES

"SCHEDULE C"

2018 Operating Expenditures by Department



2018 TOTAL EXPENDITURE BUDGET: 14,183,801



TOWN OF BARRHEAD 2018 CAPITAL BUDGET SUMMARY

"SCHEDULE D"

Total Capital Budget for 2018 - \$ 8,451,511

- **Roads Project** – 50 Avenue from 49 Street to 51 Street (\$1,804,725)
Road Rehabilitation, including water, sanitary sewer, storm sewer, sidewalks, curb & gutter
- **Roads Project** – 57 Avenue from 49 Street to 48 Street (\$861,100)
Road Rehabilitation, including storm sewer
- **Sanitary Sewer** (\$1,800,000) – Lagoon Upgrades
- **Public Works** (\$270,500) – Maintenance - new Gravel Truck, Sander Unit, ½ Ton Truck, Building Equipment
- **RCMP Detachment** (\$130,000) – Building Renovations (Roofing)
- **Bylaw Enforcement** (\$68,000) – New Patrol Vehicle including emergency equipment and lights
- **Airport** (\$12,500) – Town portion of New Plots at Airport
- **Water** (\$352,000) – Distribution System Upgrades, New Bulk Water System, Meter Reading Radio Devices
- **Sanitary Sewer** (\$275,000) – Asset Review of Sanitary Sewer Distribution System
- **Additional Roads and Sewer Projects** (\$50,313) – Streetlights on 62A Avenue, Sewage Lagoon Fencing
- **Sidewalks** (\$50,000) – Installation of New Sidewalks in various locations throughout the Town.
(In addition to the repairs & replacements operating budget of \$ 195,000.00)
- **Trade Waste** (\$595,000) – Replace Garbage Truck/Compactor with Automatic Garbage Pickup Unit, Residential & Commercial Bins
- **Agrena** (\$288,750) – Condenser Equipment, Real Ice Unit, Ice Kube Unit Compressor Replacement, Accessibility Door Retrofits, Water Heaters, Building Renovations
- **Aquatic Centre** (\$88,911) – Solar Power Equipment, Window Shades/Decals, Equipment
- **Parks** (\$37,400) – New Equipment Hauling Trailer, Japanese Park Handrail, Rotary Park Washroom Upgrades
- **Curling Rink** (\$52,000) – Heating/Ventilation System, New Lighting, Roof Repairs
- **Administration** (\$100,000) – Building Renovations, Computer System Upgrade, Plotter Printer
- **Barrhead Fire Services** (\$46,800) – Lifting Air Bags, Extrication Struts, Equipment
(50% partnership with the County of Barrhead)
- **Landfill** (\$22,200) – Operator Building Roof, Compactor Shed Concrete Apron and Entrance Matting/Belting
(50% partnership with the County of Barrhead)
- **Transfers to Reserves and between department functions** – (\$ 1,546,312)

**TOWN OF BARRHEAD
2018 CAPITAL BUDGETS**

Account	Budget
Capital Revenues	
5-12-01-920-00 Administration - From Capital Reserve	(30,000)
5-12-01-930-00 Administration - From Operating Function	(70,000)
5-21-01-590-00 RCMP - Revenue From Own Source	(65,000)
5-21-01-930-00 RCMP - From Operating Function	(65,000)
5-23-01-850-00 Fire - County Contribution	(23,400)
5-23-01-920-00 Fire - From Capital Reserve	(23,400)
5-23-01-930-00 Fire - From Operating Function	(20,000)
5-23-03-930-00 ERC - From Operating Function	(10,000)
5-26-01-930-00 Bylaw - From Operating Function	(68,000)
5-31-01-550-00 Common Services - Return On Investments	(13,119)
5-31-01-920-00 Common Services - From Capital Reserve	(143,500)
5-31-01-930-00 Common Services - From Operating Function	(208,000)
5-32-01-550-00 Roads - Return On Investments	(5,117)
5-32-01-840-03 Roads - Municipal Sustainability Grant	(1,820,000)
5-32-01-920-00 Roads - From Capital Reserve	(75,238)
5-33-01-920-00 Airport - From Capital Reserve	(12,500)
5-37-01-940-00 Storm Sewer - From Other Capital Functions	(354,600)
5-41-01-550-00 Water - Return On Investments	(11,677)
5-41-01-590-00 Water - Revenue from Own Source	(115,000)
5-41-01-920-00 Water - From Capital Reserve	(872,200)
5-41-01-930-00 Water - From Operating Function	(317,284)
5-42-01-550-00 Sewer - Return On Investments	(12,824)
5-42-01-590-00 Sewer - Revenue From Own Source	(75,000)
5-42-01-830-00 Sewer - Federal Grant (FGTF)	(720,119)
5-42-01-840-00 Sewer - Provincial Grant (MAMP)	(50,000)
5-42-01-840-02 Sewer - Provincial Grant (CWWF)	(645,688)
5-42-01-920-00 Sewer - From Capital Reserve	(819,893)
5-42-01-930-00 Sewer - From Operating Function	(315,422)
5-43-01-550-00 Trade Waste - Return On Investments	(2,618)
5-43-01-840-00 Trade Waste - Provincial Grant (MSI)	(400,000)
5-43-01-920-00 Trade Waste - From Capital Reserve	(195,000)
5-43-01-930-00 Trade Waste - From Operating Function	(45,000)
5-43-02-850-00 Landfill - County Contribution	(11,100)
5-43-02-920-00 Landfill - From Town Capital Reserve	(11,100)
5-43-04-930-00 New Landfill - From Operating Function	(4,000)
5-72-02-550-00 Arena - Return On Investments	(4,000)
5-72-02-840-00 Arena - Prov. Grant (MCCAC)	(21,000)
5-72-02-920-00 Arena - From Capital Reserve	(200,250)
5-72-02-930-00 Arena - From Operating Function	(50,000)
5-72-02-940-00 Arena - From Other Capital Functions	(31,000)
5-72-03-550-00 Pool - Return on Investments	(1,500)
5-72-03-840-00 Pool - Provincial Grant (Mun. Spon.)	(57,411)
5-72-03-920-00 Pool - From Capital Reserve	(31,500)

**Town of Barrhead
2018 Operating Budgets**

"Schedule E"

Revenues

Budget

1-01-01-111-00 Taxes - Residential	(4,423,355)
1-01-01-112-00 Taxes - Non-Residential	(2,026,277)
1-01-01-113-00 Taxes - Machinery & Equipment	(15,381)
1-01-01-114-00 Taxes - Farmland	(1,353)
1-01-01-190-00 Taxes - Linear	(113,139)
1-01-01-230-00 Taxes - Federal Grant In Lieu	(6,280)
1-01-01-240-00 Taxes - Provincial Grant in Lieu	(84,425)
1-02-01-510-00 Penalties & Costs on Taxes	(60,000)
1-02-01-540-00 Concessions & Franchises	(695,000)
1-02-01-550-00 Return on Investments	0
1-11-01-590-00 Council - Reimbursement	(1,200)
1-12-01-410-00 Administration - Sale of Goods & Services	(20,000)
1-12-01-410-02 Administration - Assessment Complaint Fees	(100)
1-12-01-490-00 Administration - Computer Purch Paym't	(6,000)
1-12-01-520-01 Administration - Business Licenses	(40,000)
1-12-01-560-00 Administration - Rentals/ Leases/ Encroach	(4,300)
1-12-01-590-00 Administration - Revenues From Own Source	(7,000)
1-12-01-590-01 Administration - Reserve Fund/Donation Rev.	(150)
1-12-01-590-02 Administration - Election Reim. - School	0
1-12-01-840-01 Administration - Prov. MSI Op. Grant	0
1-12-01-840-02 Administration - ACP Rec Agree/Study Prov. G	0
1-12-01-840-03 Administration - Prov. Grant (STEP)	0
1-12-01-850-00 Administration - County Contribution	(1,956)
1-12-01-910-00 Administration - Withdrawn From Operating Al	0
1-12-01-920-00 Administration - From Operating Reserve	0
1-21-01-560-00 RCMP - Building Rent	(30,900)
1-21-01-590-01 RCMP - Enhanced Police Pos. - Pembina Hills	(78,788)
1-21-01-840-00 RCMP - Alberta Traffic Safety Fund Grant	0
1-21-01-850-00 RCMP - Enhanced Police Pos - County Contrib.	(36,636)
1-21-01-850-01 RCMP - Enhanced Police Pos - Woodlands Contr	(5,515)
1-23-01-410-00 Fire - Mutual Aid Fees	(2,000)
1-23-01-410-01 Fire - Revenue Sale of Air/Misc	(150)
1-23-01-410-02 Fire - Fire Fighting Fees - Other	(2,000)
1-23-01-410-03 Fire - Rescue Services	(32,000)
1-23-01-590-02 Fire - Reimbursements (Misc/WCB)	(1,000)
1-23-01-850-00 Fire - County - Fire Fighting Fees	(175,000)
1-23-01-850-01 Fire - County - Guardian/Dispatch/Equip	(22,510)
1-23-01-850-02 Fire - Operational Contribution - County	(278,264)
1-23-01-850-03 Fire - Town - Fire Fighting Fees	(45,000)
1-23-01-850-04 Fire - Town - Dispatch/Equip	(9,246)
1-23-01-850-05 Fire - Operational Contribution - Town	(278,264)
1-23-01-850-06 Fire - County - Ambulance Assists	0
1-23-01-850-07 Fire - Town - Ambulance Assists	0
1-23-01-920-00 Fire - From Operating Reserve	0
1-23-01-960-00 Fire - Net Gain/Loss Disposal TCA	0
1-23-03-590-01 ERC - Revenues From Own Source	0
1-23-03-850-00 ERC - County Contrib. - Operating	(24,512)

1-23-05-410-00	Town Fire - Other Revenues	(3,000)
1-23-05-920-00	Town Fire - From Fire Operating Reserve	0
1-24-01-590-00	Disaster Services - Revenues	(50)
1-26-01-410-00	Bylaw - Weed Control Revenue	(200)
1-26-01-520-00	Bylaw - Dog Licenses	(2,000)
1-26-01-520-01	Bylaw - Cat Licenses	(600)
1-26-01-530-01	Bylaw - Parking Fines/Bylaw Enf.	(36,000)
1-26-01-530-02	Bylaw - Dog Bylaw Violate/Pound Fees	(1,000)
1-26-01-530-03	Bylaw - Cat Bylaw Violate/Pound Fees	(100)
1-26-01-590-00	Bylaw - Other Revenue	0
1-31-01-410-01	Common Services - Sale of Service General	(12,000)
1-31-01-410-02	Common Services - Sale Materials/Supplies	(500)
1-31-01-590-00	Common Services - Reimbursements	(17,000)
1-31-01-830-00	Common Services - Federal Grant (SCP)	(2,500)
1-31-01-840-00	Common Services - Provincial Grant (S.T.E.P.	(4,200)
1-31-01-920-00	Common Services - From Operating Reserve	(11,000)
1-31-01-960-00	Common Services - Net Gain/Loss Disposal TCA	0
1-32-01-840-00	Roads - Prov. MSI Op. Grant	(74,947)
1-32-01-920-00	Roads - From Operating Reserve	(51,000)
1-32-01-960-00	Roads - Net Gain/Loss Disposal	0
1-41-01-410-01	Water - Sale of Service (Bills)	(1,585,000)
1-41-01-410-02	Water - Sale of Service (Bulk)	(153,000)
1-41-01-410-03	Water - Sale of Materials	(500)
1-41-01-410-05	Water - Turn On/Off Fee	(1,000)
1-41-01-410-06	Water - Sale of Service/Repairs	(1,500)
1-41-01-410-07	Water - Bulk Water Set Up Charge	(500)
1-41-01-411-00	Water - BRWC - Oper. Sale of Serv	(610,853)
1-41-01-560-00	Water - BRWC Asset Lease	(87,127)
1-41-01-590-00	Water - Penalties	(5,000)
1-41-01-590-01	Water - Reimbursements	(100)
1-41-01-920-00	Water - From Operating Reserve	0
1-42-01-410-01	Sewer - Sale of Service (Bills)	(555,000)
1-42-01-410-02	Sewer - Sale of Service/Repairs	(400)
1-42-01-590-00	Sewer - Penalties	(1,700)
1-43-01-410-01	Trade Waste - Sale Service (Bills)	(303,038)
1-43-01-410-02	Trade Waste - Sale of Bins	0
1-43-01-590-01	Trade Waste - Penalties	(1,500)
1-43-01-920-00	Trade Waste - From Operating Reserve	0
1-43-01-960-00	Trade Waste - Net Gain/Loss Disposal TCA	0
1-43-02-410-01	Landfill - Sale of Service (Town Bills)	(67,700)
1-43-02-590-00	Landfill - Tipping Fees Revenue	(78,000)
1-43-02-590-01	Landfill - Recycle/Other Revenue	(6,500)
1-43-02-850-00	Landfill - County Contrib. - Operating	(67,700)
1-43-02-920-00	Landfill - From Operating Reserve	0
1-43-02-960-00	Landfill - Net Gain/Loss Disposal TCA	0
1-43-03-410-01	Recycle - Sale of Service (Bills)	(157,262)
1-43-03-410-03	Recycle - Other Recycle Product Revenue	(36,000)
1-43-03-850-00	Recycle - Contribution From County	0
1-43-03-920-00	Recycle - From Operating Reserve	0
1-43-04-560-00	New Landfill - Land Rental	(4,000)
1-51-01-840-00	FCSS - Provincial Grant	(315,423)
1-51-01-850-00	FCSS - County Contribution	(50,000)

