



Town of
OLDS

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Budget





Mayor's Message

On behalf of myself and Council, we would like to wish residents a Happy and Prosperous New Year and welcome to the 2020's!

Council is proud to provide you our inaugural Budget Booklet highlighting key decisions made during budget deliberations and how these decisions may impact you.

From the Mayor's Breakfast to the Fall 2019 Budget Consultation Survey, Council took into consideration comments and feedback provided by all residents over the past year. Our goal was to balance our Service Delivery with the fiscal responsibilities that you placed on us in 2017 at the beginning of our election term.

Key Highlights:

- A zero percent tax increase for residential and non-residential properties.
- Moving the Biomedical tax assessment from Agricultural to Commercial assisted the Town to grow the Non-residential assessment base.
- The Increase of Non-residential to Residential ratio from 78% / 22% to 74% / 26%.
- The creation of an Economic Development Secretariat as a one stop for investors, businesses, provincial and regional entities to discuss investment in Olds.
- The creation of a long-term Fire Master Plan and a ten year 'Road Map' for Fire Services in Olds and the approval of a Deputy Fire Chief position to address the increasing needs in our community.
- The opening of Rotary Park in 2020 and provision of a higher level of service for the facility.
- Completion of an Inter-Municipal Collaboration Framework and continued partnerships with Mountain View County.
- The continuation of the long-term plan to construct a new Operations Centre to serve our community for decades to come.
- Support for community events such as Humpty's Champions Cup, Canada Day, and Oldstoberfest, to name a few of the vibrant activities that make Olds such a great place to live.

- Michael Muzychka, Town of Olds Mayor



2017-2021 Council Term

From left to right:

Wanda Blatz, Councillor

Heather Ryan, Councillor

Mary Anne Overwater, Councillor

Michael Muzychka, Mayor

Debbie Bennett, Councillor

Mary Jane Harper, Councillor

Town of
OLDS

Vision: Creating Connections For the Future

The Town of Olds is committed to a sustainable service delivery model that evaluates the community's needs, how those services are delivered (in a socially, economically and environmentally responsible manner), and does not compromise the ability of future generations to meet their own needs. Communities build and maintain infrastructure to provide services that, in turn, support our quality of life, protect our health and safety, and promote social, economic and environmental well-being.

Strategic Areas of Focus

- 1 GOOD GOVERNANCE**
The Town of Olds respects people and the process ensuring a healthy environment where great decisions are made.
- 2 FISCAL HEALTH**
The Town of Olds will ensure responsible fiscal balance between community expectations and available revenues.
- 3 SERVICE SUSTAINABILITY**
The Town of Olds provides safe, affordable and cost effective service delivery to our community and region.
- 4 GROWTH AND EXPANSION**
The Town of Olds will lay the foundation to ensure responsible and sustainable growth.
- 5 PROTECTIVE SERVICES**
The Town of Olds will provide the necessary resources to ensure a safe, secure and healthy community.
- 6 COMMUNICATION AND ENGAGEMENT**
The Town of Olds is committed to transparent and inclusive processes that are responsible and accountable.

Town of Olds Values

ACCOUNTABILITY

The Town of Olds acknowledges responsibility for our actions, our decisions and our presence, to each other and the public.

INTEGRITY

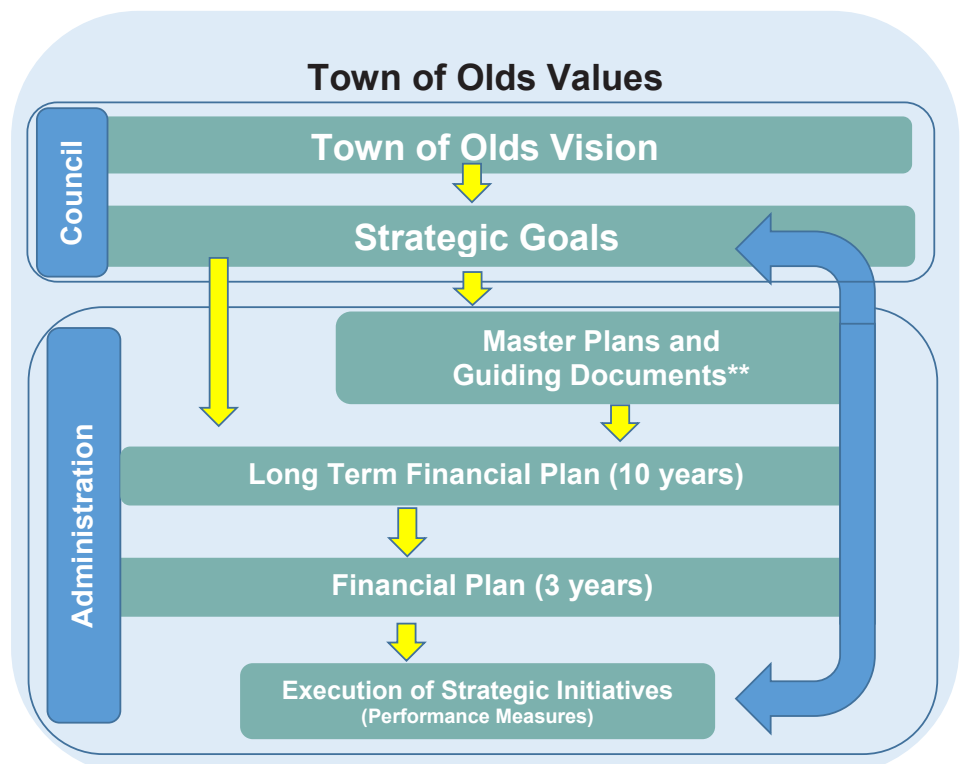
The Town of Olds values building relationships on honesty and trust, inviting open communication with our community and each other.

