



**Special Council Meeting Agenda
for Wednesday, November 22, 2023, at 9:00 a.m.
in the Council Chambers, at the
Town Office at 4512 – 46 Street, Olds, AB**

This Special Closed Council Meeting of Council will be conducted in Council Chambers at the Municipal Office at 4512 – 46 Street in Olds, with the public body present at meeting and will be live streamed out.

1. CALL TO ORDER

2. ADOPTION OF THE SPECIAL MEETING AGENDA

3. BUSINESS FOR SPECIAL MEETING

3A) 2024 Operation and Capital Budget Discussion

4. ADJOURNMENT

PUBLIC INFORMATION:

Media Scrum: any questions arising from the media can be sent to our 'Communications Coordinator' at communications@olds.ca and they will be forwarded on to the person addressed.

CLOSED SESSION INFORMATION:

When Council goes into a **CLOSED SESSION**, for continued participation in the virtual Council meeting: stay online in the live stream meeting platform, and the meeting stream will be replaced by a graphic and music will play. When the music stops, the meeting is reconvening.

If you choose to shut down your live stream, watch the Town of Olds social media feeds where the reconvening time will be posted. The social media feeds can also be found at the bottom of the homepage on the Town of Olds website.



Discussion Paper: 2024 Operating Budget

BACKGROUND

The 2024 DRAFT Base Operating budget being presented today has expenditures of \$32,853,413 and revenues of \$32,977,333 for a surplus of (\$123,920).

REVENUE

Revenues (excluding interfund transfers) are down \$5.5 thousand dollars, however, breaking this down there is a large decrease in property tax revenue due to the anticipated decrease expected with the closure of SNDL. While increases to revenue have been budgeted within Franchise Fees, Sales and User Fees, Investment Income, Penalties and Fines and Conditional Grants.

EXPENDITURES

Expenditures (excluding interfund transfers) are down \$567 thousand dollars. Decreases can be seen in Salaries, Wages and Benefits, Contracted Services, Repairs and Maintenance, Rentals and Leases, Telecommunications, Community Events, Interest on long term debt and Grants to Organizations. Some of the main drivers of the decreases in these areas are from 2023 specific projects that have been removed from the base budget (CP rail improvements, work order system, public Wi-Fi and manhole relining). These projects if not complete in 2023 will come forward in the spring as carry forwards.

Notable changes in the interfund transfers is the RCMP detachment debenture falling off, a decrease to the transfer to capital from water as well as a decrease in the transfers from reserves.

PROJECT PAPERS

The base operating budget is what is required to operate the Town at its current level of service as was mentioned above this base budget has a current surplus of \$123,920.

Project papers presented today would be in addition to the base budget. And would require additional funding.

Council will need to decide if these projects are the best use of the limited funding available.



2024 DRAFT BASE OPERATING BUDGET

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	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD	2024 Budget	2024 vs. 2023
Revenue							
Net Property Taxes	(9,657,970)	(10,089,811)	(10,083,054)	(10,620,811)	(10,579,726)	(10,111,726)	509,085
Franchise Fees	(2,266,320)	(2,516,149)	(2,543,462)	(2,548,216)	(1,657,119)	(2,705,280)	(157,064)
Sales and User Fees	(9,155,776)	(9,842,661)	(10,608,658)	(10,412,961)	(8,334,938)	(10,509,390)	(96,429)
Investment Income	(351,756)	(210,000)	(338,718)	(310,000)	(348,409)	(411,000)	(101,000)
Licenses and Permits	(238,376)	(333,700)	(265,460)	(329,700)	(256,408)	(309,700)	20,000
Penalties and Fines	(198,358)	(217,000)	(289,683)	(222,000)	(190,088)	(258,500)	(36,500)
Conditional Grants	(1,886,209)	(1,572,498)	(1,573,918)	(1,681,746)	(1,324,405)	(1,763,794)	(82,048)
Other Revenue	(104,890)	(66,500)	(333,031)	(99,500)	(169,216)	(150,020)	(50,520)
Total Revenues	(23,859,654)	(24,848,319)	(26,035,984)	(26,224,934)	(22,860,308)	(26,219,410)	5,524
Expenditures							
Salaries, Wages and Benefits	8,001,298	8,422,168	8,045,957	8,535,651	5,964,734	8,065,812	(469,839)
Training, Conferences and Travel	115,318	256,685	193,110	267,695	132,582	305,360	37,665
Advertising and Public Relations	88,285	111,550	93,483	123,550	78,712	148,950	25,400
Memberships	41,243	52,675	41,129	43,650	39,145	50,370	6,720
Contracted & General Services	2,116,904	2,191,700	2,537,935	2,789,850	1,772,318	2,548,636	(241,214)
Municipal Policing Contract	1,209,025	1,510,000	1,856,522	2,085,831	689,514	2,087,316	1,485
Repairs and Maintenance	954,009	1,110,000	936,357	1,388,000	902,775	1,164,000	(224,000)
Rentals and Leases	293,797	288,150	221,994	210,796	125,785	191,125	(19,672)
Insurance	254,038	277,418	290,674	310,577	319,829	350,478	39,900
Telecommunications	137,507	129,564	127,777	130,314	92,469	104,067	(26,247)
Community Events	46,604	76,500	581,758	89,000	58,383	78,000	(11,000)
Goods and Supplies	540,386	557,900	585,620	561,500	418,074	624,000	62,500
Fuel	130,173	119,500	218,132	180,750	117,722	182,000	1,250
Utilities (electricity, water, ww, natural gas)	1,091,434	1,096,400	1,272,005	1,166,000	697,543	1,214,100	48,100
Bank Charges & Short Term Interest	19,978	20,000	32,151	43,500	34,629	54,000	10,500
Interest on Long Term Debt	652,372	625,372	610,369	582,367	479,331	545,407	(36,960)
Commissions	4,709,027	5,132,486	6,180,962	5,448,282	4,731,195	5,870,764	422,482
Grants to Organizations	770,962	956,942	865,288	947,649	696,924	839,942	(107,707)
Other Expenses	115,992	2,000	33,059	103,000	33,573	17,000	(86,000)
Total Expenditures	21,288,351	22,937,011	24,724,281	25,007,963	17,385,237	24,441,327	(566,637)
Net of Revenue over Expenditures	(2,571,303)	(1,911,309)	(1,311,703)	(1,216,970)	(5,475,071)	(1,778,083)	(561,113)
Net Interfund Transfers							
Debt Repayment	1,056,004	1,056,905	1,056,905	968,246	968,246	812,230	(156,016)
Requisitions Collected	(4,764,457)	(4,919,359)	(4,918,170)	(4,868,928)	(4,856,465)	(5,323,273)	(454,345)
Requisitions Paid	4,764,457	4,919,359	4,918,170	4,868,928	3,739,691	5,323,273	454,345
To Capital	706,973	696,500	684,500	746,500	696,500	355,000	(391,500)
Transfers to Reserves	1,744,089	795,782	1,083,703	496,383	2,000	560,502	64,119
Transfers from Reserves	(1,074,815)	(637,879)	(1,030,602)	(1,064,158)	-	(73,569)	990,589
Transfer to other Function	1,265,167	1,337,362	1,265,134	1,369,941	66,450	1,361,081	(8,860)
Transfer from other function	(1,265,166)	(1,337,362)	(1,265,134)	(1,299,941)	-	(1,361,081)	(61,140)
Total interfund transfers	2,432,253	1,911,308	1,794,507	1,216,971	616,422	1,654,163	437,192
Net Deficit (Surplus)	(139,050)	(0)	482,804	1	(4,858,649)	(123,920)	(123,921)