1-56-01-410-01	Cemetery - Sale of Plots, Etc.	(4,200)
1-56-01-410-02	Cemetery - Plot Perpetual Care	(1,400)
1-56-01-410-03	Cemetery - Sale of Service	0
1-56-01-590-01	Cemetery - Donations	0
1-61-01-410-01	Development - Compliance Certificate	(2,500)
1-61-01-520-01	Development - Development Application	(5,000)
1-61-01-520-02	Development - Appeal Fee	(200)
1-61-01-520-03	Development - Rezoning Fees	(1,600)
1-61-01-920-00	Development - From Operating Reserve	0
1-61-02-520-01	Planning - Subd. Application Fee	(1,200)
1-61-02-520-02	Planning - Subd. Endorsement Fee	(200)
1-61-02-520-03	Planning - Subd. Time Ext, Amend, Cancel	(50)
1-62-01-590-00	Communications - Misc. Revenues	(100)
1-62-01-840-00	Communications - Provincial Grant (STEP)	(4,200)
1-62-01-920-00	Communications - Drawn From Operating Reserv	(8,835)
1-66-01-410-00	Subdivision - Sale of Lots (BB Phase 3)	(180,000)
1-66-01-410-02	Subdivision - Sale of Lots (Indus/Res.)	0
1-66-01-590-00	Subdivision - Revenues From Own Source	0
1-72-01-410-00	Recreation Admin. - Programs General	(100)
1-72-01-410-02	Recreation Admin. - Summer Programs	(17,000)
1-72-01-410-03	Recreation Admin. - Summer Donations	(3,000)
1-72-01-410-08	Recreation Admin. - Soap Box Revenue	0
1-72-01-410-09	Recreation Admin. - Chall. Soccer Camp Rev.	(100)
1-72-01-410-10	Recreation Admin. - Triathlon Rev.	(1,000)
1-72-01-410-11	Recreation Admin. - Triathlon Donations	(500)
1-72-01-560-00	Recreation Admin. - Miscellaneous Rental	(2,000)
1-72-01-560-01	Recreation Admin. - Ball Diamond Rental	(1,600)
1-72-01-830-00	Recreation Admin. - S.C.P / Canada Day Grant	(5,300)
1-72-01-840-00	Recreation Admin.- S.T.E.P. Grant	(4,200)
1-72-01-850-00	Recreation Admin. - County Contribution	(30,000)
1-72-01-850-01	Recreation Admin. - Woodlands Contribution	0
1-72-01-920-00	Recreation Admin. - From Operating Reserve	0
1-72-02-410-00	Arena - Pop Machine Revenue	0
1-72-02-410-01	Arena - Vending Machine Revenue	(250)
1-72-02-560-01	Arena - Godberson Rotary Rental	(20,700)
1-72-02-560-02	Arena - Rental Facility/Storage Rental	(1,500)
1-72-02-560-03	Arena - Kitchen Rental	(4,140)
1-72-02-560-04	Arena - Ice Rental	(150,000)
1-72-02-560-05	Arena - Advertising Signs (2018)	(10,000)
1-72-02-560-07	Arena - Upstairs Rental	(30,771)
1-72-02-590-00	Arena - Reimburse/Misc.	(500)
1-72-02-590-01	Arena - Donations/Fundraise	(100)
1-72-02-590-05	Arena - Facility Insurance Reimb.	(1,000)
1-72-02-850-00	Arena - County Contribution	(150,000)
1-72-02-920-00	Arena - From Operating Reserve	0
1-72-02-960-00	Arena - Net Gain/Loss Disposal TCA	0
1-72-03-410-00	Pool - Gift Certificates	(100)
1-72-03-410-01	Pool - Monthly Passes	(110,000)
1-72-03-410-02	Pool - Lessons	(80,000)
1-72-03-410-03	Pool - Paying Public, Drop-In	(150,000)
1-72-03-410-05	Pool - Pro Shop	(10,000)
1-72-03-410-08	Pool - Passes 10 Pack	(4,000)

1-72-03-410-09	Pool - Leadership Training	(10,000)
1-72-03-410-11	Pool - School/Swim Club	(35,000)
1-72-03-410-15	Pool - Donations/Fundraise	0
1-72-03-410-17	Pool - Vending Machine Revenue	(500)
1-72-03-560-01	Pool - Rental Facility	(5,000)
1-72-03-560-03	Pool - Locker Revenue	0
1-72-03-850-00	Pool - County Contribution	(150,000)
1-72-03-920-00	Pool - From Operating Reserve	0
1-72-03-960-00	Pool - Net Gain/Loss Disposal TCA	0
1-72-04-411-00	Parks - Soccer Field Rental	(500)
1-72-04-590-00	Parks - General Rev./ Reimburse	(10,000)
1-72-04-830-00	Parks - Federal Grant (SCP)	(3,000)
1-72-04-840-00	Parks - MSI Op. Prov. Grant	(74,947)
1-72-04-840-01	Parks - Provincial Grant (STEP)	(4,200)
1-72-04-850-00	Parks - County Contribution	(3,500)
1-72-04-920-00	Parks - From Operating Reserve	(10,000)
1-72-04-960-00	Parks - Net Gain/Loss Disposal TCA	0
1-72-05-920-00	Sportsground - From Operating Reserve	0
1-72-06-410-00	Rotary - Camping Fees	(23,000)
1-72-06-920-00	Rotary - From Operating Reserve	0
1-72-07-590-01	Bowling Alley - Insurance/Misc.	(3,800)
1-72-09-560-00	Curling - Rent	(200)
1-72-09-850-00	Curling - County Contribution	(12,679)
1-72-10-920-00	Walking Trail - From Operating Reserve	(20,000)
1-74-01-590-00	Tourism - Revenue	(150)
1-74-01-920-00	Tourism - From Operating Reserve	0
1-74-02-590-00	Twinning - General Revenue	0
1-74-02-840-00	Twinning - Provincial Grant	0
1-74-02-850-00	Twinning - County Contribution	(4,805)
1-74-02-920-00	Twinning - From Operating Reserve	0
1-97-01-590-00	General Revenue	0
1-97-01-920-00	Contingency - From Operating Reserve	0
1-97-01-990-00	Over Requisitions Previous Year	0
1-97-01-990-01	Underlevies Current Year	0

Total Revenues: (14,201,228)

Expenses

Budget

2-11-01-130-00	Mayor - AUMA/ CPP Benefits	1,075
2-11-01-136-00	Mayor - Workers Compensation	397
2-11-01-151-00	Mayor - Fees McKenzie	28,500
2-11-01-151-02	Mayor - Fees St. Pierre	0
2-11-01-152-00	Mayor - Fees McKenzie Conv/Misc	3,500
2-11-01-152-02	Mayor - Fees St. Pierre Conv/Misc	0
2-11-01-211-00	Mayor - Conv Reg/Travel/Sub McKenzie	6,500
2-11-01-211-02	Mayor - Conv Reg/Travel/Sub St. Pierre	0
2-11-02-130-00	Council - AUMA/ CPP Benefits	3,750
2-11-02-136-00	Council - Workers Compensation	1,437
2-11-02-151-00	Fees - Smith, Cr. Don	16,320
2-11-02-151-01	Fees - Assaf, Cr. Ty	16,320

2-11-02-151-02	Fees - Kluin, Cr. Dausen	16,320
2-11-02-151-03	Fees - Klumph, Cr. Rod	16,320
2-11-02-151-04	Fees - Oswald, Cr. Shelley	16,320
2-11-02-151-07	Fees - Warehime, Cr. Ryan	0
2-11-02-151-08	Fees - Ulmer, Cr. Roy	0
2-11-02-151-09	Fees - Penny, Cr. Leslie	16,320
2-11-02-152-00	Fees Conv/Misc. - Smith, Cr. Don	3,000
2-11-02-152-01	Fees Conv/Misc. - Assaf, Cr. Ty	3,000
2-11-02-152-02	Fees Conv/Misc. - Kluin, Cr. Dausen	3,000
2-11-02-152-03	Fees Conv/Misc. - Klumph, Cr. Rod	3,000
2-11-02-152-04	Fees Conv/Misc. - Oswald, Cr. Shelley	3,000
2-11-02-152-07	Fees Conv/Misc. - Warehime, Cr. Ryan	0
2-11-02-152-08	Fees Conv/Misc. - Ulmer, Cr. Roy	0
2-11-02-152-09	Fees Conv/Misc. - Penny, Cr. Leslie	3,000
2-11-02-211-00	Conv Reg/Travel/Sub - Smith, Cr. Don	6,000
2-11-02-211-01	Conv RegTravel/Sub - Assaf, Cr. Ty	6,000
2-11-02-211-02	Conv Reg/Travel/Sub - Kluin, Cr. Dausen	6,000
2-11-02-211-03	Conv RegTravel/Sub - Klumph, Cr. Rod	6,000
2-11-02-211-04	Conv RegTravel/Sub - Oswald, Cr. Shelley	6,000
2-11-02-211-07	Conv RegTravel/Sub - Warehime, Cr. Ryan	0
2-11-02-211-08	Conv RegTravel/Sub - Ulmer, Cr. Roy	0
2-11-02-211-09	Conv RegTravel/Sub - Penny, Cr. Leslie	6,000
2-12-01-110-00	Administration - Salaries	546,315
2-12-01-131-00	Administration - Local Authorities Pension P	71,235
2-12-01-132-00	Administration - Canada Pension Plan	14,135
2-12-01-133-00	Administration - Employment Insurance	5,970
2-12-01-135-00	Administration - AUMA Benefits	29,850
2-12-01-136-00	Administration - Workers Compensation	6,709
2-12-01-148-00	Administration - Training & Development	22,455
2-12-01-151-00	Administration - Election Fees	0
2-12-01-211-00	Administration - Travel & Subsistance	15,000
2-12-01-212-00	Administration - Car Allowance	1,200
2-12-01-214-00	Administration - Memberships	8,200
2-12-01-215-00	Administration - Freight	750
2-12-01-216-00	Administration - Postage	7,200
2-12-01-217-00	Administration - Telephone	11,500
2-12-01-220-00	Administration - Advert/Subscr. Admin/Counci	6,000
2-12-01-231-00	Administration - Auditor	14,000
2-12-01-232-00	Administration - Legal	3,000
2-12-01-233-00	Administration - Assessor	43,000
2-12-01-233-01	Administration - Assessment Review Board	1,500
2-12-01-234-00	Administration - Rec Agree/Study	0
2-12-01-239-00	Administration - Printing	5,000
2-12-01-252-00	Administration - Building Maintenance	3,000
2-12-01-253-00	Administration - Equipment Maintenance	29,950
2-12-01-259-00	Administration - Contract Custodial	7,000
2-12-01-263-00	Administration - Alarm Lease	300
2-12-01-274-00	Administration - Insurance	4,200
2-12-01-341-00	Administration - Land Registrations/Search	800
2-12-01-510-00	Administration - Office Supplies Admin/Counc	10,000
2-12-01-510-01	Administration - Janitor Supplies	1,000
2-12-01-510-02	Administration - Election Materials & Suppli	0

2-12-01-510-05	Administration - Meeting Expenses	8,000
2-12-01-510-06	Administration - Penny Adj. Expense	5
2-12-01-512-00	Administration - Health & Wellness	1,600
2-12-01-541-00	Administration - Town Utilities	975
2-12-01-543-00	Administration - Gas Utilities	3,000
2-12-01-544-00	Administration - Power Utilities	8,000
2-12-01-580-00	Administration - Computer Purch. Prog.	6,000
2-12-01-762-00	Administration - Contribution to Capital	70,000
2-12-01-764-00	Administration - Add to Operating Reserve	150
2-12-01-810-00	Administration - Bank Charges and Interest	1,000
2-12-01-910-00	Administration - Tax Rebates	0
2-12-01-920-00	Administration - Cancel Uncollected Accounts	1,000
2-12-01-950-00	Administration - TCA Amort. Exp.	41,000
2-12-02-253-00	Computer - Equipment Maintenance	7,000
2-12-02-259-00	Computer - Software/Hardware Support	30,000
2-12-02-510-00	Computer - Materials & Supplies/Hardware/Sof	20,000
2-12-02-510-01	Computer - Internet Service	12,000
2-12-02-510-02	Computer - GIS Software	20,000
2-21-01-252-00	RCMP - Building Maintenance	12,000
2-21-01-253-00	RCMP - Equipment Maintenance	350
2-21-01-259-00	RCMP - Contract Custodial	11,300
2-21-01-274-00	RCMP - Insurance	3,400
2-21-01-330-00	RCMP - Contract Services	157,575
2-21-01-510-00	RCMP - Materials & Supplies General	250
2-21-01-510-01	RCMP - Janitor Supplies	1,200
2-21-01-510-02	RCMP - Alberta Traffic Safety - Grant Expens	0
2-21-01-541-00	RCMP - Town Utilities	1,050
2-21-01-543-00	RCMP - Gas Utilities	3,500
2-21-01-544-00	RCMP - Power Utilities	9,700
2-21-01-762-00	RCMP - Contribution to Capital	65,000
2-21-01-770-00	RCMP - Victim Services	1,000
2-21-01-950-00	RCMP - TCA Amort. Exp.	16,000
2-23-01-110-00	Fire - Salaries	223,200
2-23-01-130-01	Fire - AUMA Fire Fighter Insurance Benefits	650
2-23-01-131-00	Fire - Local Authorities Pension Plan	28,950
2-23-01-132-00	Fire - Canada Pension Plan	9,900
2-23-01-133-00	Fire - Employment Insurance	6,400
2-23-01-135-00	Fire - AUMA Benefits	20,200
2-23-01-136-00	Fire - Workers Compensation	4,900
2-23-01-148-00	Fire - Training & Development	45,000
2-23-01-159-00	Fire - Firefighters Salaries	162,000
2-23-01-159-02	Fire - Guardians	4,000
2-23-01-211-00	Fire - Travel & Subsistance, Mileage	21,000
2-23-01-211-02	Fire - Mileage/Internet (Guardians) - County	6,000
2-23-01-214-00	Fire - Memberships/Conference Fee	4,700
2-23-01-215-00	Fire - Freight	400
2-23-01-216-00	Fire - Postage	320
2-23-01-217-00	Fire - Telephone	11,900
2-23-01-220-00	Fire - Advertising/Subscriptions	1,000
2-23-01-232-00	Fire - Legal	500
2-23-01-233-00	Fire - Strategic Plan	0
2-23-01-234-00	Fire - Contracted Service - Town Admin.	15,000