RESPECT

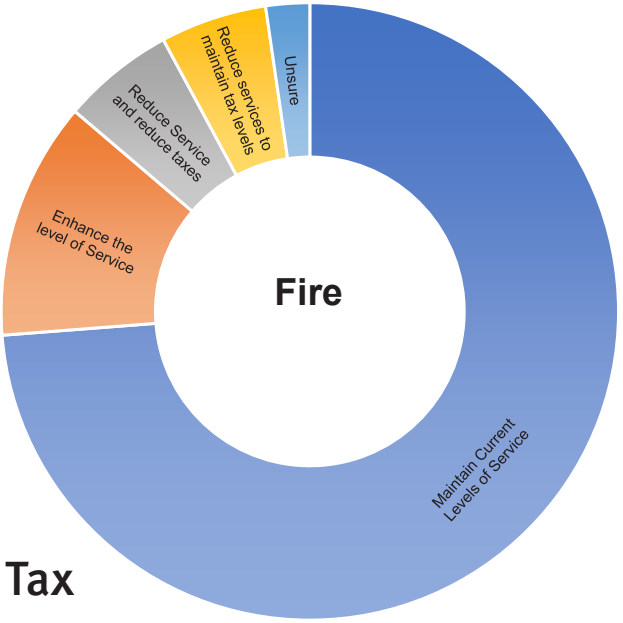
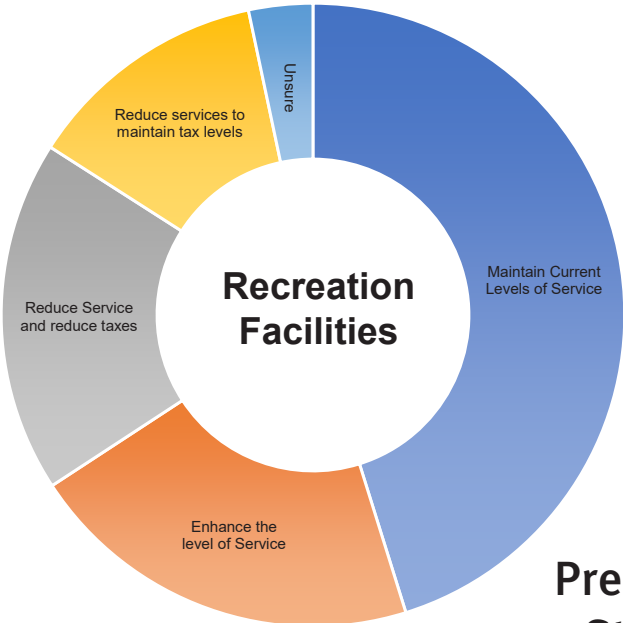
We value one another by treating others as we would like to be treated.

TRUST

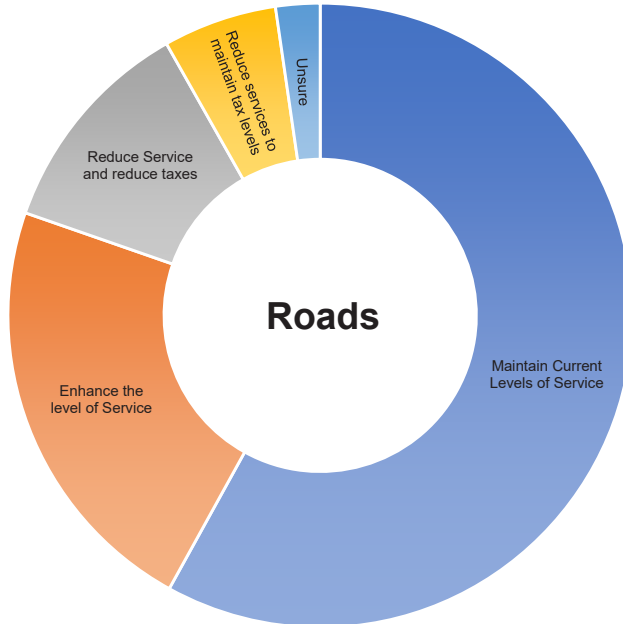
An essential quality that is built over time allowing an individual, team or community to depend on each other.



In the fall of 2019, the Town of Olds performed a budget engagement to help council and administration make more informed decisions on the levels of service ratepayers want to see in the community. Results are contributing factors in budget planning and deliberations.

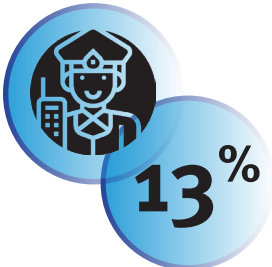


Preferred Tax Strategies

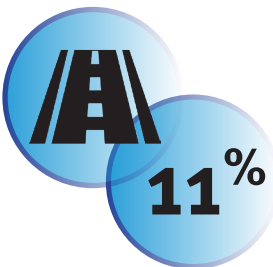


Top Priorities

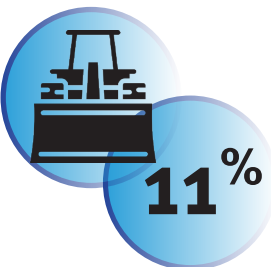
Of 1,170 online Budget Survey Responses, the top 5 Priorities over the next 3-5 years among residents are as follows:



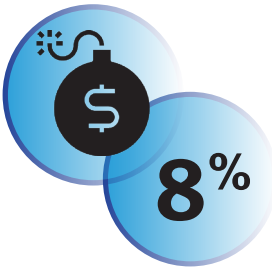
Crime & Safety



Road Maintenance



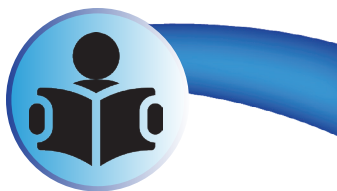
Snow Removal



Debt Reduction



Economic Development



Did you know?

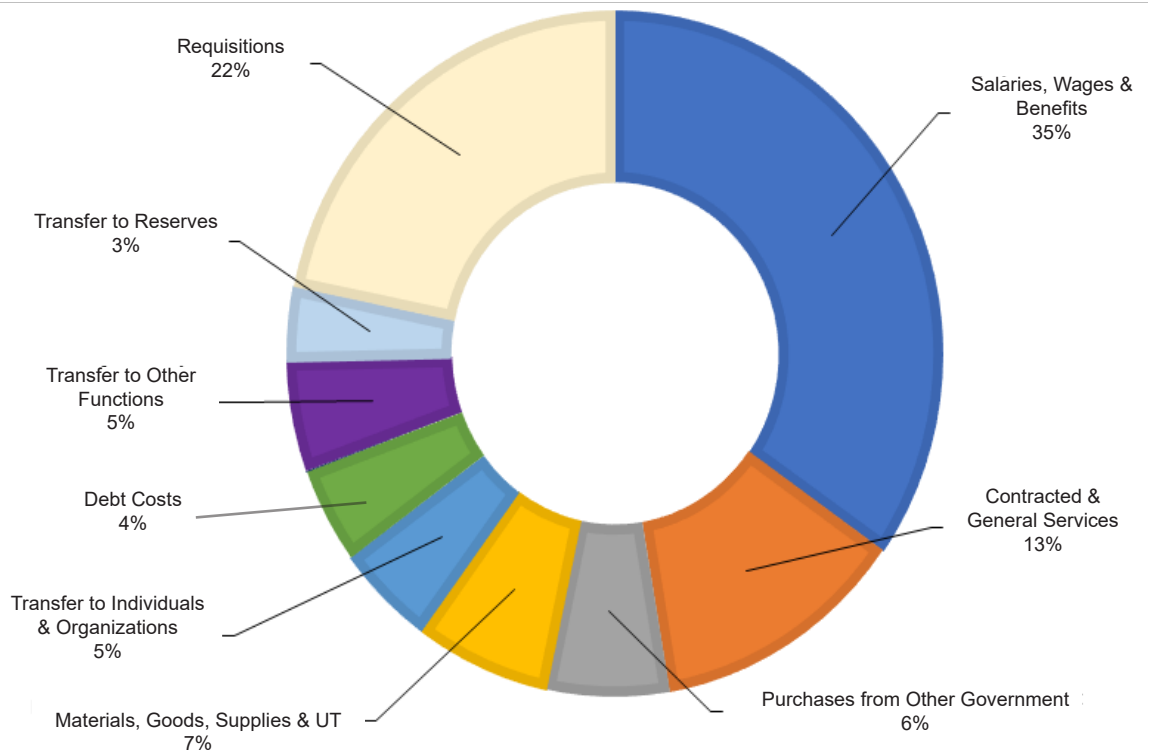
The Town of Olds built the current Olds Municipal Library building in 2010.