2024 DRAFT BASE OPERATING BUDGET - Tax Supported

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	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD	2024 Budget	2024 vs. 2023
Revenue							
Net Property Taxes	(9,657,970)	(10,089,811)	(10,083,054)	(10,620,811)	(10,579,726)	(10,111,726)	509,085
Franchise Fees	(2,266,320)	(2,516,149)	(2,543,462)	(2,548,216)	(1,657,119)	(2,705,280)	(157,064)
Sales and User Fees	(978,526)	(1,183,260)	(1,876,027)	(1,500,860)	(886,033)	(1,484,950)	15,910
Investment Income	(351,756)	(210,000)	(338,718)	(310,000)	(348,409)	(411,000)	(101,000)
Licenses and Permits	(238,376)	(333,700)	(265,460)	(329,700)	(256,408)	(309,700)	20,000
Penalties and Fines	(182,523)	(197,000)	(271,074)	(202,000)	(173,699)	(238,500)	(36,500)
Conditional Grants	(1,886,209)	(1,572,498)	(1,573,918)	(1,681,746)	(1,324,405)	(1,763,794)	(82,048)
Other Revenue	(57,689)	(8,500)	(268,637)	(8,500)	(105,043)	(65,020)	(56,520)
Total Revenues	(15,619,369)	(16,110,918)	(17,220,350)	(17,201,833)	(15,330,842)	(17,089,970)	111,863
Expenditures							
Salaries, Wages and Benefits	7,054,769	7,460,490	7,087,292	7,462,808	5,026,585	7,170,947	(291,861)
Training, Conferences and Travel	114,748	241,185	186,250	252,195	124,048	287,360	35,165
Advertising and Public Relations	85,168	108,050	90,881	119,050	74,059	142,950	23,900
Memberships	35,356	46,425	39,943	41,900	38,506	48,320	6,420
Contracted & General Services	1,345,139	1,450,200	1,683,841	2,053,350	1,277,190	1,683,136	(370,214)
Municipal Policing Contract	1,209,025	1,510,000	1,856,522	2,085,831	689,514	2,087,316	1,485
Repairs and Maintenance	689,084	755,000	763,564	866,000	596,220	834,000	(32,000)
Rentals and Leases	251,581	231,650	186,105	208,796	124,620	189,371	(19,426)
Insurance	201,235	215,768	221,602	242,762	249,533	273,152	30,389
Telecommunications	105,372	101,965	101,021	102,715	71,594	81,010	(21,705)
Community Events	46,604	76,500	581,758	89,000	58,383	78,000	(11,000)
Goods and Supplies	520,094	542,900	544,812	546,500	410,440	589,000	42,500
Fuel	106,835	97,500	184,527	148,750	93,735	150,000	1,250
Utilities (electricity, water, ww, natural gas)	1,002,672	1,014,700	1,169,312	1,067,500	628,456	1,110,600	43,100
Bank Charges & Short Term Interest	19,978	20,000	32,151	43,500	34,629	54,000	10,500
Interest on Long Term Debt	438,883	415,003	407,740	388,526	322,684	366,306	(22,220)
Grants to Organizations	770,962	956,942	865,288	947,649	696,924	839,942	(107,707)
Other Expenses	114,194	-	32,173	101,000	33,073	16,000	(85,000)
Total Expenditures	14,111,698	15,244,279	16,034,780	16,767,833	10,550,194	16,001,409	(766,424)
Net of Revenue over Expenditures	(1,507,671)	(866,639)	(1,185,570)	(433,999)	(4,780,647)	(1,088,561)	(654,562)
Net Interfund Transfers							
Debt Repayment	661,771	687,162	687,162	625,568	625,569	524,631	(100,938)
Requisitions Collected	(4,764,457)	(4,919,359)	(4,918,170)	(4,868,928)	(4,856,465)	(5,323,273)	(454,345)
Requisitions Paid	4,764,457	4,919,359	4,918,170	4,868,928	3,739,691	5,323,273	454,345
To Capital	16,223	-	-	50,000	-	-	(50,000)
Transfers to Reserves	1,402,882	547,770	1,042,873	455,553	2,000	500,010	44,457
Transfers from Reserves	(712,256)	(368,293)	(489,978)	(767,121)	-	(60,000)	707,121
Transfer to other Function	1,256,860	1,298,312	1,234,265	1,330,891	27,400	1,322,031	(8,860)
Transfer from other function	(1,256,860)	(1,298,312)	(1,234,265)	(1,260,891)	-	(1,322,031)	(61,140)
Total interfund transfers	1,368,621	866,639	1,240,058	434,000	(461,806)	964,641	530,640
Net Deficit (Surplus)	(139,050)	0	54,488	1	(5,242,453)	(123,920)	(123,921)