2-23-01-236-00	Fire - Town Dispatch Contract	8,746
2-23-01-236-01	Fire - County Dispatch Contract	12,010
2-23-01-253-00	Fire - Equipment Maintenance General	7,000
2-23-01-253-01	Fire - IT Equipment Maint. - Hardware/Softwa	12,000
2-23-01-253-04	Fire - 2015 Hazmat Trailer	500
2-23-01-255-01	Fire - 1950 Mercury Fire Truck	250
2-23-01-255-03	Fire - 1999 Freightliner Fire Truck	3,000
2-23-01-255-05	Fire - 2014 Kenworth Water Tender	2,000
2-23-01-255-06	Fire - 2007 Pierce Platform Tower 6	16,500
2-23-01-255-07	Fire - 1999 Rescue Truck (RAT 1)	1,000
2-23-01-255-08	Fire - 2011 Freightliner Fire Truck	3,000
2-23-01-255-09	Fire - 2012 Polaris 6 X 6, Trailer	2,000
2-23-01-255-11	Fire - 2010 GMC 2500 HD	4,000
2-23-01-255-12	Fire - 2014 Dodge 3/4 Ton Truck	4,000
2-23-01-255-33	Fire - 2006 Freightliner M2 Truck	5,000
2-23-01-255-34	Fire - 2008 Freightliner Tanker	4,000
2-23-01-263-00	Fire - Hired Equipment - Town	500
2-23-01-263-01	Fire - Hired Equipment - County	500
2-23-01-263-02	Fire - Equipment Lease - SCBA	24,888
2-23-01-271-00	Fire - Radio License	1,270
2-23-01-274-00	Fire - Insurance	30,450
2-23-01-510-00	Fire - Materials & Supplies General	8,000
2-23-01-510-01	Fire - Gasoline/Diesel	27,500
2-23-01-510-02	Fire - Rescue Materials & Supplies	8,000
2-23-01-510-03	Fire - Uniforms	9,000
2-23-01-510-04	Fire - Communication Repair & Maintenance	15,000
2-23-01-510-05	Fire - Air Cylinders/SCBA Packs	8,900
2-23-01-510-06	Fire - Equip. Replace - Hoses, Nozzles, Foam	13,000
2-23-01-510-07	Fire - Equip. Replace - Turn Out Gear, Etc.	36,000
2-23-01-510-08	Fire - Fire Preven Material & Supplies	3,000
2-23-01-510-09	Fire - Public Safety Materials & Suppl.	700
2-23-01-510-10	Fire - Firefighter/Business Apprec.	2,400
2-23-01-510-11	Fire - Bulk Water For Trucks	4,500
2-23-01-512-00	Fire - Personal Prot. Equip/Health & Wellnes	800
2-23-01-764-00	Fire - Add to Operating Reserve	0
2-23-01-950-00	Fire - TCA Amort. Exp.	110,000
2-23-03-252-00	ERC - Building Maintenance General	11,000
2-23-03-253-00	ERC - Grounds Maintenance	2,500
2-23-03-259-00	ERC - Custodial Contract	7,000
2-23-03-263-00	ERC - Alarm Lease	324
2-23-03-274-00	ERC - Building & Liability Insurance	9,800
2-23-03-510-00	ERC - Materials & Supplies General	1,500
2-23-03-510-02	ERC - Janitor/Cleaning Supplies	1,000
2-23-03-541-00	ERC - Town Utilities	1,400
2-23-03-543-00	ERC - Gas Utilities	5,100
2-23-03-544-00	ERC - Power Utilities	9,400
2-23-05-750-00	Town Fire - Fire Fighting to Reg. Dept.	323,264
2-23-05-750-01	Town Fire - Dispatch/Equip. to Reg. Dept.	9,246
2-23-05-762-01	Town Fire - Contribution to Capital - Town P	20,000
2-23-05-762-03	Town ERC - Contribution to Capital	10,000
2-24-01-510-00	Disaster Services - Materials & Supplies	250
2-26-01-110-00	Bylaw - Comm. Peace Salaries	78,740

2-26-01-131-00	Bylaw - Comm. Peace Local Auth. Pension	9,200
2-26-01-132-00	Bylaw - Comm. Peace Canada Pension	2,595
2-26-01-133-00	Bylaw - Comm. Peace Employment Ins.	1,095
2-26-01-135-00	Bylaw - Comm. Peace AUMA Benefits	6,560
2-26-01-136-00	Bylaw - Workers Compensation	976
2-26-01-148-00	Bylaw - Training & Development	1,000
2-26-01-200-00	Bylaw - Dog Pound Expenses	200
2-26-01-211-00	Bylaw - Travel & Subsistance	1,700
2-26-01-214-00	Bylaw - Memberships	350
2-26-01-217-00	Bylaw - Telephone	3,500
2-26-01-220-00	Bylaw - Advertising	1,600
2-26-01-232-00	Bylaw - Legal	3,500
2-26-01-255-25	Bylaw - 2010 Dodge 1/2 Ton (to be sold)	3,000
2-26-01-259-00	Bylaw - Contract Serv/Animal Control	500
2-26-01-274-00	Bylaw - Insurance	2,600
2-26-01-510-00	Bylaw - Materials & Supplies	1,000
2-26-01-510-01	Bylaw - Gasoline	3,900
2-26-01-510-02	Bylaw - Comp/Software, Office Supplies	3,000
2-26-01-512-00	Bylaw - Personal Protec/Health & Wellness	1,200
2-26-01-762-00	Bylaw - Cont. to Capital	68,000
2-26-01-950-00	Bylaw - TCA Amort. Exp.	4,700
2-31-01-110-00	Common Services - Salaries	141,165
2-31-01-131-00	Common Services - Local Authorities Pension	13,135
2-31-01-132-00	Common Services - Canada Pension Plan	4,825
2-31-01-133-00	Common Services - Employment Insurance	2,100
2-31-01-135-00	Common Services - AUMA Benefits	8,765
2-31-01-136-00	Common Services - Workers Compensation	1,750
2-31-01-148-00	Common Services - Training & Development	3,500
2-31-01-211-00	Common Services - Travel & Subsistance	1,000
2-31-01-215-00	Common Services - Freight	1,000
2-31-01-216-00	Common Services - Postage	200
2-31-01-217-00	Common Services - Telephone	7,700
2-31-01-232-00	Common Services - Legal	1,000
2-31-01-250-00	Common Services - Shop Repairs/Maint.	10,300
2-31-01-253-00	Common Services - Equipment Maintenance	8,000
2-31-01-253-14	Common Services - 2006 Miller Welder /Traile	100
2-31-01-253-15	Common Services - 2012 Bomag Packer	500
2-31-01-253-16	Common Services - 2007 Challenger Sweeper	12,000
2-31-01-253-17	Common Services - 2015 John Deere 301 SK Bac	1,500
2-31-01-253-19	Common Services - 2008 John Deere Tractor	2,500
2-31-01-253-21	Common Services - Atlas Air Compressor	250
2-31-01-253-22	Common Services - 2016 JD Skid Steer	3,500
2-31-01-253-27	Common Services - 2005 Daewoo Fork Lift	350
2-31-01-253-30	Common Services - 1999 John Deere Loader 544	25,300
2-31-01-253-31	Common Services - 2012 John Deere Loader	3,500
2-31-01-253-34	Common Services - Snowblower RPM Unit	5,000
2-31-01-253-86	Common Services - 2015 Gen Set	500
2-31-01-253-87	Common Services - 2014 Woodsman Chipper	1,000
2-31-01-253-88	Common Services - 2005 Volvo Grader	8,000
2-31-01-253-89	Common Services - 2004 Articulated Manlift	1,500
2-31-01-255-23	Common Services - 2004 SWS Trailer	1,500
2-31-01-255-40	Common Services - 2014 Dodge 1/2 Ton Crew Ca	2,700

2-31-01-255-41	Common Services - 2010 Chev 1/2 Ton Truck	1,000
2-31-01-255-42	Common Services - 2015 GMC Sierra 1500	1,000
2-31-01-255-43	Common Services - 2017 GMC Sierra 1/2 Ton 4	1,000
2-31-01-255-50	Common Services - 1993 Ford Gravel/Sander	5,000
2-31-01-255-51	Common Services - 2004 Ford 1/2 Ton	6,500
2-31-01-255-53	Common Services - 1981 Chev Sewer Truck	4,000
2-31-01-255-57	Common Services - 2007 GMC Cube Van	1,500
2-31-01-255-60	Common Services - 2006 GMC 3/4 Ton	1,000
2-31-01-255-62	Common Services - 2012 Ford 1/2 Ton Truck	1,000
2-31-01-255-63	Common Services - 2013 Chev Silverado 1500	1,000
2-31-01-255-64	Common Services - 2002 Chev 1/2 Ton	0
2-31-01-255-66	Common Services - New Truck (Use Unit 43)	0
2-31-01-255-71	Common Services - 2007 Freightliner Truck	8,800
2-31-01-255-72	Common Services - 2007 Freightliner Truck	4,000
2-31-01-255-73	Common Services - 2009 Freightliner Truck	10,300
2-31-01-259-00	Common Services - Custodial Contract	7,700
2-31-01-263-00	Common Services - Alarm Lease	323
2-31-01-271-00	Common Services - Radio License	1,150
2-31-01-274-00	Common Services - Insurance	28,000
2-31-01-510-00	Common Services - Materials & Supplies	16,000
2-31-01-510-01	Common Services - Gasoline/Diesel/Grease	30,000
2-31-01-510-02	Common Services - Inspect.Station/Lic.	1,800
2-31-01-512-00	Common Services - Personal Prot. Equip/Healt	5,200
2-31-01-541-00	Common Services - Town Utilities	2,100
2-31-01-543-00	Common Services - Gas Utilities	18,600
2-31-01-544-00	Common Services - Power Utilities	23,000
2-31-01-762-00	Common Services - Contribution to Capital	208,000
2-31-01-764-00	Common Services - Add to Operating Reserve	17,000
2-31-01-950-00	Common Services - TCA Amort. Exp.	137,000
2-32-01-110-00	Roads - Salaries	438,585
2-32-01-131-00	Roads - Local Authorities Pension Plan	41,175
2-32-01-132-00	Roads - Canada Pension Plan	15,640
2-32-01-133-00	Roads - Employment Insurance	6,710
2-32-01-135-00	Roads - AUMA Benefits	30,175
2-32-01-136-00	Roads - Workers Compensation	5,436
2-32-01-148-00	Roads - Training & Development	3,000
2-32-01-211-00	Roads - Travel & Subsistance	750
2-32-01-220-00	Roads - Advertising	1,000
2-32-01-232-00	Roads - Legal	500
2-32-01-233-00	Roads - Engineering	5,000
2-32-01-251-01	Roads - Street Repair/Maintenance	23,200
2-32-01-251-02	Roads - Sidewalk Repair Maintenance	195,000
2-32-01-251-03	Roads - Traffic Sign Repair Maintenance	6,000
2-32-01-259-00	Roads - Snow Haul/Contract Services	7,000
2-32-01-510-00	Roads - Materials & Supplies General	3,000
2-32-01-510-01	Roads - Gravel/Asphalt/Oil Etc.	200,000
2-32-01-510-02	Roads - Gasoline/Diesel/Oil/Grease	30,000
2-32-01-544-00	Roads - Street Light Utilities	175,000
2-32-01-762-00	Roads - Contribution to Capital	0
2-32-01-764-00	Roads - Add to Operate Reserve	0
2-32-01-950-00	Roads - TCA Amort. Exp.	880,000
2-33-01-750-00	Airport - Contribution to County	18,366

2-33-01-762-00	Airport - Contribution to Capital	0
2-33-01-950-00	Airport - TCA Amort. Exp.	5,400
2-37-01-110-00	Storm Sewer - Salaries	12,595
2-37-01-131-00	Storm Sewer - Local Authorities Pension Plan	1,385
2-37-01-132-00	Storm Sewer - Canada Pension Plan	440
2-37-01-133-00	Storm Sewer - Employment Insurance	190
2-37-01-135-00	Storm Sewer - AUMA Benefits	1,010
2-37-01-136-00	Storm Sewer - Workers Compensation	156
2-37-01-250-00	Storm Sewer - Repairs & Maintenance	10,000
2-37-01-510-00	Storm Sewer - Materials & Supplies	500
2-37-01-762-00	Storm Sewer - Contribution to Capital	0
2-37-01-950-00	Storm Sewer - TCA Amort. Exp.	131,500
2-41-01-110-00	Water - Salaries	108,325
2-41-01-131-00	Water - Local Authorities Pension	11,425
2-41-01-132-00	Water - Canada Pension Plan	3,745
2-41-01-133-00	Water - Employment Insurance	1,590
2-41-01-135-00	Water - AUMA Benefits	9,765
2-41-01-136-00	Water - Workers Compensation	1,343
2-41-01-148-00	Water - Training & Development	1,000
2-41-01-211-00	Water - Travel & Subsistence	1,100
2-41-01-215-00	Water - Freight	900
2-41-01-216-00	Water - Postage	4,600
2-41-01-217-00	Water - Telephone	4,700
2-41-01-217-01	Water - Alberta First Call	1,000
2-41-01-230-00	Water - BRWC Contracted Serv.	1,236,250
2-41-01-232-00	Water - Legal	500
2-41-01-233-00	Water - Engineering	500
2-41-01-239-00	Water - Utility Bill Printing	2,000
2-41-01-251-00	Water - Repair/Maintenance Distribution	68,000
2-41-01-251-01	Water - Meter Changeover/Software	10,000
2-41-01-252-00	Water - Repair/Maintenance Facilities	3,000
2-41-01-255-59	Water - 2007 Chevrolet 1/2 Ton Truck	3,000
2-41-01-255-67	Water - 2007 Dodge Ext. Cab Truck	3,500
2-41-01-274-00	Water - Insurance	14,000
2-41-01-510-00	Water - Materials & Supplies General	2,000
2-41-01-510-01	Water - Materials/Supply Facilities	300
2-41-01-510-02	Water - Gasoline & Oil	2,800
2-41-01-512-00	Water - Personal Prot. Equip	600
2-41-01-531-00	Water - Chemicals & Salts	200
2-41-01-543-00	Water - Gas Utilities	3,300
2-41-01-544-00	Water - Power Utilities	18,000
2-41-01-762-00	Water - Contribution to Capital	314,284
2-41-01-764-00	Water - Add to Operating Reserve	0
2-41-01-920-00	Water - Utility Billing Write Off	2,000
2-41-01-950-00	Water - TCA Amort. Exp.	305,500
2-41-02-110-00	Water (BRWC) - Salaries	153,500
2-41-02-131-00	Water (BRWC) - Local Authorities Pension	17,130
2-41-02-132-00	Water (BRWC) - Canada Pension Plan	4,670
2-41-02-133-00	Water (BRWC) - Employment Insurance	1,970
2-41-02-135-00	Water (BRWC) - AUMA Benefits	12,070
2-41-02-136-00	Water (BRWC) - Workers Compensation	1,810
2-41-02-148-00	Water (BRWC) - Training & Development	3,500