The Library is operated by the Olds and District Municipal Library Board (ODML).

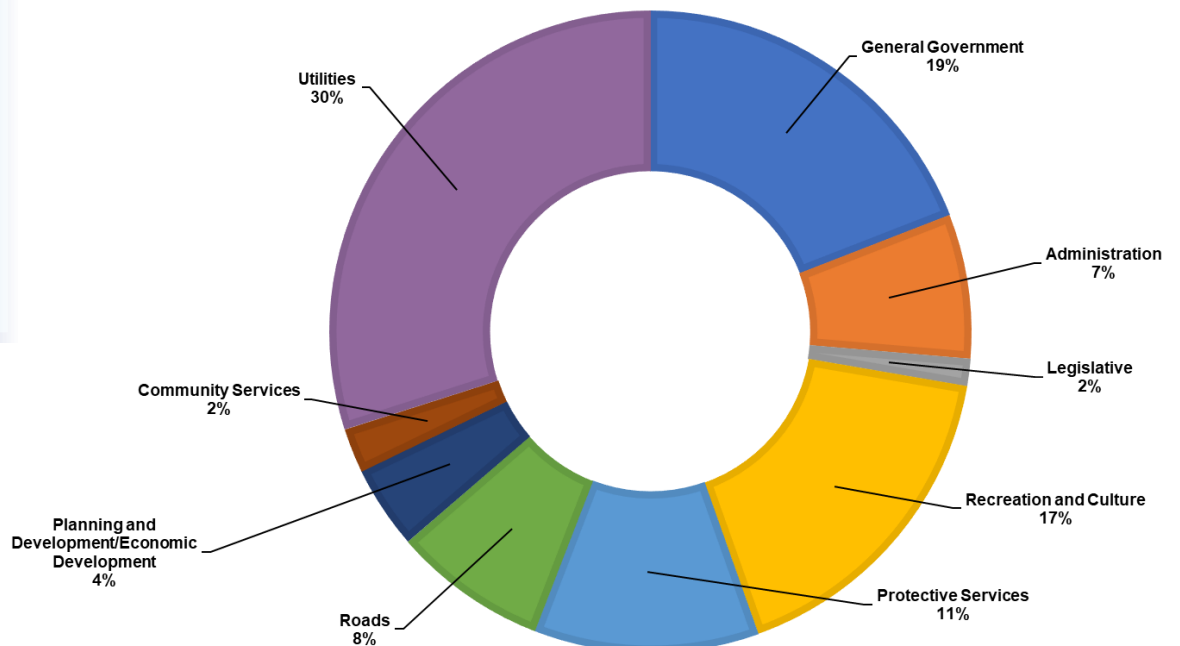
The Town of Olds maintains the building and supports the ODML with an annual contribution, the 2020 allocation is \$349,027.

The Town of Olds also pays a requisition of \$0.30 per capita to the Parkland Regional Library. The 2020 requisition is estimated to be \$78,523.

Operating Expense Summary by Type



Operating Expense Summary by Department

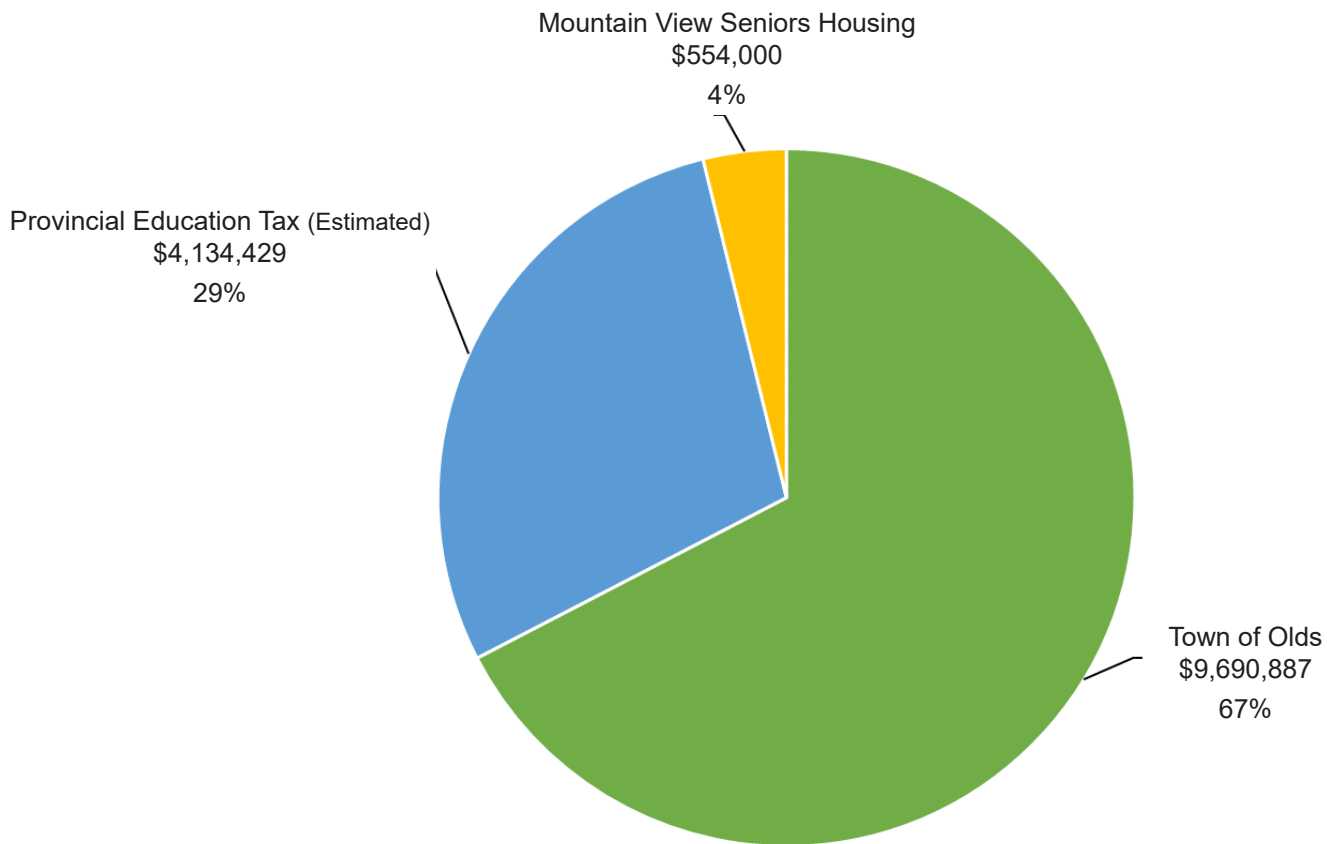


The ABC's of Municipal Budgeting - Each year the Town of Olds follows a service delivery process when it comes to the overall planning for the Town Budget. The Town of Olds is always looking for new and innovative ways to engage our residents in the municipal budget. We have visited many community events, hosted public open houses, and created an interactive online budget survey in our quest to get our residents input on how they would like to see their tax dollars spent.