2024 DRAFT BASE OPERATING BUDGET - Utilities

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	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD	2024 Budget	2024 vs. 2023
Revenue							
Consumption	(5,677,268)	(6,131,400)	(6,218,447)	(6,384,100)	(5,339,238)	(6,467,400)	(83,300)
Base Rate	(2,499,982)	(2,528,001)	(2,514,184)	(2,528,001)	(2,109,668)	(2,557,040)	(29,039)
Penalties	(15,835)	(20,000)	(18,609)	(20,000)	(16,388)	(20,000)	-
Other	(47,201)	(58,000)	(64,393)	(91,000)	(64,173)	(85,000)	6,000
Total Revenues	(8,240,285)	(8,737,401)	(8,815,633)	(9,023,101)	(7,529,467)	(9,129,440)	(106,339)
Expenditures							
Salaries, Wages and Benefits	946,529	961,678	958,665	1,072,843	938,149	894,865	(177,978)
Training, Conferences and Travel	570	15,500	6,860	15,500	8,533	18,000	2,500
Advertising and Public Relations	3,117	3,500	2,602	4,500	4,652	6,000	1,500
Memberships	5,887	6,250	1,186	1,750	639	2,050	300
Contracted & General Services	771,764	741,500	854,094	736,500	495,127	865,500	129,000
Repairs and Maintenance	264,925	355,000	172,793	522,000	306,555	330,000	(192,000)
Rentals and Leases	42,216	56,500	35,889	2,000	1,165	1,754	(246)
Insurance	52,803	61,650	69,072	67,815	70,296	77,326	9,511
Telecommunications	32,135	27,599	26,757	27,599	20,876	23,057	(4,542)
Goods and Supplies	20,293	15,000	40,808	15,000	7,635	35,000	20,000
Fuel	23,338	22,000	33,605	32,000	23,987	32,000	-
Utilities (electricity, water, ww, natural gas)	88,762	81,700	102,693	98,500	69,087	103,500	5,000
Interest on Long Term Debt	213,489	210,368	202,629	193,841	156,646	179,102	(14,740)
Purchases from Commissions	4,709,027	5,132,486	6,180,962	5,448,282	4,731,195	5,870,764	422,482
Other Expenses	1,799	2,000	886	2,000	500	1,000	(1,000)
Total Expenditures	7,176,653	7,692,732	8,689,501	8,240,130	6,835,043	8,439,918	199,787
Net of Revenue over Expenditures	(1,063,632)	(1,044,669)	(126,133)	(782,971)	(694,424)	(689,522)	93,448
Net Interfund Transfers							
Debt Repayment	394,234	369,743	369,743	342,678	342,678	287,599	(55,078)
To Capital	690,750	696,500	684,500	696,500	696,500	355,000	(341,500)
Transfers to Reserves	341,207	248,012	40,830	40,830	-	60,492	19,662
Transfers from Reserves	(362,559)	(269,586)	(540,624)	(297,037)	-	(13,569)	283,468
Transfer to other Function	8,306	39,050	30,869	39,050	39,050	39,050	-
Transfer from other function	(8,306)	(39,050)	(30,869)	(39,050)	-	(39,050)	-
Total interfund transfers	1,063,632	1,044,669	554,449	782,971	1,078,228	689,522	(93,448)
Net Surplus (Deficit)	0	(1)	428,316	(0)	383,804	0	0

	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD	2024 Budget	2024 vs. 2023
Finance	(15,456)	(13,500)	(14,760)	(13,500)	(10,130)	(13,500)	-
Police Services	(90,541)	(95,400)	(91,705)	(93,000)	(61,920)	(95,400)	(2,400)
Fire Services	(158,892)	(208,760)	(160,212)	(208,760)	(160,899)	(232,500)	(23,740)
Public Works	(8,000)	(8,000)	(8,000)	(8,000)	-	(8,000)	-
FCSS	-	-	-	-	(3,825)	(15,450)	(15,450)
Nu2U	(146,187)	(155,000)	(156,872)	(155,000)	(20)	-	155,000
Cemetery	(31,377)	(37,600)	(37,101)	(37,600)	(52,100)	(42,600)	(5,000)
Planning & Development	(65,468)	(7,000)	(8,540)	(8,000)	(7,850)	(10,000)	(2,000)
Seniors Transportation	(10,340)	(12,000)	(12,017)	(12,000)	(9,190)	(12,000)	-
Recreation Administration	(135)	-	-	-	-	-	-
Aquatic Centre	(172,030)	(270,500)	(361,491)	(320,500)	(176,984)	(356,000)	(35,500)
Sportsplex	(241,344)	(327,000)	(358,254)	(322,500)	(207,600)	(347,500)	(25,000)
Recreation - Sports Fields	(18,737)	(30,000)	(22,358)	(30,000)	(26,404)	(30,000)	-
Special Events	(8,520)	(7,000)	(569,882)	(10,500)	(750)	(10,500)	-
Campground	(11,500)	(11,500)	(11,673)	(11,500)	-	(11,500)	-
Mountain View Power	-	-	(63,162)	(270,000)	(168,361)	(300,000)	(30,000)
Total Sales and User Fees	(978,526)	(1,183,260)	(1,876,027)	(1,500,860)	(886,033)	(1,484,950)	15,910