2-41-02-211-00	Water (BRWC) - Travel & Subsistance	1,500
2-41-02-214-00	Water (BRWC) - Memberships	270
2-41-02-215-00	Water (BRWC) - Freight	8,500
2-41-02-216-00	Water (BRWC) - Postage	230
2-41-02-217-00	Water (BRWC) - Telephone	3,500
2-41-02-233-00	Water (BRWC) - Engineering/Legal	10,000
2-41-02-251-00	Water (BRWC) - Repair/Maint. Distribution	2,000
2-41-02-252-00	Water (BRWC) - Repair/Maint. Facilities	25,680
2-41-02-259-00	Water (BRWC) - Contracted Service (Weir)	3,000
2-41-02-263-00	Water (BRWC) - Alarm Lease	323
2-41-02-274-00	Water (BRWC) - Insurance	50,000
2-41-02-510-00	Water (BRWC) - Materials & Sup. General	6,000
2-41-02-510-01	Water (BRWC) - Materials/Supply Facilities	1,000
2-41-02-510-02	Water (BRWC) - Mileage Expenses	1,000
2-41-02-510-03	Water (BRWC) - Grant Materials & Supplies	0
2-41-02-512-00	Water (BRWC) - Personal Prot. Equip/Health &	1,200
2-41-02-531-00	Water (BRWC) - Chemicals & Salts	125,000
2-41-02-543-00	Water (BRWC) - Gas Utilities	40,000
2-41-02-544-00	Water (BRWC) - Power Utilities	134,000
2-41-02-750-00	Water (BRWC) - Cont. To County	0
2-41-02-762-00	Water (BRWC) - Contribution to Capital	3,000
2-42-01-110-00	Sewer - Salaries	75,275
2-42-01-131-00	Sewer - Local Authorities Pension	8,165
2-42-01-132-00	Sewer - Canada Pension Plan	2,585
2-42-01-133-00	Sewer - Employment Insurance	1,095
2-42-01-135-00	Sewer - AUMA Benefits	6,515
2-42-01-136-00	Sewer - Workers Compensation	933
2-42-01-148-00	Sewer - Training & Development	1,000
2-42-01-211-00	Sewer - Travel & Subsistance	800
2-42-01-216-00	Sewer - Postage	2,450
2-42-01-217-00	Sewer - Telephone	3,500
2-42-01-217-01	Sewer - Alberta First Call	1,000
2-42-01-233-00	Sewer - Engineering/Legal	2,000
2-42-01-239-00	Sewer - Utility Bill Printing	1,300
2-42-01-251-00	Sewer - Repair/Maintenance Collection	36,000
2-42-01-252-00	Sewer - Repair/Maintenance Facilities	25,000
2-42-01-263-00	Sewer - Alarm Lease	360
2-42-01-274-00	Sewer - Insurance	4,000
2-42-01-510-02	Sewer - Gasoline & Oil	2,200
2-42-01-510-03	Sewer - Materials/Supplies Facilities	4,000
2-42-01-510-04	Sewer - Public Education Programs	500
2-42-01-543-00	Sewer - Gas Utilities	4,500
2-42-01-544-00	Sewer - Power Utilities	57,500
2-42-01-762-00	Sewer - Contribution to Capital	315,422
2-42-01-920-00	Sewer - Utility Billing Writeoff	1,000
2-42-01-950-00	Sewer - TCA Amort. Exp.	302,000
2-43-01-110-00	Trade Waste - Salaries	164,025
2-43-01-131-00	Trade Waste - Local Authorities Pension	17,875
2-43-01-132-00	Trade Waste - Canada Pension Plan	6,565
2-43-01-133-00	Trade Waste - Employment Insurance	2,775
2-43-01-135-00	Trade Waste - AUMA Benefits	13,115
2-43-01-136-00	Trade Waste - Workers Compensation	2,033

2-43-01-216-00	Trade Waste - Postage	1,600
2-43-01-220-00	Trade Waste - Advertising	2,500
2-43-01-239-00	Trade Waste - Utility Bill Printing	1,200
2-43-01-255-70	Trade Waste - 2005 International Garbage Tru	3,000
2-43-01-255-75	Trade Waste - 2012 International Garbage Tru	11,000
2-43-01-274-00	Trade Waste - Insurance	4,500
2-43-01-510-00	Trade Waste - Materials & Supplies	500
2-43-01-510-01	Trade Waste - Gasoline & Diesel	17,250
2-43-01-510-02	Trade Waste - Garbage Bins Retrofit	10,000
2-43-01-512-00	Trade Waste - Personal Prot. Equip/Health &	1,600
2-43-01-762-00	Trade Waste - Contribution to Capital	45,000
2-43-01-764-00	Trade Waste - Add to Operate Res.	0
2-43-01-950-00	Trade Waste - TCA Amort. Exp.	15,000
2-43-02-110-00	Landfill - Salaries	85,300
2-43-02-131-00	Landfill - Local Authorities Pension	6,650
2-43-02-132-00	Landfill - Canada Pension Plan	3,700
2-43-02-133-00	Landfill - Employment Insurance	1,600
2-43-02-135-00	Landfill - AUMA Benefits	3,000
2-43-02-136-00	Landfill - Workers Compensation	1,150
2-43-02-148-00	Landfill - Training & Development	1,000
2-43-02-211-00	Landfill - Travel & Subsistence	3,000
2-43-02-214-00	Landfill - Memberships	750
2-43-02-217-00	Landfill - Telephone	1,550
2-43-02-220-00	Landfill - Advertising	1,000
2-43-02-234-00	Landfill - Consulting Services	15,000
2-43-02-253-00	Landfill - Building Maintenance	1,600
2-43-02-253-02	Landfill - Compactor 816F2 Maint	2,500
2-43-02-253-03	Landfill - 2005 963C Track Loader	4,000
2-43-02-263-00	Landfill - Hired Equip./Metal Removal	43,000
2-43-02-274-00	Landfill - Insurance	7,000
2-43-02-510-00	Landfill - Materials & Supplies	8,500
2-43-02-510-01	Landfill - Toxic Roundup	6,800
2-43-02-510-02	Landfill - Gasoline & Diesel	19,000
2-43-02-512-00	Landfill - Personal Prot. Equip/Health & Wel	700
2-43-02-543-00	Landfill - Gas Utilities	1,400
2-43-02-544-00	Landfill - Power Utilities	1,700
2-43-02-762-00	Landfill - Contribution to Capital	0
2-43-02-950-00	Landfill - TCA Amort. Exp.	28,500
2-43-03-110-00	Recycle - Salaries	125,050
2-43-03-131-00	Recycle - Local Authorities Pension	13,275
2-43-03-132-00	Recycle - Canada Pension Plan	5,675
2-43-03-133-00	Recycle - Employment Insurance	2,410
2-43-03-135-00	Recycle - AUMA Benefits	13,135
2-43-03-136-00	Recycle - Workers Compensation	1,550
2-43-03-217-00	Recycle - Telephone Utilities	375
2-43-03-220-00	Recycle - Advertising	1,200
2-43-03-252-00	Recycle - Building Maintenance	1,000
2-43-03-253-00	Recycle - Shredder Maintenance	500
2-43-03-253-01	Recycle - Capital Baler Maintenance	3,600
2-43-03-253-18	Recycle - 2015 J.D. Skid Steere	7,600
2-43-03-255-65	Recycle - 2002 Ford 1/2 Ton Truck	1,500
2-43-03-255-74	Recycle - 2009 International Truck	2,500

2-43-03-274-00	Recycle - Insurance	2,600
2-43-03-510-00	Recycle - Materials & Supplies	5,000
2-43-03-510-01	Recycle - Gasoline/Diesel/Grease	6,500
2-43-03-512-00	Recycle - Personal Prot. Equip/Health & Well	1,000
2-43-03-543-00	Recycle - Gas Utilities	3,200
2-43-03-544-00	Recycle - Power Utilities	3,600
2-43-03-762-00	Recycle - Contribution to Capital	0
2-43-03-764-00	Recycle - Add to Operate Reserve	0
2-43-03-950-00	Recycle - TCA Amort. Exp.	24,000
2-43-04-690-00	New Landfill - to Close/Postclose Acct.	30,425
2-43-04-762-00	New Landfill - Contribution to Capital	4,000
2-51-01-760-00	FCSS - Contribution to Local Board	100,000
2-51-01-760-01	FCSS - Provincial Grant to Board	315,423
2-51-01-760-02	FCSS - Thrive Program	15,000
2-56-01-110-00	Cemetery - Salaries	6,000
2-56-01-131-00	Cemetery - Local Authorities Pension	120
2-56-01-132-00	Cemetery - Canada Pension Plan	240
2-56-01-133-00	Cemetery - Employment Insurance	140
2-56-01-135-00	Cemetery - AUMA Benefits	120
2-56-01-136-00	Cemetery - Workers Compensation	74
2-56-01-251-00	Cemetery - Maintenance	12,500
2-56-01-274-00	Cemetery - Insurance	300
2-56-01-764-00	Cemetery - Add to Operating Reserve	1,400
2-61-01-110-00	Development - Salaries (Development Officer)	52,590
2-61-01-131-00	Development - Local Authorities Pension	6,435
2-61-01-132-00	Development - Canada Pension Plan	1,430
2-61-01-133-00	Development - Employment Insurance	605
2-61-01-135-00	Development - AUMA Benefits	1,705
2-61-01-136-00	Development - Workers Compensation	652
2-61-01-148-00	Development - Training & Development	4,000
2-61-01-211-00	Development - Travel & Subsistance	1,500
2-61-01-220-00	Development - Advertising	6,500
2-61-01-230-00	Development - Misc. Planning	14,000
2-61-01-232-00	Development - Legal Fees	2,500
2-61-01-233-00	Development - Engineering	20,000
2-61-01-235-00	Development - Survey	7,000
2-61-01-510-00	Development - Materials & Supplies	1,000
2-61-01-510-01	Development - GIS Program	20,000
2-61-01-764-00	Development - Add to Operating Reserve	0
2-61-02-520-01	Planning - Subd. Application Fees	1,000
2-61-02-520-02	Planning - Subd. Endorsement Fees	200
2-61-02-520-03	Planning - Subd. Time Ext, Amend, Cancel	50
2-62-01-110-00	Communications - Salaries	74,595
2-62-01-131-00	Communications - Local Authorities Pension P	8,585
2-62-01-132-00	Communications - Canada Pension Plan	2,595
2-62-01-133-00	Communications - Employment Insurance	1,095
2-62-01-135-00	Communications - AUMA Benefits	2,850
2-62-01-136-00	Communications - Workers Compensation	925
2-62-01-148-00	Communications - Training & Devel.	3,000
2-62-01-211-00	Communications - Travel & Subsis.	1,000
2-62-01-217-00	Communications - Telephone Utilities	1,800
2-62-01-220-00	Communications - Advertising/Digital Channel	9,500

2-62-01-510-00	Communications - Web Page	12,000
2-62-01-510-01	Communications - Materials & Supplies, Softw	3,500
2-62-01-510-02	Communications - Rebrand - Consult, Supplies	25,000
2-62-01-510-03	Communications - Support Serv, Social Media	8,000
2-62-01-510-04	Communications - Econ. Dev. Materials, Suppl	4,000
2-66-01-762-00	Subdivision - Contribution to Capital	0
2-72-01-110-00	Recreation Admin. - Salaries	162,855
2-72-01-110-01	Recreation Admin. - Program Salaries	29,120
2-72-01-131-00	Recreation Admin. - Local Authorities Pensio	18,919
2-72-01-131-01	Recreation Admin. - Program LAPP	0
2-72-01-132-00	Recreation Admin. - Canada Pension Plan	5,540
2-72-01-132-01	Recreation Admin. - Program CPP	1,445
2-72-01-133-00	Recreation Admin. - Employment Insurance	2,345
2-72-01-133-01	Recreation Admin. - Program EI	680
2-72-01-135-00	Recreation Admin. - AUMA Benefits	14,530
2-72-01-135-01	Recreation Admin. - Program AUMA Benefits	0
2-72-01-136-00	Recreation Admin. - Workers Compensation	2,380
2-72-01-148-00	Recreation Admin. - Training/Development	3,200
2-72-01-148-01	Recreation Admin. - Program Training	200
2-72-01-211-00	Recreation Admin. - Travel & Subsistence	3,200
2-72-01-212-00	Recreation Admin. - Car Allowance	3,600
2-72-01-214-00	Recreation Admin. - Memberships/Conference F	1,500
2-72-01-216-00	Recreation Admin. - Postage	900
2-72-01-217-00	Recreation Admin. - Telephone	4,500
2-72-01-220-00	Recreation Admin. - Advertising/Printing	5,000
2-72-01-232-00	Recreation Admin. - Legal/Prof. Serv.	2,500
2-72-01-253-00	Recreation Admin. - Equip. Maint.	4,000
2-72-01-253-01	Recreation Admin. - Computer Software/Hdw Ma	15,000
2-72-01-274-00	Recreation Admin. - Insurance	4,150
2-72-01-510-00	Recreation Admin. - Office Supplies General	4,800
2-72-01-510-01	Recreation Admin. - Program Materials	10,000
2-72-01-510-03	Recreation Admin. - Summer Program Materia	12,000
2-72-01-510-05	Recreation Admin. - Summer Programs General	3,000
2-72-01-510-06	Recreation Admin. - Summer Equip. Replace	500
2-72-01-510-10	Recreation Admin. - Triathlon	1,500
2-72-01-511-00	Recreation Admin. - Penny Adj.	5
2-72-01-512-00	Recreation Admin. - Personal Prot. Equip/Hea	1,200
2-72-01-762-00	Recreation Admin. - Contr. to Cap.	0
2-72-01-764-00	Recreation Admin. - Add to Operating Reserve	0
2-72-01-920-00	Recreation Admin. - Write-Offs/Adj.	500
2-72-01-950-00	Recreation Admin. - TCA Amort. Exp.	9,300
2-72-02-110-00	Arena - Salaries	219,775
2-72-02-110-01	Arena - Facility Maint. Salaries	6,065
2-72-02-131-00	Arena - Local Authorities Pension	22,005
2-72-02-131-01	Arena - Facility Maint. - LAPP	655
2-72-02-132-00	Arena - Canada Pension Plan	9,670
2-72-02-132-01	Arena - Facility Maint. - CPP	260
2-72-02-133-00	Arena - Employment Insurance	4,140
2-72-02-133-01	Arena - Facility Maint - EI	110
2-72-02-135-00	Arena - AUMA Benefits	16,200
2-72-02-135-01	Arena - Facility. Maint. - AUMA Benefits	635
2-72-02-136-00	Arena - Workers Compensation	2,799