Property Taxes

Even though the Town of Olds collects property taxes, not all of that money stays with the municipality. The Town of Olds collects money on behalf of the Alberta Government (Provincial Education Tax) and Seniors Housing (Mountain View Seniors Housing).

The amount of provincial education tax that is paid by each municipality is based on population and the tax base is set by the Alberta Government. All municipalities must collect and forward these funds.



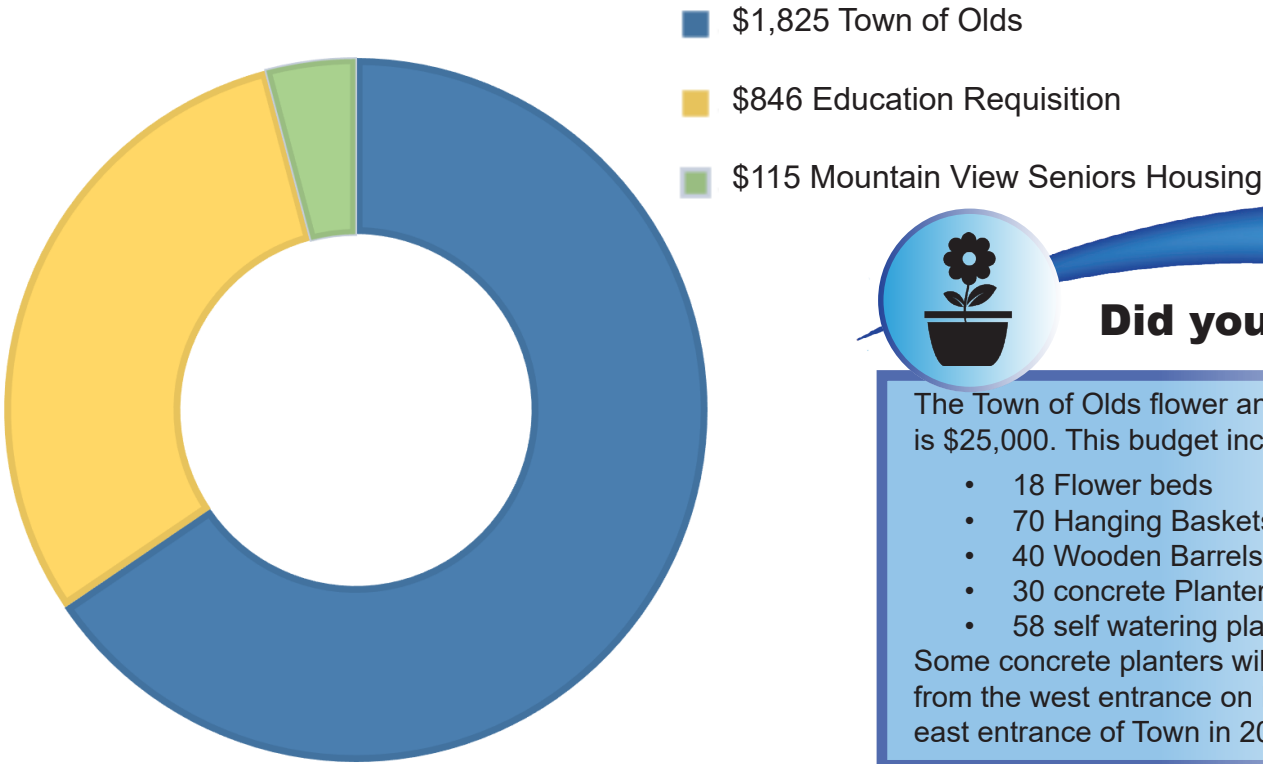
2020 Potential Tax Rate Impacts on Residential Properties

The approved 2020 budget proposes a 0% tax rate increase. This is based on preliminary assessment information. Assessments are formalized on February 28th of each year. To balance the 2020 budget the Town of Olds needs to raise \$9,690,887 in the municipal portion (67%) of property taxes. If assessment values increase or decrease from the preliminary amounts, a tax rate increase or decrease may be proposed in April when the tax rate bylaw is passed by Council.

	2019	2020 (Proposed)	Difference
Average Residential Assessed Value	\$321,217	\$307,145	(4.3%) Decrease
Municipal Property Tax	\$1,908	\$1,825	(\$83.00) Decrease
Provincial Education Tax*	\$807	\$846	\$39
Mountain View Seniors Housing	\$80	\$115	\$35
Average Total Property Tax	\$2,795	\$2,786	
		Total Change	(\$9.00)

* Please note this is an estimate as the Provincial Budget is released in the spring of 2020.

Where your tax dollars go... (Based on average residential property with an assessed value of \$307,145)



Did you know?

The Town of Olds flower and planter budget is \$25,000. This budget includes:

- 18 Flower beds
- 70 Hanging Baskets
- 40 Wooden Barrels
- 30 concrete Planters
- 58 self watering planters

Some concrete planters will be relocated from the west entrance on Hwy. 27 to the east entrance of Town in 2020.

The \$1,825 that goes to the Town of Olds is utilized to fund the following services:

- \$506 (28%) goes toward Recreation**
This includes: Aquatic Centre, Sportsplex, Parks, Trails and Sports Fields.
- \$480 (26%) goes toward Governance and Administration**
This includes: Office of the CAO, Council, Finance, and Planning & Development.
- \$390 (21%) goes toward Community Safety**
This includes: RCMP, Fire, Disaster and Municipal Enforcement.
- \$341 (19%) goes toward Roads**
- \$73 (4%) goes toward Economic Development**
- \$35 (2%) goes toward Community Services**
This includes: Sunshine Bus, Special Events, Cemetery & FCSS (Family & Community Support Services)

2020 Utility Rates (Water, Wastewater, and Solid Waste/Curbside Services)

Did you know?



The Town of Olds purchases its water from the Mountain View Regional Water Commission. Wastewater (sewage) is transported via pipeline, and treated by the South Red Deer Regional Wastewater Commission. When these commissions raise their rates for the purchase of water and the transport and treatment of wastewater, the Town of Olds must increase its rates to maintain the full cost recovery of the utility.



Water Flat Rate **remains the same** at \$12.83.

Water Consumption **increase** of \$0.05 to \$2.84 cu/m



Wastewater Flat Rate **remains the same** at \$18.40.

Wastewater Consumption **increase** of \$0.05 to \$4.48 cu/m (residential) and \$4.94 cu/m (non-residential).