	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD	2024 Budget	2024 vs. 2023
Federal							
Municipal Asset Management Program (MAM)	(50,000)	-	-	-	-	-	-
Canada Summer Jobs	(47,250)	-	-	-	(6,300)	-	-
Canadian Heritage	(5,000)	(5,000)	(5,000)	(3,000)	(5,000)	(5,000)	(2,000)
Total Federal Grants	(102,250)	(5,000)	(5,000)	(3,000)	(11,300)	(5,000)	(2,000)
Provincial							
Municipal Operating Support Transfer (MOST)	-	-	-	-	-	-	-
Municipal Cannabis Transition Program (MCTP)							
Senate Election Grant	(18,918)	-	-	-	-	-	-
Municipal Energy Manager - MCCAC	(45,234)	(27,000)	(22,833)	(26,670)	-	-	26,670
Municipal Finance Intern	-	-	-	-	-		
AB Community Policing Grant	-	-	-	-	(30,000)		
Municipal Police Assistance Grant (MPAG)	(273,472)	(273,472)	(273,472)	(273,472)	-	(273,472)	-
Police Officer Grant (POG)	(100,000)	(100,000)	(100,000)	(100,000)	-	(100,000)	-
Fire Training Grant	(13,997)	-	(8,125)	-	-	-	-
Emergency Management Grant	(5,000)	-	-	-	-	-	-
Family Community Support Services (FCSS)	(212,104)	(230,100)	(244,984)	(230,100)	(176,461)	(240,458)	(10,358)
Municipal Sustainability Initiative (MSI) Operat	(76,460)	(76,460)	(76,460)	(152,920)	(152,920)	(152,920)	-
Alberta Community Partnership (ACP)	(185,778)	-	(14,222)	-	-	-	-
Alberta Culture Days	-	-	(5,000)	-	(5,615)	(5,000)	(5,000)
Total Provincial Grants	(930,964)	(707,032)	(745,095)	(783,162)	(364,996)	(771,850)	11,312
Mountain View County							
Fire Protection/Bay Rental	(263,824)	(271,296)	(218,040)	(289,801)	(308,891)	(321,246)	(31,446)
FCSS	(48,365)	(48,365)	(48,365)	(48,365)	(48,365)	(51,210)	(2,845)
Aquatic Centre	(247,031)	(247,031)	(254,618)	(254,618)	(269,895)	(280,691)	(26,073)
Sportsplex	(247,031)	(247,031)	(254,618)	(254,618)	(269,895)	(280,691)	(26,073)
Library	(46,743)	(46,743)	(48,182)	(48,182)	(51,064)	(53,106)	(4,924)
Total Mountain View County	(852,995)	(860,466)	(823,823)	(895,584)	(948,109)	(986,944)	(91,360)
Total Operating Grants	(1,886,209)	(1,572,498)	(1,573,918)	(1,681,746)	(1,324,405)	(1,763,794)	(82,048)

	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD	2024 Budget	2024 vs. 2023
Council	357,199	372,830	333,253	337,413	197,051	333,171	(4,242)
Corporate Services	498,953	527,164	556,701	546,381	350,741	747,011	200,630
Office of the CAO	913,246	854,055	802,733	916,595	551,630	687,358	(229,237)
Police Services	228,342	275,983	224,387	50,376	44,829	61,346	10,970
Fire Services	738,485	686,267	723,274	835,321	564,226	674,403	(160,918)
Emergency Management	85,912	55,168	53,631	41,758	22,543	81,835	40,077
Municipal Enforcement	289,822	323,477	269,832	352,927	232,637	341,816	(11,111)
Public Works	610,264	641,742	627,175	709,553	542,220	721,960	12,407
F.C.S.S.	168,870	143,321	124,377	96,933	70,116	110,643	13,710
Nu2U	52,084	57,521	61,507	57,939	5,989	-	(57,939)
Cemetery	109,186	137,604	134,493	167,409	112,167	142,597	(24,812)
Planning & Development	342,665	325,794	298,724	468,458	296,867	447,660	(20,798)
Economic Development	207,973	249,393	149,773	191,352	90,944	138,179	(53,173)
Seniors Transportation	31,212	43,429	41,957	41,132	26,781	41,315	183
Recreation Administration	501,442	471,654	409,121	435,887	296,627	335,786	(100,101)
Aquatic Centre	520,790	710,880	705,339	625,130	466,295	676,142	51,012
Sportsplex	600,880	688,266	633,151	732,657	539,374	783,498	50,841
Parks	479,270	601,707	655,947	625,181	436,082	637,202	12,021
Special Events	88,020	90,133	74,165	80,772	56,733	64,100	(16,672)
Splash Park	10,294	19,150	7,697	23,912	14,724	30,159	6,247
Sports Fields	117,934	154,753	160,118	163,392	95,947	148,427	(14,965)
Museum	6,331	19,971	12,969	11,927	7,488	15,544	3,617
Library	6,501	9,364	7,360	5,403	4,577	5,795	392
Heritage Arts & Culture	89,094	55,864	19,611	-	-	-	-
Total Salaries/Benefits	7,054,769	7,515,490	7,087,292	7,517,808	5,026,585	7,225,947	(291,861)

	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD	2024 Budget	2024 vs. 2023
Council	29,661	44,985	28,572	50,620	18,792	58,040	7,420
Corporate Services	4,326	10,000	11,289	15,000	9,659	30,670	15,670
Health and Safety	9,856	7,100	6,972	11,000	3,493	9,000	(2,000)
Office of the CAO	8,553	32,125	21,384	32,125	19,013	38,050	5,925
Police Services	419	4,000	916	2,000	639	2,250	250
Fire Services	40,571	54,000	65,759	54,000	30,552	42,000	(12,000)
Disaster Services	512	8,500	340	8,500	809	8,500	-
Municipal Enforcement	3,131	13,350	12,159	14,350	6,218	14,350	-
Public Works	846	3,500	6,846	3,500	6,235	13,500	10,000
F.C.S.S.	252	6,325	4,028	6,000	1,232	6,500	500
Nu2U	170	1,000	183	1,000	12	-	(1,000)
Cemetery	150	1,150	-	1,150	701	1,950	800
Planning & Development	2,373	6,000	3,927	6,000	3,961	12,000	6,000
Economic Development	1,254	6,200	1,270	6,200	1,858	4,700	(1,500)
Seniors Transportation	-	-	-	-	-	-	-
Recreation Administration	2,053	14,200	8,877	14,200	2,484	12,800	(1,400)
Aquatic Centre	4,588	11,050	4,473	11,050	4,529	11,050	-
Sportsplex	1,309	10,000	4,464	10,000	6,196	10,500	500
Parks	4,289	5,500	4,477	5,500	7,665	11,500	6,000
Special Events	-	-	-	-	-	-	-
Splash Park	-	-	-	-	-	-	-
Sports Fields	-	-	-	-	-	-	-
Museum	-	-	-	-	-	-	-
Library	-	-	-	-	-	-	-
Heritage Arts & Culture	435	2,200	312	-	-	-	-
Total Training, Conferences and Travel	114,748	241,185	186,250	252,195	124,048	287,360	35,165