2-72-02-148-00	Arena - Training & Development	4,500
2-72-02-211-00	Arena - Travel & Subsistance	3,000
2-72-02-214-00	Arena - Memberships	500
2-72-02-215-00	Arena - Freight	1,000
2-72-02-216-00	Arena - Postage	225
2-72-02-217-00	Arena - Telephone/Cable	3,200
2-72-02-220-00	Arena - Advertising	3,000
2-72-02-252-00	Arena - Building Maintenance	40,000
2-72-02-252-01	Arena - Upstairs Maintenance	500
2-72-02-253-00	Arena - Equipment Maintenance	15,000
2-72-02-253-01	Arena - Ice Plant Maintenance	20,000
2-72-02-253-07	Arena - 2002 Zamboni	6,800
2-72-02-253-24	Arena - 2013 Zamboni	5,700
2-72-02-263-00	Arena - Alarm Lease	360
2-72-02-274-00	Arena - Insurance	26,000
2-72-02-274-01	Arena - Facility User Group Insurance	1,000
2-72-02-510-00	Arena - Materials & Supplies General	9,000
2-72-02-510-01	Arena - Gasoline & Diesel	3,000
2-72-02-510-02	Arena - Rink Boards/Outdoor Rink	5,000
2-72-02-510-03	Arena - Janitorial Supplies	8,500
2-72-02-512-00	Arena - Personal Prot. Equip/Health & Wellne	6,000
2-72-02-541-00	Arena - Town Utilities	2,800
2-72-02-543-00	Arena - Gas Utilities	22,000
2-72-02-544-00	Arena - Power Utilities	127,000
2-72-02-762-00	Arena - Contribution to Capital	50,000
2-72-02-764-00	Arena - Add to Operating Reserve	2,500
2-72-02-950-00	Arena - TCA Amort. Exp.	152,000
2-72-03-110-00	Pool - Salaries	535,330
2-72-03-110-01	Pool - Facility Maint. Salaries	54,590
2-72-03-131-00	Pool - Local Authorities Pension	24,420
2-72-03-131-01	Pool - Facility Maint. - LAPP	5,865
2-72-03-132-00	Pool - Canada Pension Plan	15,275
2-72-03-132-01	Pool - Facility Maint. - CPP	2,335
2-72-03-133-00	Pool - Employment Insurance	13,490
2-72-03-133-01	Pool - Facility Maint. - EI	985
2-72-03-135-00	Pool - AUMA Benefits	13,690
2-72-03-135-01	Pool - Facility Maint. - AUMA Benefits	5,715
2-72-03-136-00	Pool - Workers Compensation	7,312
2-72-03-148-00	Pool - Training & Development	7,500
2-72-03-211-00	Pool - Travel & Subsistance	4,500
2-72-03-214-00	Pool - Memberships	800
2-72-03-215-00	Pool - Freight	11,000
2-72-03-216-00	Pool - Postage	500
2-72-03-217-00	Pool - Telephone	6,500
2-72-03-220-00	Pool - Advertising & Promotion	7,500
2-72-03-252-00	Pool - Building Maintenance	7,000
2-72-03-253-00	Pool - Equipment Maintenance	10,500
2-72-03-253-01	Pool - IT Maintenance & Software	4,000
2-72-03-263-00	Pool - Alarm Lease	960
2-72-03-274-00	Pool - Insurance	29,000
2-72-03-510-00	Pool - Materials & Supplies General	10,000
2-72-03-510-01	Pool - Janitorial Supplies	8,000

2-72-03-510-02	Pool - First Aid Supplies	1,000
2-72-03-510-03	Pool - Pro Shop Materials/Supplies	5,000
2-72-03-510-04	Pool - Program Public/Materials/Supplies	6,500
2-72-03-510-08	Pool - Personal Prot. Equip/Health & Wellnes	0
2-72-03-510-09	Pool - Leadership Supplies	5,000
2-72-03-510-10	Pool - Uniforms	2,000
2-72-03-512-00	Pool - Health & Wellness, PPE	2,500
2-72-03-531-00	Pool - Chemicals	40,000
2-72-03-541-00	Pool - Town Utilities	17,500
2-72-03-543-00	Pool - Gas Utilities	40,000
2-72-03-544-00	Pool - Power Utilities	97,000
2-72-03-762-00	Pool - Contribution to Capital	50,000
2-72-03-764-00	Pool - Add to Operate Res.	0
2-72-03-810-00	Pool - Bank Charges	1,000
2-72-03-831-00	Pool - Debenture Interest	150,166
2-72-03-832-00	Pool - Debenture Principal	140,403
2-72-03-950-00	Pool - TCA Amort. Exp.	225,000
2-72-04-110-00	Parks - Salaries	128,620
2-72-04-131-00	Parks - Local Authorities Pension	8,775
2-72-04-132-00	Parks - Canada Pension Plan	5,545
2-72-04-133-00	Parks - Employment Insurance	2,465
2-72-04-135-00	Parks - AUMA Benefits	6,245
2-72-04-136-00	Parks - Workers Compensation	1,594
2-72-04-148-00	Parks - Training & Development	3,000
2-72-04-211-00	Parks - Travel & Subsistance	500
2-72-04-251-00	Parks - Landscaping/Nursery Maintenance	23,000
2-72-04-251-01	Parks - Decoration Maintenance	4,500
2-72-04-251-02	Parks - Trees	6,000
2-72-04-251-03	Parks - Downtown Area	26,000
2-72-04-251-04	Parks - Flag Maintenance	4,000
2-72-04-251-05	Parks - Entrance Sign Maintenance	2,000
2-72-04-251-06	Parks - Community Beautification	20,000
2-72-04-253-00	Parks - Equipment Maintenance General	9,000
2-72-04-253-02	Parks - 2013 John Deere Gator	1,000
2-72-04-253-05	Parks - 2013 John Deere Tractor/Loader	3,000
2-72-04-253-09	Parks - 2007 John Deere Mower	1,500
2-72-04-253-10	Parks - 2015 John Deere Mower	1,000
2-72-04-253-11	Parks - 2017 Toro Groundmaster	5,000
2-72-04-253-12	Parks - 2005 John Deere Mower	1,500
2-72-04-253-31	Parks - 1999 John Deere/Rotary Mower	100
2-72-04-253-32	Parks - 2016 Degelman Mower	1,200
2-72-04-255-35	Parks - 2013 Chev Silverado 1500	1,200
2-72-04-255-46	Parks - 2014 Ford 1 Ton	1,000
2-72-04-255-58	Parks - 2008 GMC 1/2 Ton	2,900
2-72-04-255-61	Parks - 2004 Chev 1/2 Ton Truck	1,500
2-72-04-255-68	Parks - 2008 Dodge Ram 3/4 Ton	4,700
2-72-04-259-00	Parks - Hired Equip/Contracted Service	18,000
2-72-04-274-00	Parks - Insurance	7,800
2-72-04-510-00	Parks - Materials & Supplies General	17,000
2-72-04-510-01	Parks - Gasoline & Diesel	5,000
2-72-04-510-02	Parks - Communities In Bloom	2,600
2-72-04-541-00	Parks - Town Utilities	600

2-72-04-544-00	Parks - Power Utilities	7,300
2-72-04-762-00	Parks - Contribution to Capital	10,000
2-72-04-764-00	Parks - Add to Operate Reserve	0
2-72-04-950-00	Parks - TCA Amort. Exp.	68,500
2-72-05-110-00	Sportsground - Salaries	29,390
2-72-05-131-00	Sportsground - Local Authorities Pension	2,515
2-72-05-132-00	Sportsground - Canada Pension Plan	1,135
2-72-05-133-00	Sportsground - Employment Insurance	500
2-72-05-135-00	Sportsground - AUMA Benefits	1,830
2-72-05-136-00	Sportsground - Workers Compensation	364
2-72-05-251-00	Sportsground - Grounds Maintenance	16,200
2-72-05-251-01	Sportsground - School Diamond Maintenance	500
2-72-05-252-00	Sportsground - Building Maintenance	3,000
2-72-05-253-00	Sportsground - Equipment Maintenance	1,000
2-72-05-274-00	Sportsground - Insurance	5,400
2-72-05-510-00	Sportsground - Materials & Supplies	1,500
2-72-05-541-00	Sportsground - Town Utilities	600
2-72-05-543-00	Sportsground - Gas Utilities	1,600
2-72-05-544-00	Sportsground - Power Utilities	1,350
2-72-05-762-00	Sportsground - Cont. to Capital	21,800
2-72-05-764-00	Sportsground - Add to Operating Reserve	0
2-72-05-950-00	Sportsground - TCA Amort. Exp.	12,000
2-72-06-230-00	Rotary - Contracted Services	4,400
2-72-06-510-00	Rotary - Materials & Supplies General	5,500
2-72-06-544-00	Rotary - Power Utilities	4,100
2-72-06-762-00	Rotary - Contribution to Capital	29,200
2-72-06-764-00	Rotary - Add to Operate Reserve	0
2-72-07-252-00	Bowling Alley - Building Maintenance	4,500
2-72-07-274-00	Bowling Alley - Insurance	3,800
2-72-07-762-00	Bowling Alley - Contribution to Capital	25,000
2-72-07-950-00	Bowling Assoc. - TCA Amort. Exp.	8,000
2-72-09-110-00	Curling - Salaries	1,000
2-72-09-131-00	Curling - Local Authorities Pension	100
2-72-09-132-00	Curling - Canada Pension Plan	50
2-72-09-133-00	Curling - Employment Insurance	20
2-72-09-135-00	Curling - AUMA Benefits	100
2-72-09-136-00	Curling - Workers Compensation	12
2-72-09-233-00	Curling - Engineering	0
2-72-09-252-00	Curling - Building Maintenance	6,500
2-72-09-274-00	Curling - Insurance	11,650
2-72-09-510-00	Curling - Materials & Supplies	500
2-72-09-541-00	Curling - Town Utilities	1,350
2-72-09-543-00	Curling - Gas Utilities	1,265
2-72-09-544-00	Curling - Power Utilities	2,625
2-72-09-762-00	Curling - Cont. to Capital	15,000
2-72-09-950-00	Curling Rink - TCA Amort. Exp.	7,500
2-72-10-110-00	Walking Trail - Salaries	3,000
2-72-10-131-00	Walking Trail - Local Authorities Pension	180
2-72-10-132-00	Walking Trail - Canada Pension Plan	110
2-72-10-133-00	Walking Trail - Employment Insurance	100
2-72-10-135-00	Walking Trail - AUMA Benefits	250
2-72-10-136-00	Walking Trail - Workers Compensation	37

2-72-10-251-00	Walking Trail - Maintenance General	45,000
2-72-10-762-00	Walking Trail - Contribution to Capital	0
2-72-10-764-00	Walking Trail - Add to Operate Reserve	0
2-72-10-950-00	Walking Trail - TCA Amort. Exp.	11,000
2-72-13-541-00	Museum - Town Utilities	500
2-72-13-950-00	Museum - TCA Amort. Exp.	3,200
2-74-01-110-01	Tourism - Salaries Special Events	27,480
2-74-01-131-01	Tourism - Spec. Events Local Authorities Pen	2,240
2-74-01-132-01	Tourism - Spec. Events Canada Pension Plan	1,220
2-74-01-133-01	Tourism - Spec. Events Employment Insurance	535
2-74-01-135-01	Tourism - Spec. Events AUMA Benefits	1,695
2-74-01-136-00	Tourism - Workers Compensation	341
2-74-01-221-00	Promotion - Materials & Supplies	21,700
2-74-01-221-01	Promotion - Appreciation Events	16,150
2-74-01-221-02	Promotion - Doctor Recruitment/Retention	500
2-74-01-221-03	Tourism - Tourist Booth Operations	4,725
2-74-01-221-04	Tourism - Aquatic Grand Opening, Canada 150,	0
2-74-01-770-00	Tourism - Grants to Organizations	25,700
2-74-02-214-00	Twinning - Conference Fees/Memberships	1,000
2-74-02-216-00	Twinning - Postage	60
2-74-02-220-00	Twinning - Advertising	300
2-74-02-510-01	Twinning - Promotion/Gifts	1,000
2-74-02-510-02	Twinning - Delegation Activities	2,000
2-74-02-510-04	Twinning - Meeting Expense	750
2-74-02-510-06	Twinning - Misc. Activity/Japanese Garden	3,500
2-74-02-560-00	Twinning - Mileage/Rentals	1,000
2-74-02-764-00	Twinning - Transfer to Operate Reserve	0
2-74-03-760-00	Library - Contribution to Libraries	105,756
2-81-01-741-00	Requisition - School	1,431,774
2-81-01-741-01	Requisition - Barrhead & Dist. Social Housin	57,424
2-81-01-741-02	Requisition - Govt of Alberta Re: Des. Ind.	213
2-97-01-762-00	Contingency - Contribution to Capital	164,500
2-97-01-764-00	Contingency - Add to Operating Reserve	0
2-97-01-770-00	Contingency - To Other Organizations	0
2-97-01-990-00	Overrequisitions	0
2-97-01-990-01	Underlevies Previous Year	<u>3,252</u>