Solid Waste (Curbside Services) - Collection and Disposal **decrease** of \$2.12 to \$24.30/month.



Did you know?

Property taxes **DO NOT** subsidize utilities.

The Town of Olds operates its utility infrastructure on a full cost recovery model. A full cost recovery model means that all costs associated with operating and maintaining utilities (including the capital infrastructure) are funded solely through utility rates.

The approved 2020 budget proposes a **0% tax rate increase**. The Tax Rate bylaw is passed in April of each year. To the right you will find the 2019 tax rates, the Municipal portion is proposed to remain the same for 2020. The Provincial Education and Seniors Housing will change based on 2020 Requisitions.

Multiply (x) your Assessment by the Tax Rate. This equals (=) Property Tax.

2019 Tax Rates

	Residential	Non-Residential
Municipal	0.0059414	0.0081285
Provincial Education Tax*	0.0025116	0.0036367
Mountain View Seniors Housing	0.00024953	0.00024953
Total 2019 Tax Rate	0.00870253	0.01201473

Operating Budget 2020

Operating HIGHLIGHTS

ADMINISTRATION

- Municipal Energy Manager - \$106,250 (salary and benefits - 80% grant funded)
- Didsbury/Olds Airport Funding - \$5,000
- Janitorial, moved from in-house to contract position (savings of approx. \$20,000)
- Windows 7 Upgrades/Replacements - \$20,000

PUBLIC SAFETY

- Deputy Fire Chief - \$121,250 (salary and benefits)
- Public Safety/Smoke Detector Program - \$4,000
- Full Scale Mock Disaster Training - \$7,500 (Provincial grant covers \$5,000)
- Municipal Enforcement Dispatch, as per Solicitor General - \$10,000
- Police Advisory Committee - \$5,000

RECREATION

- Recreation Master Plan (100% grant funded) - \$85,000
- Replacement of Smaller Equipment in existing Playgrounds (age friendly) - \$15,000
- Skateboard Park Concrete Repairs - \$10,000
- Decrease in new Trees Planted - decreased by \$20,000
- Rotary Athletic Park - Operator 2, dedicated to park maintenance - \$73,000 (salary and benefits)

FINANCE

- Residential Assessment down 4.3% on average - decrease in tax revenue \$305,492
- Non-Residential Assessment up 0.9% on average - increase in tax revenue \$492,840

PLANNING & DEVELOPMENT

- 4 month Co-op Student (Engineering/GIS) - \$19,680 (100% grant funded)

TRANSPORTATION

- Operations Centre Debenture, 1 payment in 2020 - \$258,075
- Environmental Assessment on existing Operations Centre Lands - \$40,000

WATER

- Water Distribution Study - \$100,000 (100% grant funded)
- \$0.05 increase to Consumption Rate as a result of an increase in Water purchased from Commission

WASTEWATER

- Wastewater Distribution Study - \$100,000 (100% grant funded)
- \$0.05 increase to Consumption Rate as a result of an increase in rates to discharge from Wastewater from Commission

SOLID WASTE

- \$2.12/month decrease to Solid Waste Rates as a result of a decrease in the fee for service from the Solid Waste Commission
- 2% increase in Contracted Residential Waste Pickup

Budget Process

The Operating Budget is the plan for the day-to-day operations at the Town of Olds, including salaries, materials and supplies. The Operating Budget is largely funded by tax dollars and user fees and goes toward services such as public parks, library, Aquatic Centre, Sportsplex and other common areas. Maintenance of these public areas, including roadways and infrastructure (i.e. water, sewer), snow removal etc. are expensed through the Operating Budget.



Olds Fire Department



Did you know?



The Olds Fire Department is comprised of approximately 40 Paid-On Call members, which means our members respond to calls as summoned from their places of employment or homes. Members respond to approximately 380 calls a year and train weekly. They are a highly skilled and dedicated staff that provide an exceptional service to our community. The Town is committed to maintaining this Paid-On Call model of staffing as long as it is feasible, and are working with the business community to investigate means of recognizing business support that is provided to our members.

Operational:

The addition of a full time Deputy Fire Chief in 2020 was a big step for the forward progress of the operations of the Fire Department. With the presentation of the Fire Services Master Plan in the fall of 2019, it was identified that one of our areas of improvement was to shift towards the hiring of two Deputy Fire Chiefs to help alleviate the operations and oversight of the department.

The Deputy Fire Chief will be focused on operations and training. These functions are very time consuming and require constant attention and detail to maintain adequate response, safe operations for our members and to ensure that the firefighters are adequately trained and prepared for the service that is offered to the community.

Capital:

Fire Training Facility Upgrades - \$60,000 - In 2020, the Fire training facility will add a propane live fire training system, which allows firefighters to attack a real fire, but in doing so it is safe and does not create the environmental impacts of utilizing fuels such as gasoline or diesel fuel. This allows our facility to maintain accreditation and provides vital experience for firefighters.

Deputy Fire Chief Response Vehicle - \$65,000 - With the hire of a full time Deputy, a response vehicle was needed to enhance the service provided to the community by allowing this position to be response capable during regular and after hour periods.



Did you know?

This facility holds provincial accreditation as an approved training and testing site for fire training certification with the International Fire Service Accreditation Council, which allows our firefighters to train to a very high level in our own back yard. This facility also brings firefighters from other municipalities to conduct the same training, because of the mutual benefits to regional partnerships and cost-effective projects.

New Positions...

Municipal Energy Specialist

80%
Grant
Funded

Included in the 2020 budget is a 1 year term position for a Municipal Energy Specialist. This position is part of the Municipal Energy Manager Program through the Municipal Climate Change Action Centre. This is a grant position that is funded by the Alberta Government - **covering 80% of all costs.**

The Municipal Energy Specialist will benefit the Town of Olds by:

- Benchmarking all municipal facilities
- Building a customized energy management plan
- Identifying energy savings opportunities throughout the community
- Leading energy and emissions-reducing projects



ENERGY USE



TRANSPORTATION
PLANNING



LAND USE



WATER
MANAGEMENT



WASTE
MANAGEMENT

The energy management plans that municipalities create with their energy managers helps communities make small changes that add up to big results.