REPAIRS and MAINTENANCE

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	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD	2024 Budget	2024 vs. 2023
Buildings	209,169	300,000	324,684	340,000	237,751	313,500	(26,500)
Vehicles	70,131	76,500	121,560	80,500	87,775	84,500	4,000
Equipment	229,117	198,500	162,580	215,500	189,894	206,000	(9,500)
Land Improvements	-	-	-	-	-	10,000	10,000
Roads/Sidewalk	180,666	180,000	154,740	230,000	80,799	220,000	(10,000)
Total Repairs and Maintenance	689,084	755,000	763,564	866,000	596,220	834,000	(32,000)



UTILITIES (elec, NG, water, wastewater)

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	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD	2024 Budget	2024 vs. 2023
Finance	45,368	46,500	48,576	49,500	26,548	50,500	1,000
Police	28,662	29,000	30,603	32,250	15,878	32,250	-
Fire	35,728	37,000	45,946	44,500	25,446	45,500	1,000
Municipal Enforcement	3,282	4,000	3,197	4,250	1,784	4,250	-
Common Services	41,253	45,500	62,064	65,500	44,722	78,500	13,000
Street Lights	434,860	435,000	458,034	435,000	244,359	489,000	54,000
NU2U	12,610	11,500	16,951	16,000	4,516	-	(16,000)
Cemetery	497	500	593	500	98	600	100
Aquatic	132,317	150,000	181,036	150,000	98,756	130,000	(20,000)
Sportsplex	203,655	207,000	263,933	221,000	127,332	223,000	2,000
Parks	25,601	23,000	23,298	27,000	8,910	20,500	(6,500)
Splashpark	5,391	4,700	7,024	4,500	6,448	7,000	2,500
Sportsfields	25,054	12,500	18,049	8,000	18,107	19,000	11,000
Museum	5,876	6,000	6,733	6,000	4,028	7,000	1,000
Library	2,518	2,500	3,274	3,500	1,527	3,500	-
Total Utilities	1,002,672	1,014,700	1,169,312	1,067,500	628,456	1,110,600	43,100



PAYMENTS TO ORGANIZATIONS

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	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD	2024 Budget	2024 vs. 2023
Mountain View County (Annexation)	-	81,304	81,304	-	-	-	-
FCSS Direct/Indirect	149,047	179,000	195,531	226,000	165,822	136,000	(90,000)
NU2U Community Supports	8,000	15,216	9,996	9,183	122	-	(9,183)
Community (formerly Ol) Grants	3,628	25,000	30,106	-	-	-	-
MVP - Community Grants	-	-	-	155,000	97,245	125,000	(30,000)
Destination Olds Collective Fund	36,529	117,000	9,342	-	-	-	-
Olds Municipal Library Board	395,770	403,533	405,341	419,628	312,437	439,410	19,782
Parkland Regional Library	78,523	83,388	83,388	85,339	83,799	89,533	4,194
Police Advisory Committee	-	2,500	280	2,500	-	-	(2,500)
Citizens on Patrol	464	-	-	-	-	-	-
Business Re-Opening Grant Program	49,000	-	-	-	-	-	-
Historical Society	50,000	50,000	50,000	50,000	37,500	50,000	-
Total Payment to Organizations	770,962	956,942	865,288	947,649	696,924	839,942	(107,707)

	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD	2024 Budget	2024 vs. 2023
Principle Payments							
Police Services	104,511	110,390	110,390	116,599	116,599	-	(116,599)
Fire Services	84,007	86,829	86,829	89,746	89,746	92,761	3,015
Common Services	120,823	124,031	124,031	127,325	127,325	130,706	3,381
Public Works	123,938	127,475	127,475	131,114	131,114	134,858	3,744
Aquatic Centre	78,199	82,988	82,988	-	-	-	-
Sports Fields	122,562	126,527	126,527	130,620	130,620	134,845	4,225
Library	27,730	28,922	28,922	30,165	30,165	31,461	1,296
Total Debt Repayments	661,771	687,162	687,162	625,568	625,569	524,631	(100,938)
Interest Payments							
Police Services	18,389	12,768	12,496	6,559	6,271	-	(6,559)
Fire Services	84,694	82,692	81,844	79,776	56,172	76,761	(3,015)
Common Services	139,228	136,019	141,874	132,726	126,871	129,345	(3,381)
Public Works	85,605	77,316	70,787	73,677	62,827	69,933	(3,744)
Aquatic Centre	5,870	5,083	836	-	-	-	-
Sports Fields	91,958	89,125	87,957	85,032	60,272	80,807	(4,225)
Library	13,140	12,000	11,946	10,757	10,271	9,461	(1,296)
Total Interest Payments	438,883	415,003	407,740	388,526	322,684	366,306	(22,220)