Total Expenses: **16,680,901**

Less TCA Amortization Expense: 2,497,100

Grand Total Expenses: 14,183,801

Grand Total Revenues: **(14,201,228)**

Grand Total Expenses: **14,183,801**

2018 Budget Surplus: **(17,427)**

5-72-03-930-00	Pool - From Operating Function	(50,000)
5-72-04-550-00	Parks - Return on Investment	(1,500)
5-72-04-920-00	Parks - From Capital Reserve	(8,200)
5-72-04-930-00	Parks - From Operating Function	(10,000)
5-72-05-930-00	Sportsground - From Operating Function	(21,800)
5-72-06-930-00	Rotary - From Operating Function	(29,200)
5-72-07-930-00	Bowling - From Operating Function	(25,000)
5-72-09-590-00	Curling Rink - Revenue from own Source	(10,710)
5-72-09-920-00	Curling Rink - From Capital Reserve	(52,000)
5-72-09-930-00	Curling Rink - From Operating Function	(15,000)
5-97-01-550-01	Contingency - Return On Investments	(3,000)
5-97-01-920-01	Contingency - From Capital Reserve	(20,000)
5-97-01-930-00	Contingency - From Operating Function	(164,500)
5-97-02-550-00	Offsite - Return on Investments	(3,141)
5-97-02-970-00	Offsite - Developer's Levy Payment	(10,000)

Total Capital Revenues: (8,451,511)

Capital Expenses

6-12-01-630-00	Administration - Equipment Additions	100,000
6-21-01-620-00	RCMP - Building Additions	130,000
6-23-01-630-00	Fire - Equipment Additions	46,800
6-23-01-764-00	Fire - Add To Capital Reserve	20,000
6-23-03-764-00	ERC - Add to Capital Reserve	10,000
6-26-01-650-00	Bylaw - Vehicles Additions	68,000
6-31-01-620-00	Common Services - Town Shop Addition	14,000
6-31-01-630-00	Common Services - Equipment Additions	63,500
6-31-01-650-00	Common Services - Vehicles Additions	193,000
6-31-01-762-00	Common Services - To Other Capital Functions	11,000
6-31-01-764-00	Common Services - Add To Capital Reserve	83,119
6-32-01-610-00	Roads - Eng. Street Lights	20,313
6-32-01-610-06	Roads - Eng. St. 2018 Sidewalk Prog.	50,000
6-32-01-610-07	Roads - Eng. St. 57 Ave, 49 Street - 48 Stre	671,500
6-32-01-610-08	Roads - 50 Ave, 49 Street o 51 Street	1,153,425
6-32-01-764-00	Roads - Add To Capital Reserve	5,117
6-33-01-610-00	Airport - Engineering Structures	12,500
6-37-01-610-01	Storm Sewer - Eng. St. 50 Avenue, 49 St - 51	165,000
6-37-01-610-02	Storm Sewer - Eng. St. 57 Avenue	189,600
6-41-01-610-01	Water - Eng. Str. 47 Avenue Town Section	19,000
6-41-01-610-02	Water - Eng. St. 47 Ave - Co-op Area	77,000
6-41-01-610-03	Water - Eng. St. 48A Street to Prop. Owners	146,000
6-41-01-610-04	Water - Eng. St. - 50 Ave, 49 St - 51 St	280,600
6-41-01-630-00	Water - Equipment Additions	110,000
6-41-01-762-00	Water - To Other Capital Functions	354,600
6-41-01-764-00	Water - Add To Capital Reserve	328,961
6-42-01-610-00	Sewer - Engineering Structures	30,000
6-42-01-610-02	Sewer - Eng. St. 50 Ave, 49 St - 51 St.	205,700

"Schedule E"

6-42-01-610-03	Sewer - Eng. Str. - San. Sewer Asset Review	275,000
6-42-01-610-04	Sewer - Eng. St. Lagoon Upgrades	1,800,000
6-42-01-764-00	Sewer - Add To Capital Reserve	328,246
6-43-01-630-00	Trade Waste - Equipment Addition	195,000
6-43-01-650-00	Trade Waste - Vehicle Additions	400,000
6-43-01-764-00	Trade Waste - Add To Capital Reserve	47,618
6-43-02-620-00	Landfill - Building Addition	22,200
6-43-04-764-00	New Landfill - Add to Capital Reserve	4,000
6-72-02-620-00	Arena - Building Additions	28,000
6-72-02-630-00	Arena - Equipment Additions	260,750
6-72-02-764-00	Arena - Add To Capital Reserve	17,500
6-72-03-620-00	Pool - Building Additions	15,000
6-72-03-630-00	Pool - Equipment Additions	73,911
6-72-03-764-00	Pool - Add to Capital Reserve	51,500
6-72-04-630-00	Parks - Equipment Additions	3,000
6-72-04-645-00	Parks - Land Improvement	5,200
6-72-04-764-00	Parks - Add to Capital Reserve	11,500
6-72-05-764-00	Sportsground - Add to Capital Reserve	21,800
6-72-06-610-00	Rotary - Engineering	11,200
6-72-06-620-00	Rotary - Building Additions	18,000
6-72-07-764-00	Bowling Alley - Add to Capital Reserve	25,000
6-72-09-620-00	Curling Rink - Building Addition	23,000
6-72-09-630-00	Curling Rink - Equipment Additions	29,000
6-72-09-764-00	Curling Rink - Add to Capital Reserve	25,710
6-97-01-762-01	Contingency - To Other Capital Functions	20,000
6-97-01-764-01	Contingency - Add To Capital Reserve	167,500
6-97-02-764-00	Offsite - Add to Capital Reserve	<u>13,141</u>

Total Capital Expenses: 8,451,511

**COUNCIL REPORTS
AS OF APRIL 10, 2018**

		Meeting (since last council)
Agricultural Society	Cr. Klumph (Alt. Cr. Oswald)	<u> X </u>
Barrhead Cares Coalition	Cr. Kluin	<u> </u>
Barrhead & District Social Housing Association	Cr. Penny	<u> </u>
Barrhead Fire Services Committee	Cr. Assaf and Cr. Smith (Alt. Cr. Kluin)	<u> </u>
Barrhead Regional Airport Committee	Mayor McKenzie	<u> </u>
Barrhead Regional Water Commission	Mayor McKenzie and Cr. Smith	<u> </u>
Capital Region Assessment Services Commission	Cr. Penny	<u> </u>
Chamber of Commerce	Cr. Kluin	<u> </u>
Community Futures Yellowhead East	Cr. Penny (Alt. Cr. Assaf)	<u> </u>
Economic Development Committee	Vacant	<u> </u>
Enhanced Policing School Resource Officer Committee	Cr. Oswald (Alt. Mayor McKenzie)	<u> </u>
Family & Community Support Services Society	Cr. Kluin and Cr. Penny	<u> </u>
Library Board/Yellowhead Regional Library Board	Cr. Klumph	<u> </u>
Municipal Planning Commission	Cr. Assaf, Cr. Klumph and Cr. Smith (Alt. Cr. Oswald)	<u> </u>
Regional Landfill Committee	Cr. Klumph and Cr. Penny	<u> X </u>
Subdivision & Development Appeal Board	Cr. Penny	<u> </u>
Twinning Committee	Cr. Oswald	<u> </u>

**BARRHEAD & DISTRICT REGIONAL LANDFILL COMMITTEE
MEETING WEDNESDAY, MARCH 28, 2018, AT 12:00 NOON
IN THE TOWN OF BARRHEAD COMMITTEE ROOM**

PRESENT Crs: L. Penny, B. Lane, R. Kleinfeldt, Town CAO Martin Taylor,
County Public Works Superintendent Calvin Fischer and Secretary Gail Hove

ABSENT Cr. R. Klumph, Town Director of Public Works Brant Ross and County Manager
Debbie Oyarzun

**CALL TO
ORDER** Chairperson Cr. Penny called the meeting to order at 12:10 p.m.

**CONSIDERATION
OF AGENDA**

008-18 Moved by Cr. Lane that the Agenda be accepted as presented.
CARRIED UNANIMOUSLY

**CONFIRMATION
OF MINUTES**

The Minutes of the Regional Landfill Meeting held Wednesday, February 7, 2018,
were reviewed.

009-18 Moved by Cr. Kleinfeldt that the Minutes of the Regional Landfill Meeting held
Wednesday, February 7, 2018, be accepted as presented.
CARRIED UNANIMOUSLY

**METAL RECYCLING
AGREEMENT –
PORTA CRUSH**

Martin Taylor, CAO stated that the Porta Crush Contract for metal recycling
agreement has been signed for a 3 year term from March 12, 2018 to March 11,
2021.

County Public Works Superintendent Calvin Fischer stated that Porta Crush does
an excellent job.

010-18 Moved by Cr. Lane that the Barrhead & District Regional Landfill Committee
accept the Metal Recycling Contract Agreement, as information.
CARRIED UNANIMOUSLY

**PROPOSAL FOR COLLECTING
USED OIL PRODUCTS**

Martin Taylor, CAO stated that a proposal for collecting used oil products was
received from Luke's Contract Hauling.

Martin Taylor, CAO stated that our current provider for collecting used oil products
agreement is still in place.

MARCH 28, 2018, LANDFILL COMMITTEE MINUTES

Page 2 of 2

Discussion took place and the Committee instructed Administration to bring back more information on the current contract for the collection of used oil products and that Luke's Contract Hauling proposal be brought back to the next meeting of the Landfill Committee for further discussion.

**REVISED 2018
CAPITAL BUDGET**

The Revised 2018 Capital Budget for the Landfill was reviewed.

011-18 Moved by Cr. Kleinfeldt that the Committee approve the Revised 2018 Capital Budget for the Barrhead & District Regional Landfill and to forward to both Council's with the recommendation for approval.

CARRIED UNANIMOUSLY

**NEXT
MEETING**

The next meeting of the Landfill Committee will be held on Wednesday, May 23, 2018 in the Town of Barrhead Council Chambers.

ADJOURN

012-18 Moved by Cr. Lane that the meeting be adjourned at 12:25 p.m.

CARRIED UNANIMOUSLY

Chairperson

Recording Secretary

**BARRHEAD REGIONAL FIRE SERVICES COMMITTEE
MEETING HELD TUESDAY, MARCH 27, 2018
IN THE EMERGENCY RESPONSE CENTRE**

These minutes are
unofficial until approved
by the Committee.

PRESENT Crs.: Ty Assaf, Don Smith, Darrell Troock, Marvin Schatz, Town Member
at Large Les Goertz, County Member at Large Charles Clow

OTHERS Town CAO Martin Taylor, County Manager Debbie Oyarzun, Fire Chief
John Whittaker, Deputy Fire Chief Gary Hove, Secretary Stacey Lane

ABSENT

CALL TO ORDER Chairperson Don Smith called the meeting to order at 12:10 p.m.

AGENDA The agenda was reviewed.

001-18 Moved by Cr. Troock that the Agenda be accepted with the following
amendment:

- Switch the order of items “c” and “a”

CARRIED UNANIMOUSLY

FIRE MINUTES The Minutes of the Barrhead Fire Services Committee meeting held
September 27, 2017, were presented.

002-18 Moved by Cr. Troock that the Minutes of the Barrhead Fire Services
Committee meeting held September 27, 2017, be accepted as presented.

CARRIED UNANIMOUSLY

**REVISED 2018
CAPITAL BUDGET** The revised 2018 Capital Budget was reviewed.

Chief Whittaker went over the proposed changes and answered questions
from the Committee.

Cr. Troock suggested that the budget numbers not be changed, instead they
show a plus/minus therefore not losing sight of the original budget amount
approved by Council’s.

003-18 Moved by Cr. Troock that the committee approve the Revised 2018 Capital
Budget with a note indicating the overages and forward to both Council’s
for approval.

CARRIED UNANIMOUSLY

**POLICY 23-18-005
PAY SCHEDULE** Policy 23-18-005, Barrhead Fire Services Pay Schedule was presented.

Chief Whittaker discussed changes to the policy which included a 1.5%
increase, removing the Lieutenant positions, increasing the weekend on call
pay and an increase during weekends from July 1st until August 31st and the
weekend following Christmas and New Years.



REQUEST FOR DECISION

Date: April 10, 2018
To: Mayor McKenzie & Members of Council
From: Martin Taylor, CAO
Re: Bylaw 04-2018, the Property Tax Bylaw

Summary

Bylaw 04-2018, the Property Tax Bylaw

Overview

Recommendations for Action

Recommendation #1

That Council give Bylaw 04-2018, the Property Tax Bylaw, 1st, 2nd and 3rd readings.

Respectfully Submitted by:

Handwritten signature of Martin Taylor in blue ink.

Martin Taylor, CMC, CLGM
CAO

**BYLAW 04-2018
PROPERTY TAX BYLAW**

A BYLAW OF THE TOWN OF BARRHEAD, IN THE PROVINCE OF ALBERTA, TO AUTHORIZE THE RATES OF TAXATION TO BE LEVIED AGAINST ASSESSABLE PROPERTY WITHIN THE TOWN OF BARRHEAD FOR THE 2018 TAXATION YEAR.