Operator 2 - Rotary Athletic Park of Olds

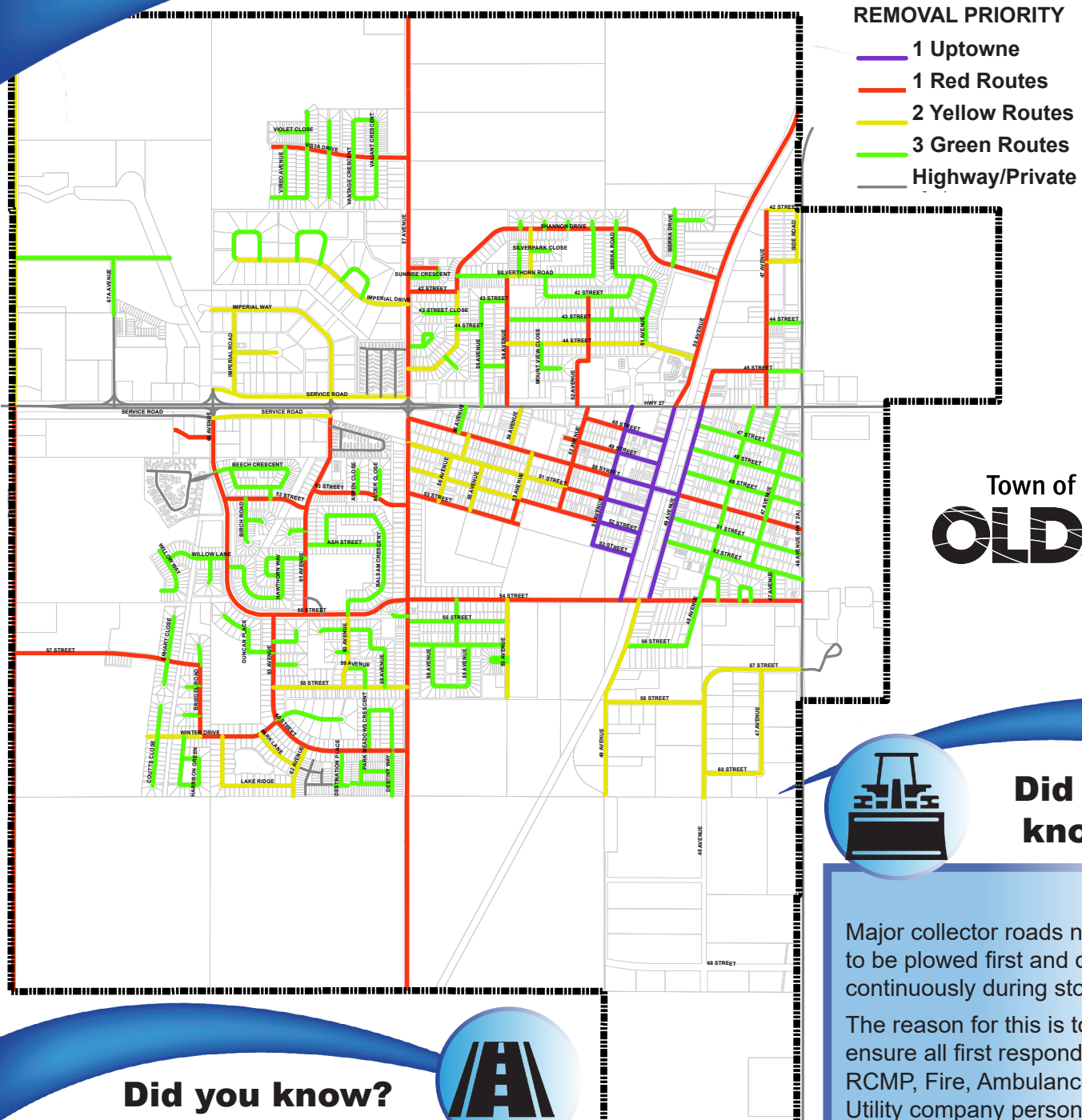
With the completion of the Rotary Athletic Park of Olds in 2020, the Town of Olds will require hiring an additional operator to look after the new 30 acre recreation facility. This state of the art facility will feature:



- 4 Regulation size Ball Diamonds (2 Fast Ball & 2 Slow Pitch)
- 2 Major League Soccer Fields (which converts to 4 Minor League Fields)
- 10 Horseshoe Pits
- Batting Cage
- Washroom Facility
- Irrigation System
- 2.47 kilometres of Walking Trails
- 194 Trees



Winter Road Plowing Priority Map



**Did you
know?**



Major collector roads need to be plowed first and often continuously during storms. The reason for this is to ensure all first responders, RCMP, Fire, Ambulance, Utility company personnel, and school busses requiring clear routes through town and to highways have safe access. Secondary (yellow) routes follow with (green) residential areas being the LAST to be plowed for the above reasons.

Did you know?



The Town of Olds Snow Removal Budget is set at \$140,000 per year and a reserve fund is maintained. This means on winters with less snow, excess funds are moved into a reserve budget to ensure funds are available for snow removal during years when increased snowfalls occur.

An average snow fall takes approximately 3 days to complete all red routes. The cost for this is approximately \$40,000. With a \$140,000 budget that would equate to 3.5 snowfalls.

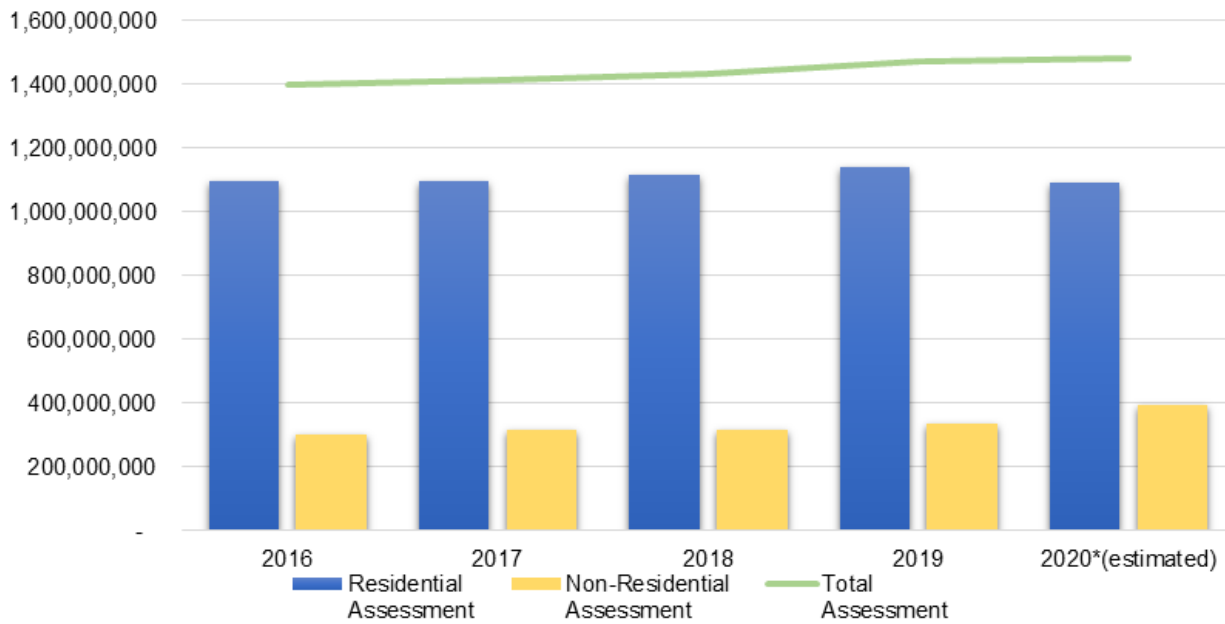
To clear every street within the Town of Olds the costs would be in excess of \$400,000.