	2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD	2024 Budget	2024 vs. 2023
to Reserves							
Amortization	422,000	422,270	422,000	422,270	-	443,010	20,740
Council printing/laptop purchases	-	3,500	2,000	3,500	-	2,000	(1,500)
Financial Software reserve payback	27,950	-	-	-	-	-	-
RCMP Retro to Reserves	170,000	-	-	-	-	-	-
Destination Olds Collective Fund (DOCF)	106,722	117,000	137,210	10,883	-	-	(10,883)
Olds Fashioned Christmas	-	-	3,018	-	2,000	-	-
NU2U Reserve Transfer	1,852	-	-	-	-	-	-
Election Reserve	-	5,000	5,000	5,000	-	5,000	-
Summer Games	28,201	-	-	-	-	-	-
Snow Removal	-	-	73,470				-
Pinty's Grand Slam	-	-	17,936				-
Municipal Reserve	-	-	166,628				-
Interest to reserve	643,359		160,199				-
Mountain View Power	-	-	55,412	13,900	-	50,000	36,100
ME Bike Sale to reserve	2,798	-	-	-	-	-	-
Total to Reserves	1,402,882	547,770	1,042,873	455,553	2,000	500,010	44,457
from Reserves							
Tax Stabalization Reserve	-	(162,793)	-	(12,540)			12,540
Election Reserve	-	-	-	-			-
Council Laptop funding	-	(10,500)	(6,000)	-			-
Snow Removal Reserve	-	-	(124,548)	-			-
OI Debenture	(452,647)	-	-	-			-
Destination Olds Collective Fund (DOCF)	(36,529)	(195,000)	(64,195)	(180,000)		(60,000)	120,000
Culture Reserve (ATCO)	-	-	-				-
Summer Games	-		(23,201)	-			-
NU2U	-	-	(1,202)	-			-
COVID Funds	(200,000)	-	-	-			-
LAPPAGE Olympic Donation	(5,000)	-	-	-			-
Fire Small Equipment	(18,080)	-	-	-			-
RCMP Retro	-	-	(200,000)	(200,000)			200,000
General Operating	-	-	(70,831)	(374,581)			374,581
Total from Reserves	(712,256)	(368,293)	(489,978)	(767,121)	-	(60,000)	707,121
NET Reserves Transfers from/to Operating	690,626	179,477	552,895	(311,568)	2,000	440,010	751,578



2024 DRAFT Operating Budget

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		2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD 17-Nov-23	2024 DRAFT	2024/2023 Diff
Tax Requirement Summary								
00	General Government Services	(11,068,923)	(11,689,137)	(11,563,593)	(12,503,253)	(14,237,870)	(12,380,455)	122,798
11	Council	416,330	457,365	408,204	427,283	314,818	443,961	16,678
12	Corporate Services	1,246,852	1,130,769	1,468,773	1,342,686	1,102,552	1,549,607	206,921
12-01	Office of the CAO	942,583	975,880	958,983	1,033,420	848,439	862,897	(170,523)
21	RCMP	1,384,713	1,531,269	1,613,062	1,606,870	1,168,867	1,760,000	153,130
23	Fire Services	1,153,023	859,708	1,282,846	1,017,680	705,119	755,838	(261,842)
24	Emergency Management	199,386	67,668	85,535	55,258	37,611	96,835	41,577
26	Municipal Enforcement	332,806	364,007	328,081	392,170	311,715	380,064	(12,106)
31	Common Services	416,359	425,501	467,108	448,149	324,307	467,539	19,390
32	Roads	3,167,492	1,812,838	3,571,018	2,068,606	1,829,117	1,898,160	(170,446)
37	Storm Water Sewer	114,339	-	114,938	-	50,838	-	-
41	Water	446,544	(0)	455,772	(0)	(49,128)	0	0
42	Wastewater	429,151	(0)	788,674	0	(429,718)	0	(0)
43	Solid Waste	18,490	0	18,490	(0)	(14,253)	0	0
51	F.C.S.S.	61,033	58,051	54,562	58,338	28,178	60,939	2,601
5203	Nu2U	-	0	-	-	19,455	-	-
56	Cemetery	117,210	113,404	137,527	143,209	90,239	122,117	(21,092)
61-00	Planning & Development	391,966	451,894	413,184	544,458	425,020	533,459	(10,999)
61-01	Economic Development	224,054	153,093	52,132	209,052	126,404	151,079	(57,973)
62	Sunshine Bus	44,718	49,329	54,654	49,332	32,039	50,230	898
72-02	Recreation Administration	654,389	675,004	588,373	628,844	924,079	544,872	(83,972)
72-04	Aquatic Centre	536,790	598,770	624,238	376,812	268,094	353,193	(23,619)
72-05	Sportsplex	747,000	538,175	744,558	633,478	412,945	744,331	110,853
72-06	Recreation - Parks	1,102,322	992,207	1,232,711	1,032,203	828,126	1,032,826	622
72-07	Recreation - Special Events	-	-	-	-	133,527	-	-
72-08	Recreation - Splash Park	80,551	43,350	86,446	42,912	36,383	49,659	6,747
72-09	Recreation - Sports Fields	690,732	399,554	717,899	401,193	341,973	409,628	8,435
72-10	Recreation - Campground	(344)	(8,700)	(517)	(8,700)	(12,503)	(8,700)	-
74-01	Museum	1,815	-	1,815	-	68,481	-	-
74-02	Evergreen Centre	7,304	-	7,581	(0)	3,414	-	0
74-03	Library	64,048	(0)	63,780	0	494,818	(0)	(0)
74-04	Heritage Arts & Culture	6,059	-	6,059	-	7,107	(2,000)	(2,000)
91-00	Mountain View Power	-	-	-	-	(84,220)	-	-
Operating (Surplus) Deficit		3,928,789	(0)	4,782,894	1	(3,894,029)	(123,920)	(123,921)