WHEREAS, the Municipal Government Act, being Chapter M-26 of the Statutes of Alberta, 2000, and amendments thereto, authorizes Council to pass a property tax Bylaw annually, and

WHEREAS, the Town of Barrhead, in the Province of Alberta has prepared and adopted detailed estimates of the municipal revenues and expenditures as required, at the Council meeting held on April 10, 2018, and

WHEREAS, the assessor has assigned the assessment classes to the property on the Town of Barrhead Assessment Roll as;

- Class 1 - Residential,
- Class 2 - Non-Residential, and Non-Residential Linear
- Class 3 - Farm Land,
- Class 4 - Machinery and Equipment, and

WHEREAS, property tax rate in this Bylaw shall be referred to as the tax rate, as defined in Section 355 of the Municipal Government Act, times 1,000, and

WHEREAS, the estimated municipal revenues and transfers from all sources other than property taxation is estimated at \$ 7,531,018, and the balance of \$ 6,670,210, is to be raised by general municipal taxation, and

WHEREAS, the estimated municipal expenditures (excluding non-cash items of \$ 2,497,100) and transfers set out in the budget for the Town of Barrhead for 2018 are estimated at \$ 14,183,801, and

WHEREAS, the current year capital revenues and expenditures are estimated as \$ 8,451,511, and

WHEREAS, the Requisitions, including underlevies and overlevies to create the total 2018 requisition levies are:

ALBERTA SCHOOL FOUNDATION FUND	
Residential and Farmland	\$ 1,005,995
Non Residential/Linear	\$ 428,922
BARRHEAD & DISTRICT SOCIAL HOUSING ASSOCIATION	\$ 57,533
GOVERNMENT ALBERTA DESIGNATED INDUSTRIAL PROPERTY	\$ 213

WHEREAS the total taxable assessment of all property in the Town of Barrhead as shown on the assessment roll is:

Residential	383,714,800
Farmland	117,300
Non-Residential	117,646,030
Linear	6,219,900
Machinery and Equipment	1,058,840
TOTAL TAXABLE ASSESSMENT	<u>508,756,870</u>

NOW THEREFORE, under the authority of the Municipal Government Act, the Council of the Town of Barrhead, in the Province of Alberta, enacts as follows:

BYLAW 04-2018

1. That the Chief Administrative Officer is hereby authorized to levy the following rates of taxation on all taxable property as shown on the assessment roll of the Town of Barrhead:

	<u>Tax Levy</u>	<u>Assessment</u>	<u>Tax Rate</u>
General Municipal			
Residential/Farmland	\$ 3,157,979	\$ 383,832,100	8.22750
Non-Residential	\$ 1,628,280	\$ 117,646,030	13.84050
Linear	\$ 86,087	\$ 6,219,900	13.84050
Machinery & Equipment	\$ 14,655	\$ 1,058,840	13.84050
Total	\$ 4,887,000	\$ 508,756,870	
Aquatic Centre Debenture			
Residential/Farmland	\$ 219,207	\$ 383,832,100	0.57110
Non-Residential	\$ 67,188	\$ 117,646,030	0.57110
Linear	\$ 3,552	\$ 6,219,900	0.57110
Machinery & Equipment	\$ 605	\$ 1,058,840	0.57110
Total	\$ 290,551	\$ 508,756,870	
ASFF			
Residential/Farmland	\$ 1,006,010	\$ 383,563,200	2.62280
Non-Residential	\$ 406,341	\$ 111,952,070	3.62960
Linear	\$ 22,576	\$ 6,219,900	3.62960
Total	\$ 1,434,927	\$ 501,735,170	
Barrhead & District Social Housing			
Residential/Farmland	\$ 43,880	\$ 383,563,200	0.11440
Non-Residential	\$ 12,807	\$ 111,952,070	0.11440
Linear	\$ 712	\$ 6,219,900	0.11440
Machinery & Equipment	\$ 121	\$ 1,058,840	0.11440
Total	\$ 57,520	\$ 502,794,010	
Gov't Alberta Designated Industrial			
Non-Residential Linear	\$ 213	\$ 6,219,900	0.03417
Total	\$ 213	\$ 6,219,900	
GRAND TOTAL	\$ 6,670,210		

A summary of tax rates for all assessed value of lands, buildings and improvements shown on the Assessment and Tax Roll of the Town of Barrhead for the year 2018 are as follows:

<u>Municipal:</u>	<u>Residential</u>	<u>Non-Residential</u>	<u>Farmland</u>	<u>Machinery & Equipment</u>	<u>Non-Residential Linear</u>
General Operations of Council	8.22750	13.84050	8.22750	13.84050	13.84050
Aquatic Centre Debenture	<u>0.57110</u>	<u>0.57110</u>	<u>0.57110</u>	<u>0.57110</u>	<u>0.57110</u>
TOTAL MUNICIPAL	8.79860	14.41160	8.79860	14.41160	14.41160
<u>Requisitions:</u>					
Alberta School Foundation Fund	2.62280	3.62960	2.62280	0.00000	3.62960
Barrhead & Dist. Social Housing	0.11440	0.11440	0.11440	0.11440	0.11440
Gov't Alberta Desig. Industrial	<u>0.00000</u>	<u>0.00000</u>	<u>0.00000</u>	<u>0.00000</u>	<u>0.03417</u>
TOTAL REQUISITIONS	<u>2.73720</u>	<u>3.74400</u>	<u>2.73720</u>	<u>0.11440</u>	<u>3.77817</u>
TOTAL TAX RATES	<u>11.53580</u>	<u>18.15560</u>	<u>11.53580</u>	<u>14.52600</u>	<u>18.18977</u>

BYLAW 04-2018

- 2. That a penalty of twelve percent (12%) shall be added on all unpaid current year taxes, including local improvement taxes remaining unpaid after July 3, 2018 and shall be added on the fourth (4th) day of July 2018.
- 3. That a penalty of twelve percent (12%) shall be added on all outstanding taxes and related costs that remain unpaid after December 31, 2018 and shall be added on the second (2nd) day of January 2019.
- 4. That payment must be made by cash, debit, money order, internet banking, telephone banking, accepted cheque or draft (draft payable at par), Barrhead, Alberta.
- 5. That the assessment notice and the tax notice relating to the same property shall be combined on one notice.
- 6. That any complaint regarding the assessment notice must be lodged within 60 days from the date of mailing of the assessment notice.

It is the intention of Town Council that each provision of this Bylaw shall be deemed to be independent of all other provisions herein, and it is further the intention of Town Council that if any provisions of this Bylaw be declared invalid, all other provisions shall remain valid and enforceable.

Read a first time this ____ day of _____, 2018.

TOWN OF BARRHEAD

Mayor, David McKenzie

CAO, Martin Taylor

Read a second time this ____ day of _____, 2018.

TOWN OF BARRHEAD

Mayor, David McKenzie

CAO, Martin Taylor

Read a third time this ____ day of _____, 2018 and passed.

TOWN OF BARRHEAD

Mayor, David McKenzie

CAO, Martin Taylor



REQUEST FOR DECISIONS

Date: April 10, 2018
To: Mayor McKenzie & Members of Council
From: Martin Taylor, CAO
Re: Information Items

Summary

Information Items for Council's review.

Overview

The following information items were presented:

- Alberta Municipal Affairs – Municipal Sustainability Initiative (MSI) – 2017 Operating Spending Plan has been accepted
- Alberta Municipal Affairs – 2017 Municipal Sustainability Initiative (MSI) Capital Funding
- Workers' Compensation Board – April 28th – National Day of Mourning
- New Performance Measure for the Alberta Municipal Affairs Business Plan
- Emergency Management Act Consultation Process

Recommendations

Recommendation #1

That Council accept as information.

Respectfully Submitted by:

Martin Taylor, CMC, CLGM
CAO



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Leduc-Beaumont*

RECEIVED

MAR 22 2018

AR92569

March 1, 2018

His Worship David McKenzie
Mayor, Town of Barrhead
PO Box 4189
Barrhead AB T7N 1A2

Dear Mayor McKenzie,

The Alberta government is committed to making the lives of Albertans better. By providing significant funding to our municipal partners through the Municipal Sustainability Initiative, we continue to assist municipalities in building strong, safe, and resilient communities while respecting local priorities.

I am pleased to inform you that the operating spending plan submitted by your municipality has been accepted. You may proceed to apply your municipality's 2017 operating allocation and any estimated 2016 carry-forward to the priorities identified in your plan.

As partners in supporting Alberta's communities, I look forward to working together to move your local priorities forward.

Sincerely,

Hon. Shaye Anderson
Minister of Municipal Affairs

cc: Martin Taylor, Chief Administrative Officer, Town of Barrhead



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Leduc-Beaumont*

AR93219

March 29, 2018

His Worship David McKenzie
Mayor
Town of Barrhead
PO Box 4189
Barrhead AB T7N 1A2

Dear Mayor McKenzie,

Our government is committed to supporting municipalities in providing quality infrastructure and services to Albertans. As part of that commitment, I am pleased to confirm that \$800 million has been made available to Alberta's municipalities through a 2017-18 Supplementary Estimate.

Your additional 2017 Municipal Sustainability Initiative (MSI) Capital funding is \$657,512. March 2018 allocations for all municipalities are also posted on the Municipal Affairs MSI website at www.municipalaffairs.alberta.ca/msi. Details on the allocations, as well as the application process and payment requirements for these funds, are available on the MSI webpage in the *Addendum to 2017 MSI Capital Program Guidelines*. While this funding is intended to provide Alberta's municipalities with additional flexibility to plan for the future, it does not constitute an overall increase to anticipated MSI funding.

The government understands how important it is to ensure that municipalities are able to fund the infrastructure that Albertans use every day, now and into the future. I look forward to continuing our cooperative efforts to build strong and thriving communities for Albertans.

Sincerely,

Hon. Shaye Anderson
Minister of Municipal Affairs

cc: Martin Taylor, Chief Administrative Officer, Town of Barrhead



RECEIVED
MAR 23 2018

March 21, 2018

Dear Mayors, Reeves and Councillors:

RE: April 28 – National Day of Mourning

On April 28, we all come together to remember the workers who were killed, injured or disabled at work.

In 2017, we lost 166 men and women to workplace injury or illness in Alberta.

To remember them, we have developed a memorial poster (enclosed) in recognition of the day. This poster will appear at workplaces, public places and in ceremonies across the province as a remembrance and a tribute to the workers killed or injured on the job, and a reminder that we need to work together to make workplaces safer.

We have also included a small vinyl sticker to provide a tangible reminder of the significance of April 28. If you are interested in distributing them to visitors, we would be happy to provide you with a supply.

We ask that you display the poster and use it in any events marking Day of Mourning.

If you have any questions, need stickers or additional posters, please contact Dina DaSilva, WCB Corporate Communications at 780-498-8616 or dina.dasilva@wcb.ab.ca.

We will be lowering our flags to half-mast on April 28. We invite you to join us in marking this important day by doing the same.

Sincerely,



Dayna Therien
Director of Corporate Communications
WCB-Alberta

Encl.

Cheryl Callihoo

From: Martin Taylor
Sent: Friday, March 23, 2018 9:46 AM
To: Cheryl Callihoo
Subject: FW: Initiation of a New Performance Measure for the Alberta Municipal Affairs Business Plan and Related
Attachments: Attachment.pdf

Info for next council meeting. thanks

From: municipalservicesandlegislation@gov.ab.ca [<mailto:municipalservicesandlegislation@gov.ab.ca>]
Sent: Friday, March 23, 2018 9:18 AM
To: Martin Taylor
Subject: Initiation of a New Performance Measure for the Alberta Municipal Affairs Business Plan and Related

Dear CAO:

Municipal Affairs is implementing a new performance measure for the ministry. Beginning with the 2019-22 business plan, the ministry will report the percentage of municipalities deemed to be “not at risk” based on 13 defined financial, governance, and community indicators. Each indicator has a defined benchmark, and a municipality is deemed to be “not at risk” as long as it does not trigger on a defined number of indicators.

This initiative aligns with the Government of Alberta’s standards for ministry business plans, and ensures the Municipal Affairs business plan outcomes have correlating measures. The work in developing the municipal indicators has been informed by engagement with both the Alberta Urban Municipalities Association and the Rural Municipalities of Alberta over the course of the past several months.

The municipal indicators draw from a range of municipal data collected by the ministry:

- Information provided by municipalities annually through audited financial statements and financial information returns.
- Municipal election results collected in accordance with the *Municipal Government Act (MGA)* and the *Local Authorities Election Act*.
- Information provided by municipalities following the completion of a municipal census.
- A count of instances whereby the Minister was required to intervene because a municipality was operating in contravention of the *MGA*.

In connection with the aggregated ministry performance measure, the ministry will annually publish on the ministry website the indicators for each municipality based on the most recent municipal data.

It is anticipated municipalities that do not meet the benchmark on a specific indicator, or that do not meet the “not at risk” criteria used for the ministry performance measure, may receive questions from residents or businesses on what this means. The attached document titled “Understanding the Municipal Indicators” has been prepared to provide an explanation of how the indicator is calculated, what it is intended to measure, the limitations of the measure, and suggested municipal followup on indicator exceptions. Prior to publication of the indicator details, municipalities that do not meet the “not at risk” criteria will be advised of their indicator results by letter to allow time to prepare for possible questions.

Multiple indicator benchmark exceptions may indicate an increased concern for exposure to potential or emerging risks. In cases where multiple exceptions are triggered in a year, the ministry will be offering advisory supports to the municipality. In those rare situations where a municipality triggers on the defined number (or more) of indicators for three consecutive years, the ministry will initiate a viability screening to determine whether a viability review should be initiated.

The ministry is committed to supporting accountable, responsible, and transparent local governments. If you would like to discuss the new ministry performance measure, or the future release of indicator results, please contact the Municipal Services and Legislation Division, toll-free at 310-0000, then 780-427-2225, or lgsmail@gov.ab.ca.

Brad Pickering
Deputy Minister

Attachment: Understanding The Municipal Indicators

Understanding The Municipal Indicators

Introduction

Alberta Municipal Affairs is implementing a new performance measure for the ministry, and associated indicators for municipalities.