Economic Development

Olds is one of the most innovative and progressive communities in Canada. It combines the dynamic, entrepreneurial spirit for which Albertans are known, with a genuine commitment to sustainable prosperity and quality of life. This translates into a great place to start or grow a business, raise a family or build a new life.

We are always looking at ways of diversifying our economy and the Bio Medical Industry has been a helpful step to future stability (Sundial and Olds Soft Gels are major players in our community. Both of these companies have led to significant growth in our non-residential assessment and have created over 700 new jobs in Olds).

Assessment Growth 2016 - 2020



The Cannabis Industry in Olds has created a more favourable balance between Residential and Non-Residential Assessment. The 2020 (estimated) split is 74% Residential and 26% Non-Residential.

78/22

2018

77/23

2019

74/26

2020

Capital Budget 2020

Capital HIGHLIGHTS

GENERAL

- Land Purchase - \$200,000
- Land Purchase - \$200,000

PUBLIC SAFETY

- RCMP Garage - \$70,000
- Fire Training Facility Upgrades - \$60,000
- Deputy Fire Chief Response Vehicle - \$65,000

RECREATION

- Aquatic Centre - Lifecycle Upgrades - \$100,000
- Sportsplex - Lifecycle Upgrades - \$200,000
- Ice Bear Batteries - \$33,000
- Playground Replacement Program - \$70,000
- Fence along OR Hedges Ball Diamonds - \$20,000
- Ball Diamond Upgrades (OR Hedges)
 - Replace Dugout Diamond #2 - \$20,000
 - Replace Backstop and add netting Diamond #1 - \$35,000
- Mower - Rotary Park - \$30,000
- Campground Washroom Upgrades - \$50,000

PLANNING & DEVELOPMENT

- Plotter/Large Document Scanner - \$11,000

TRANSPORTATION

- Operations Centre - \$8,000,000
- Wheel Loader Lease Buyout - \$60,000
- Municipal Improvement Program - \$2,316,900
(see map on page 16 for anticipated projects)

WATER

- North Reservoir Re-Lining - \$500,000
- Half-ton Replacement - \$40,000
- Slide-in Truck Service Body - \$12,000

WASTEWATER

- Sanitary Re-Lining Program - \$200,000



Did you know?

The Town's Capital Budget is for the purchase, construction, rehabilitation and maintenance of infrastructure such as roads, fire halls, police stations, playgrounds and libraries.

The Town invests in new infrastructure to meet the needs of a growing population and economy, and repairs existing infrastructure to maintain the standards residents expect.

2020 Capital Funding Sources

Municipal Sustainability Initiative (provincial grant) = \$2,005,385

Federal Gas Tax = \$534,000

Reserves = \$1,132,500

Debenture = \$8,000,000

Utilities = \$736,500

Other = \$97,500



Operations Centre

Total Borrowing Bylaw	\$10,734,023
Professional Fees (Engineering, Architect, Project Manager, etc.)	\$450,000
Building	\$6,155,545
Sitework & Landscaping (parking, Utilities, etc.)	\$1,851,125
Reclamation (Wastewater Treatment Plant)	\$1,734,023
Contingency	\$543,330



Did you know?

The Operations Centre will be located on the former Town of Olds Wastewater Treatment Plant site. The site, owned by the Town, totals 15 acres which will accommodate Public Works, Utilities and Parks and the Fire Department training grounds.

Background Information:

- **2001** - The first facility study conducted by SAHURI and Partners cited a need to consolidate the public works facilities. This study was updated again in 2010, citing the same need.
- **2010** - Several sites were looked at for a new operation building. This included lots in the SE industrial area and most recently lands where the wastewater treatment plant was formerly located.
- **2016** - The Town was mandated by Alberta Environment to join the South Red Deer Regional Wastewater Commission. In August of 2016, the Town began sending 100% of its wastewater to Red Deer via pipeline. Once the waste water facility was no longer in use the Town was required to provide Alberta Environment with a detailed decommissioning plan which was to include future usage of the site. This gave the Town the option to reclaim the site as the future site for the Operations Centre.
- **2018** - The Town sent out an invitation to pre-qualify for a bid, design and build of the Operations Centre in August 2018. 10 companies submitted packages, 3 companies were short listed, with Modco Structures selected, based on the value of construction costs per square foot and the ability to provide ample room to expand into the future.

The reclamation of the wastewater site began at a cost of \$1.734 million dollars, and was completed in 2019 - coming under budget. This became a challenge as parts of the original plant from the late 1950's were unearthed. Upon completion of the reclamation, the site was levelled to provide drainage until such time the Operations Centre could be built.

- **2019** - The Capital budget allocated funds of up to one million dollars to secure the metal frame of the building, design drawings and submission of the development and building permits.
- **2020** - The Capital budget allocated an additional eight million dollars to provide funds to complete the project. This includes not only the main building, but storage of raw materials including salt/sand, gravels, dirt and shale. Parking areas, limited pavement for front access off 70th Ave and the main parking lot, as well as services into the lot, are all included in completion.

This type of building is required to have sprinkler protection, emergency stand by power, storm water management along with a storm water pond, and required landscaping. A provision for solar panels has also been included.

2020 Municipal Improvement Program

#1 - 52 Ave & Highway 27:

This intersection along Highway 27 has been closed with temporary jersey barriers, and will be permanently closed off with curb and gutter, sidewalk, and landscaping. The landscape section may eventually have flower planters placed to enhance the aesthetics of this area further.

#2 - 52 Street From 55 Ave to 52 Ave:

Three blocks of sanitary sewer, water line, service replacement, and road rebuild will occur. New sidewalks will be installed. This section of road was chosen for rehabilitation due to the condition of the sanitary line, and road conditions. Residents will experience road closures, and water and sewer services may be disrupted temporarily.

#3 - Duncan Place:

The first section of Duncan Place is showing signs of road failure. Work will include full excavation of the road structure, and replacement of concrete curb and gutter on an as needed basis. Residents should expect lane closures, and potential road closures at times.

#4 - 54 Street From 49 Ave to 48 Ave:

One block of sanitary sewer, water line, service replacement, and road rebuild will occur. New sidewalks will be installed. This section of road was chosen for rehabilitation due to the condition of the sanitary line, and road conditions. Residents will experience road closures, and water and sewer services may be disrupted temporarily.

#5 - 57 Ave South of 60 Street to the Southern Town Boundary:

This section of road is showing significant signs of road failures. Sections of the road with significant failures will be excavated and new road base placed. The road will be overlaid with new asphalt to revitalize the road. Residents should expect lane closures and temporary traffic accommodation during construction.