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2024 DRAFT Operating Budget

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		2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD 17-Nov-23	2024 DRAFT	2024/2023 Diff
Revenues								
00	General Government Services	(17,822,321)	(18,001,112)	(18,260,840)	(18,539,955)	(18,133,106)	(18,821,759)	(281,804)
11	Council	(23,918)	(10,500)	(6,000)	-	-	-	-
12	Corporate Services	(114,480)	(88,500)	(80,973)	(88,170)	(42,728)	(66,500)	21,670
12-01	Office of the CAO	-	-	-	-	(30,000)	-	-
21	Police Services	(492,507)	(518,872)	(771,941)	(787,303)	(104,349)	(503,872)	283,431
23	Fire Services	(485,708)	(506,256)	(439,248)	(524,761)	(609,387)	(607,946)	(83,186)
24	Disaster Services	(5,000)	-	-	-	-	-	-
26	Municipal Enforcement	(60,055)	(52,000)	(60,065)	(57,000)	(41,649)	(58,500)	(1,500)
31	Common Services	(1,827)	-	(13,172)	-	(1,400)	-	-
32	Roads	(443,880)	(445,000)	(594,614)	(445,000)	(2,886)	(499,000)	(54,000)
37	Storm Sewer	(8,306)	(39,050)	(30,869)	(39,050)	-	(39,050)	-
41	Water	(3,222,317)	(3,257,092)	(3,511,664)	(3,433,282)	(2,694,162)	(3,258,840)	174,442
42	Wastewater	(4,292,850)	(4,651,184)	(4,708,503)	(4,791,435)	(3,970,612)	(4,826,169)	(34,734)
43	Solid Waste	(1,087,676)	(1,098,711)	(1,136,089)	(1,095,421)	(864,692)	(1,058,000)	37,421
51	F.C.S.S.	(263,809)	(278,465)	(293,349)	(278,465)	(312,126)	(307,118)	(28,653)
5203	Nu2U	(146,187)	(155,000)	(158,074)	(155,000)	(20)	-	155,000
56	Cemeteries	(31,802)	(37,600)	(37,651)	(37,600)	(60,315)	(42,600)	(5,000)
61-00	Planning & Development	(289,339)	(208,000)	(147,281)	(209,000)	(169,700)	(192,500)	16,500
61-01	Economic Development	(76,509)	(301,000)	(167,793)	(162,000)	(105,628)	(162,000)	-
62	Seniors Transportation	(10,340)	(12,000)	(12,017)	(12,000)	(10,600)	(12,000)	-
72-02	Recreation Administration	(135)	-	(23,201)	(303,750)	-	-	303,750
72-04	Aquatic Centre	(444,212)	(542,681)	(641,396)	(600,268)	(489,327)	(661,841)	(61,573)
72-05	Sportsplex	(539,685)	(625,341)	(680,682)	(748,428)	(616,985)	(679,501)	68,927
72-06	Recreation - Parks	(235,628)	-	(21,828)	-	(6,300)	-	-
72-07	Recreation - Special Events	(129,443)	(148,383)	(686,704)	(164,022)	(8,750)	(137,350)	26,672
72-08	Recreation - Splash Park	(900)	-	-	-	-	-	-
72-09	Recreation - Sports Fields	(19,937)	(30,000)	(22,358)	(30,000)	(27,594)	(30,000)	-
72-10	Recreation - Campground	(11,500)	(11,500)	(11,673)	(11,500)	(12,503)	(11,500)	-
74-01	Museum	(65,291)	(84,421)	(73,348)	(76,377)	-	(79,872)	(3,495)
74-02	Evergreen Centre	(5,022)	(8,155)	(8,045)	(7,841)	-	(8,054)	(213)
74-03	Library	(537,010)	(554,132)	(554,783)	(569,833)	(51,064)	(595,361)	(25,528)
74-04	Heritage Arts & Culture	(96,496)	(77,964)	(32,564)	(20,500)	(5,615)	(7,000)	13,500
91-00	Mountain View Power	-	-	(63,162)	(270,000)	(212,989)	(311,000)	(41,000)
Total Revenues		(30,964,092)	(31,742,919)	(33,249,889)	(33,457,961)	(28,584,486)	(32,977,333)	480,628

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2024 DRAFT Operating Budget

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		2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD 17-Nov-23	2024 DRAFT	2024/2023 Diff
Expenditures								
00	General Government Services	6,753,398	6,311,975	6,697,247	6,036,702	3,895,236	6,441,304	404,602
11	Council	440,248	467,865	414,204	427,283	314,818	443,961	16,678
12	Corporate Services	1,361,332	1,219,269	1,549,746	1,430,856	1,145,280	1,616,107	185,251
12-01	Office of the CAO	942,583	975,880	958,983	1,033,420	878,439	862,897	(170,523)
21	Police Services	1,877,221	2,050,141	2,385,003	2,394,173	1,273,217	2,263,872	(130,301)
23	Fire Services	1,638,731	1,365,964	1,722,094	1,542,441	1,314,505	1,363,784	(178,657)
24	Disaster Services	204,386	67,668	85,535	55,258	37,611	96,835	41,577
26	Municipal Enforcement	392,861	416,007	388,147	449,170	353,364	438,564	(10,606)
31	Common Services	418,185	425,501	480,280	448,149	325,707	467,539	19,390
32	Roads	3,611,372	2,257,838	4,165,632	2,513,606	1,832,003	2,397,160	(116,446)
37	Storm Sewer	122,645	39,050	145,807	39,050	50,838	39,050	-
41	Water	3,668,861	3,257,092	3,967,436	3,433,282	2,645,033	3,258,840	(174,442)
42	Wastewater	4,722,001	4,651,184	5,497,178	4,791,435	3,540,894	4,826,169	34,734
43	Solid Waste	1,106,166	1,098,711	1,154,579	1,095,421	850,440	1,058,000	(37,421)
51	F.C.S.S.	324,842	336,516	347,911	336,803	340,304	368,057	31,254
5203	Nu2U	146,187	155,000	158,074	155,000	19,475	-	(155,000)
56	Cemeteries	149,012	151,004	175,178	180,809	150,554	164,717	(16,092)
61	Planning & Development	681,305	659,894	560,465	753,458	594,720	725,959	(27,499)
61-01	Economic Development	300,563	454,093	219,925	371,052	232,032	313,079	(57,973)
62	Seniors Transportation	55,058	61,329	66,671	61,332	42,639	62,230	898
72-02	Recreation Administration	654,524	675,004	611,574	932,594	924,079	544,872	(387,722)
72-04	Aquatic Centre	981,002	1,141,451	1,265,634	977,080	757,422	1,015,034	37,954
72-05	Sportsplex	1,286,685	1,163,516	1,425,240	1,381,906	1,029,930	1,423,832	41,926
72-06	Recreation - Parks	1,337,950	992,207	1,254,539	1,032,203	834,426	1,032,826	622
72-07	Recreation - Special Events	129,443	148,383	686,704	164,022	142,277	137,350	(26,672)
72-08	Recreation - Splash Park	81,451	43,350	86,446	42,912	36,383	49,659	6,747
72-09	Recreation - Sports Fields	710,668	429,554	740,257	431,193	369,567	439,628	8,435
72-10	Recreation - Campground	11,156	2,800	11,156	2,800	-	2,800	-
74-01	Museum	67,106	84,421	75,163	76,377	68,481	79,872	3,495
74-02	Evergreen Centre	12,326	8,155	15,626	7,841	3,414	8,054	213
74-03	Library	601,058	554,132	618,564	569,833	545,881	595,361	25,528
74-04	Heritage Arts & Culture	102,555	77,964	38,624	20,500	12,722	5,000	(15,500)
91-00	Mountain View Power	-	-	63,162	270,000	128,769	311,000	41,000
Total Expenditures		34,892,881	31,742,919	38,032,783	33,457,962	24,690,457	32,853,413	(604,549)