The ministry performance measure will calculate the percentage of municipalities that are deemed to be “not at risk” based on defined financial, governance, and community indicators. The new ministry performance measure builds on the work of the Government of Alberta’s Municipal Sustainability Strategy.

Although the ministry performance measure is reported as an aggregate percentage, the underlying municipal indicators can provide each municipality and the department with useful information and alerts to emerging challenges.

Source Data for the Municipal Indicators

The indicators are calculated using formulas applied to specific data collected by the ministry, including:

- information provided by Alberta municipalities annually through audited Financial Statements and Financial Information Returns;
- municipal election results collected in accordance with the *Municipal Government Act (MGA)* and the *Local Authorities Election Act*;
- information provided by Alberta municipalities following the completion of a municipal census; and
- a count of instances whereby the Minister was required to intervene because a municipality was operating in contravention of the *MGA*.

The Municipal Indicators and What They Measure

The 13 municipal indicators are summarized in Table 1 of this document.

Each indicator is intended to measure a specific aspect of the municipality's governance, finances, or community.

Each indicator has a defined benchmark. The benchmarks established by Municipal Affairs for each indicator are rules of thumb that provide a general indication of acceptable risk; however, a municipality may have unique circumstances or alternative strategies that justify a different result.

How the Municipal Indicators Are Used By Alberta Municipal Affairs

The department will use the municipal indicators to calculate its performance measure for Outcome 1 of its business plan: Albertans live in viable municipalities and communities with responsible, collaborative and accountable local governments.

The performance measure will be based on the percentage of municipalities that are deemed to be "not at risk". A municipality is deemed to be "not at risk" if it does not trigger the "audit outcome" or "legislation-backed ministry intervention" indicators, and does not exceed more than two of the other 11 indicators in the annual calculation.

If the municipality does not meet the criteria for being "not at risk", it does not necessarily mean there is any cause for concern; however, the municipality is encouraged to review the circumstances giving rise to the indicator results to ensure it is not exposed to potential or emerging risks.

Multiple indicator benchmark exceptions may indicate an increased concern for exposure to potential or emerging risks; in cases where multiple exceptions are triggered in a year, the department will offer advisory supports to the municipality. In those rare situations where a municipality triggers on the defined number (or more) of indicators for three consecutive years, the ministry will initiate a viability screening, to determine whether a viability review should be initiated.

Publication of Detailed Municipal Indicator Results

In addition to the use of the aggregate performance measure in the ministry's annual report, Alberta Municipal Affairs will make the detailed results of the municipal indicators for each municipality available to the public through the ministry's website.

The indicator results will be reviewed internally for accuracy, but will otherwise be published based on the calculated results without modification. To the extent that a municipality is impacted by events beyond its control, the indicators will be allowed to reflect the impact of those events. For instance, if a municipality's on-time financial reporting is delayed due to a natural disaster, the related "on-time financial reporting" indicator will nevertheless be shown as an exception. This will ensure full transparency of the current situation for all municipalities in Alberta, and will reflect the possible associated elevation of risk regardless of cause.

An isolated indicator exception may serve as an alert that the municipality may be experiencing challenges in a specific aspect of its operation, but does not imply that the municipality is "at risk". The indicator results are based on high-level reporting, and further review is necessary before determining if there is a valid concern underlying an exception.

An exception to an indicator benchmark does not indicate fault or mismanagement on the part of a municipality; an indicator may be triggered by events beyond the control of council and administration, or may result from circumstances that are being effectively managed. For example, a decline in population may cause an exception to the

associated “population change” indicator benchmark, but the municipality may be making adjustments to effectively accommodate for the change. As another example, a municipality may exceed the benchmark for the “debt service to revenue percentage” indicator by using surplus funds to rapidly pay down its debt; to the extent that the municipality has allowed for this in its three year financial plan and five year capital plan, the debt repayment may be a prudent fiscal strategy.

Prior to publication of the indicator details, municipalities that do not meet the “not at risk” criteria will be advised of their indicator results by letter. This will allow the municipality to prepare in advance for related questions it may receive from its residents and business owners.

Table 1 - Municipal Indicators

Indicator	Description	Expected Result	What It Means	Suggested Follow Up For Exceptions
Audit Outcome	Audit report in the municipality's audited annual financial statements.	The audit report does not identify a going concern risk or denial of opinion.	The municipal auditor has been able to complete the audit and express an opinion, and has not identified a specific concern about the ability of the municipality to meet its financial obligations.	Follow auditor recommendations to resolve denial of opinion issues. Consider obtaining professional financial consulting services or requesting a viability review to address going concern issues.
Legislation-Backed Ministry Interventions	Interventions authorized by the Minister of Municipal Affairs in accordance with the <i>Municipal Government Act</i> , such as a viability review, or where directives have been issued pursuant to an inspection.	The municipality has not been the subject of a Municipal Affairs intervention.	Municipal Affairs is not undertaking formal intervention with respect to the municipality. The Minister typically intervenes only when requested by a council or through a petition, and only issues directives in cases where significant concerns are evident.	Complete Minister-directed processes and actions.
Tax Base Ratio	Tax base ratio is the proportion of the total municipal tax revenue generated by residential and farmland tax base, regardless of whether it is municipal property taxes, special taxes, or local improvement taxes.	The municipality's residential and farmland tax revenue accounts for no more than 95 per cent of its total tax revenue.	The municipality is able to rely in some measure on its non-residential tax base to generate a portion of its tax revenues. These properties are typically taxed at a higher rate than residential and farm properties.	Ensure taxes on residential and farm properties are sufficient to meet budgeted expenditure requirements.
Tax Collection Rate	The ability of the municipality to collect own-source revenues, including property taxes, special taxes, local improvement taxes, well drilling equipment taxes, and grants-in-place-of-taxes.	The municipality collects at least 90 per cent of the municipal taxes (e.g. property taxes, special taxes) levied in any year.	The municipality is able to collect its tax revenues and use those funds to meet budgeted commitments and requisitioning obligations.	Review tax collection and recovery policies and processes.
Population Change	The change in population of the municipality over the past ten years based on the Municipal Affairs Population List.	The population has not declined by more than 20 per cent over a ten-year period. Summer villages and improvement districts are excluded from this measure because they typically have little or no permanent population.	The population of the municipality is stable or growing.	Consider how services and infrastructure can be scaled down to accommodate reduced demands.

Indicator	Description	Expected Result	What It Means	Suggested Follow Up For Exceptions
Current Ratio	The ratio of current assets (cash, temporary investments, accounts receivable) to current liabilities (accounts payable, temporary borrowings, current repayment obligations on long-term borrowings).	The ratio of current assets to current liabilities is greater than one. This indicator is not measured if the municipality's total assets exceed current assets by a factor of two or more; these municipalities typically have significant financial resources including long-term investments, but manage with minimal current assets.	The municipality is able to pay for its current financial obligations using cash or near-cash assets.	Consider increasing revenues or reducing costs to provide additional working capital.
Accumulated Surplus	The total assets of the municipality net of total debt, excluding tangible capital property and debts related to tangible capital property.	The municipality has a positive (above zero) surplus. An accumulated deficit is a violation of Section 244 of the <i>Municipal Government Act</i> . Municipalities in a deficit position are required to recover the shortfall in the next year.	The municipality has more operational assets than liabilities, which generally provides the municipality with cash flow to meet ongoing obligations and manage through lean periods of the year where costs may exceed revenues.	Consider increasing revenues or reducing costs to provide additional surplus and maintain working capital.
On-time financial reporting	Whether the municipality has completed submission its annual financial statements and financial information returns to Municipal Affairs by the legislated due date.	The municipality's financial statements and financial information returns for the preceding calendar year are received by Municipal Affairs no later than May 8. Financial reporting is an important aspect of municipal accountability to its residents and businesses.	The municipality is preparing its audited financial reports on a timely basis.	Consider additional resources to complete year end accounting on a timely basis.
Debt to Revenue Percentage	The total amount of municipal borrowings, including long term capital leases, as a percentage of total municipal revenues.	The municipality's total borrowings represent less than 120 per cent (160 per cent for municipalities with a higher regulated debt limit) of its total revenue.	The municipality has maintained reasonable levels of borrowing debt.	Review anticipated funding sources for debt repayments to ensure borrowing commitments can be met.

Indicator	Description	Expected Result	What It Means	Suggested Follow Up For Exceptions
Debt Service to Revenue Percentage	The total cost of making scheduled repayments (including interest) on borrowings as a percentage of total municipal revenues.	The municipality's total costs for borrowing repayments do not exceed 20 per cent (28 per cent for municipalities with a higher regulated debt limit) of its total revenue.	The municipality has assumed a reasonable level of borrowing repayment obligations.	Review anticipated funding sources for debt repayments to ensure borrowing commitments can be met.
Infrastructure investment – asset sustainability ratio	The total cost of current year additions (through purchases or construction) to tangible capital assets (vehicles, equipment, buildings, roads, utility infrastructure, land) relative to the current year's amortization (depreciation) on all tangible capital assets.	The municipality's current capital additions exceed the current year's amortization (depreciation).	The municipality is replacing its existing tangible capital assets and investing in new assets and infrastructure at a rate exceeding the estimated wear or obsolescence of its existing assets. This measure does not account for the effects of inflation; typically, replacement costs for new assets exceed the historic cost of existing assets. This measure does not account for year to year fluctuations in capital asset construction and replacement activities.	Review asset replacement activities over past years and anticipated capital additions in future years to ensure average annual additions exceed average annual amortization. Consider conducting a study of municipal infrastructure to ensure that future service requirements can be met.
Infrastructure age - net book value of tangible capital assets	The net book value of tangible capital assets as a percentage of the total original costs. Net book value is the original purchase cost less amortization (depreciation).	The net book value of the municipality's tangible capital assets is greater than 40 per cent of the original cost.	The municipality is replacing existing assets on a regular basis. If the municipality is adding new services or expanded facilities and infrastructure, it would be expected that the ratio would be higher than 40 per cent.	Consider conducting a study of municipal infrastructure to ensure that future service requirements can be met.
Interest in Municipal Office	The number of candidates running in the most recent municipal election relative to the total number of councillor positions up for election.	The number of candidates exceeded the number of councillor positions.	The ratio of candidates to total council positions measures the willingness of electors to run for municipal office.	Consider increased focus on community engagement.

Cheryl Callihoo

From: Martin Taylor
Sent: Tuesday, April 03, 2018 4:06 PM
To: Cheryl Callihoo
Cc: John Whittaker; Brandon Johnson
Subject: Fwd: News Release: Province to consult on Emergency Management Act

Hi, info for council. Thanks

Sent from my iPhone

Begin forwarded message:

From: <alberta.news@gov.ab.ca>
Date: April 3, 2018 at 3:00:56 PM PDT
To: <mtaylor@barrhead.ca>
Subject: News Release: Province to consult on Emergency Management Act

Province to consult on Emergency Management Act

April 03, 2018 [Media inquiries](#)

The draft bill would better protect Albertans during disasters and emergencies by strengthening collaboration and clarifying roles and responsibilities.



L to R: Tom Sampson, chief, Calgary Emergency Management Agency, Minister Anderson and Ryna Brideau-Thombs, secretary, International Association of Emergency Managers Canada, after tabling amendments to the Emergency Management Act.

In the past 10 years, Alberta has seen an increasing number of natural disasters. Proposed amendments to the *Emergency Management Act* would update rules and regulations to help communities improve their response to disasters. It would also provide the ability to create a new Local Authority Emergency Management Regulation that would give clear direction on emergency management practices for municipalities to follow.

Starting in June, first responders, local elected officials, municipal directors of emergency management, Metis settlements and First Nations communities will be invited to provide feedback on the proposed changes and suggested regulation.

Government intends to further discuss this bill in the fall legislative session.

“In the face of past disasters our first responders have shown courage and bravery and our municipalities have pulled together to respond. The best way to protect Albertans from disasters is to be sure all of us are better prepared. I look forward to consulting on these proposed changes with the emergency management community to ensure that all levels of government are working together to protect Albertans.”

Shaye Anderson, Minister of Municipal Affairs

The Local Authority Emergency Management Regulation proposes additional direction for municipalities on training requirements, local emergency management plans and required use of the Incident Command System during emergencies. The regulation would also include mechanisms to support regional emergency management collaboration.

“Proposed updates to Alberta’s *Emergency Management Act* will help position emergency managers throughout the province to better prepare for, and respond to, emergencies and disasters. These changes recognize the necessity of regular training, which in turn builds capacity for local authorities, and enhances their ability to respond and promote community resilience.”

Greg Solecki, president, International Association of Emergency Managers Canada

“Disasters in Alberta are becoming more frequent, intense and costly. Albertans, municipalities and the province must continue to work together to build capability, capacity and resilience – this legislation provides the foundational building blocks to

accomplish that.”

Tom Sampson, chief, Calgary Emergency Management Agency

After every major disaster, the province hires a third party to conduct an independent review of the emergency response. Recommendations made in these post-incident assessments, including the 2011 Slave Lake wildfires, the 2013 southern Alberta floods and the 2016 Wood Buffalo wildfires helped inform the proposed amendments, including the recommendations to improve and add to the *Emergency Management Act* made in the KMPG Fort McMurray wildfire report.

Other proposed changes to the act would:

- Protect first responders by clarifying their liability if individuals refuse to comply with an evacuation order.
- Provide clarity on the lead person authorized to act on the minister’s behalf during a state of emergency and include details on the power and authority given to the lead role.
- Clarify rules on how disputes over compensation are handled when property is damaged by the emergency response, not by the actual emergency.

The *Emergency Management Act* provides the legislative framework for local and provincial management and coordination efforts to prepare for, mitigate against, respond to and recover from emergencies and disasters.

Related information

- [Emergency Management Amendment Act \(2018\)](#)
- [Emergency Management Act \(2013\) \(PDF\)](#)
- [May 2016 Wood Buffalo Wildfire Post-Incident Assessment Report \(KPMG Report\) \(PDF\)](#)

Related news

- [Province acting on wildfire report recommendations \(June 8, 2017\)](#)

Multimedia

- [Listen to the news conference](#)