52 Ave. & Highway 27



52 St. from 55 Ave. to 52 Ave.



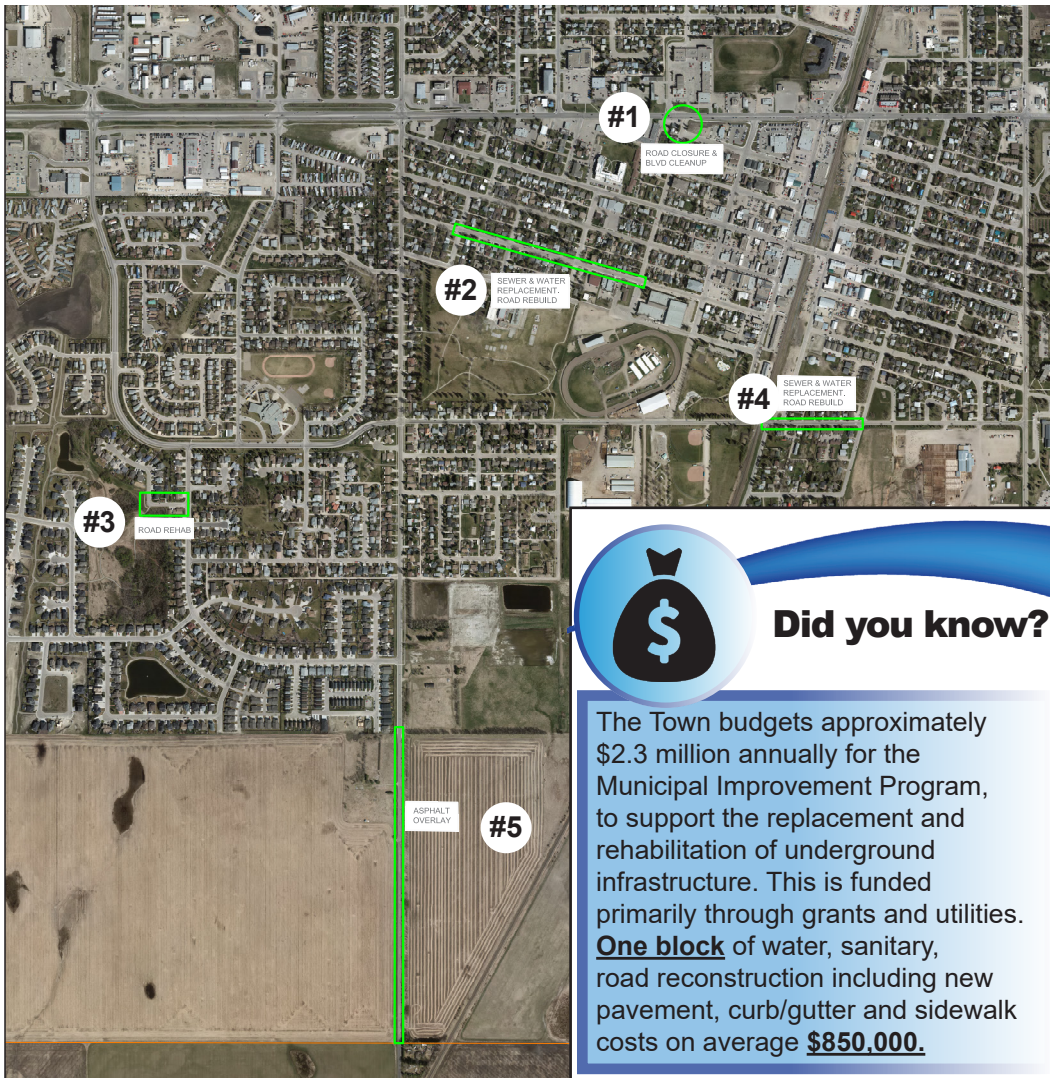
Duncan Place



54 St. from 49 Ave. to 48 Ave.



57 Ave. South to Town Limits



Did you know?

The Town budgets approximately \$2.3 million annually for the Municipal Improvement Program, to support the replacement and rehabilitation of underground infrastructure. This is funded primarily through grants and utilities. **One block** of water, sanitary, road reconstruction including new pavement, curb/gutter and sidewalk costs on average **\$850,000.**

2020 Proposed Sanitary Lining Program

The following are proposed project locations that will be completed as the 2020 budget allows, based on submitted pricing. This work is being completed to extend the life of sanitary sewer mains which are mainly clay tile material pipes. The lining does not require any excavation to the roads or services as it is blown into the exiting main line and cured in place, which creates a seamless PVC product.

Residents should expect to see large trucks parked on the road that will cause lane closures, and will experience temporary sanitary sewer shutdowns (usually four hours). Notices will be provided to residents prior to loss of service.

- **44 Street From 54 Ave to 51 Ave**
- **53 Ave From 44 Street to Mountain View Close**
- **Mountain View Close**
- **52 Street From 57 Ave to 56 Ave**
- **52 Street From 52 Ave to 50 Ave**



Wayfinding Signage Project

In 2020, the Town will begin implementing (Phase 1) of a sign installation project from the Wayfinding Master Plan accepted by Council in February 2018. Council previously approved funding for construction, design, fabrication, and installation of a limited amount of signage. This will be an ongoing project with additional phases being budgeted for year by year.

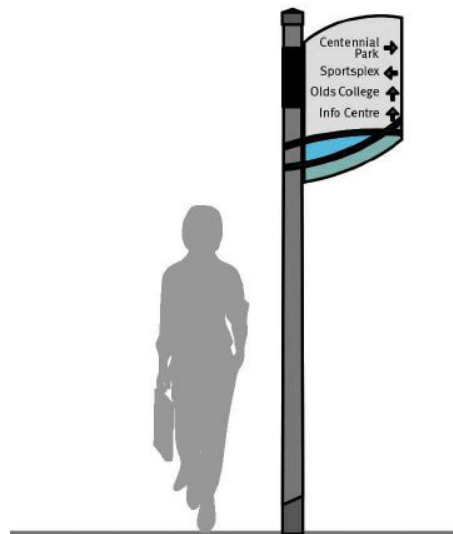
The Town's goal is to eventually establish a community-wide public signage program that accurately, attractively, and consistently directs, informs and educates both the traveler and residents through our streets and pathways network.

The OLDS logo has been strategically integrated into the sign program. The use of colours and visual identifiers in the design element is intended to provide information through various components that will visually tie the family of signs together.

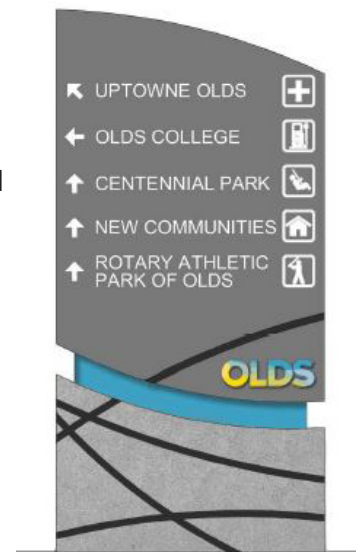
Please note this is a 'sneak peak' of the full concept, and the signage pictured below are generic renderings. The actual designs of the signs will be site specific and phased in as yearly budgets are determined.



TS TRAIL SIGNAGE



P PEDESTRIAN WAYFINDING



V VEHICULAR SIGNAGE



NI NEIGHBOURHOOD IDENTIFIER