11/17/2023



2024 DRAFT Operating Budget

18

		2021 Actual	2022 Budget	2022 Actual	2023 Budget	2023 YTD 17-Nov-23	2024 DRAFT	2024/2023 Diff
Utility Fund - Revenue								
37	Storm Sewer	(8,306)	(39,050)	(30,869)	(39,050)	-	(39,050)	-
41	Water	(3,222,317)	(3,257,092)	(3,511,664)	(3,433,282)	(2,694,162)	(3,258,840)	174,442
42	Wastewater	(4,292,850)	(4,651,184)	(4,708,503)	(4,791,435)	(3,970,612)	(4,826,169)	(34,734)
43	Solid Waste	(1,087,676)	(1,098,711)	(1,136,089)	(1,095,421)	(864,692)	(1,058,000)	37,421
	Utility Fund Total Revenue	(8,611,150)	(9,046,037)	(9,387,126)	(9,359,188)	(7,529,467)	(9,182,059)	177,129
Utility Fund - Expenses								
37	Storm Sewer	122,645	39,050	145,807	39,050	6,071	39,050	-
41	Water	3,668,861	3,257,092	3,967,436	3,433,282	3,066,693	3,258,840	(174,442)
42	Wastewater	4,722,001	4,651,184	5,497,178	4,791,435	4,087,346	4,826,169	34,734
43	Solid Waste	1,106,166	1,098,711	1,154,579	1,095,421	789,261	1,058,000	(37,421)
	Utility Fund Total Expenditures	9,619,673	9,046,037	10,765,000	9,359,188	7,949,370	9,182,059	(177,129)



2024 PROPOSED PROJECTS

19

Project Name	Dept Code	Department Lead	2024 Budget	2025 Budget	2026 Budget	Recurring Y/N
Market Adjustment	0000	Brent Williams	163,382			N
Cost of Living Adjustment (COLA) 2%	0000	Brent Williams	130,112			N
Budgeting Software	1200	Sheena Linderman	18,375	15,225	16,000	Y
Municipal Intern	1200	Sheena Linderman	13,330	16,670	-	N
Municipal Enforcement Officer	2600	Justin Andrew	85,000	79,000	81,500	Y
Operations Centre Repairs and Maintenance	3100	Adrian Pedro	35,000	35,000	35,000	Y
Radio Replacement	3100	Adrian Pedro	8,000			N
Asphalt Repairs and Maintenance	3200	Adrian Pedro	160,000	160,000	160,000	Y
Contracted Street Sweeping	3200	Adrian Pedro	40,000			N
Pavement Assessment	3200	Adrian Pedro	60,000			N
Public Works Operator	3200	Adrian Pedro	77,000	78,875	80,800	Y
Catch Basin Repairs/Replacement	3700	Adrian Pedro	45,000			N
Utility Dig Repairs	4100/4200	Adrian Pedro	75,000			N
CET	6100	Brent Williams	137,000	139,500	145,500	Y
Engineering Guidelines Update	6100	James Crozier	-			N
Land Use Bylaw Rewrite	6100	James Crozier	-			N
Retail Gap Analysis	6101	Sandra Blythe	-			N
Sportsplex phase 2 (ACP)	7205	Brent Williams	-			N
Parks Small Tools	7206	Ken Krueger	10,000	10,000	10,000	Y
Parks Vehicle Leases (summer)	7206	Ken Krueger	20,000			N
Refinishing Splash Park Pad	7208	Ken Krueger	8,000			N
Total 2024 Projects			1,083,199	532,270	526,800	



2024 PROJECTS REMOVED

20

Project Name	Dept Code	Department Lead	2024 Budget	2025 Budget	2026 Budget	Recurring Y/N
Automated Vehicle Locate System	3100	Adrian Pedro	11,000	8,200	8,200	Y
Operations Centre Upgrades	3100	Adrian Pedro	45,000			N
Reservoir Cleaning	4100	Adrian Pedro	10,000			N
Total 2024 Projects			66,000	8,200	8,200	



2024 Operating Budget

Project Sheet

PROJECT TITLE	Market Adjustment
DEPARTMENT	General Government
PREPARER	Brent Williams
TYPE OF PROJECT	Cost Increase
RECURRING	Yes

Expenses	2024	2025	2026
Market Adjustment	163,382		
Total	163,382		

Net Project Cost	163,382		
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Project Description:

This project is based on the 2023 Compensation Review that was conducted by a 3rd party consultant. The recommendation was to adjust approximately 30% of employee salary grids and create two additional grids.

Rationale (why):

Town Council has traditionally strived to keep staff salary grids at the 50th percentile of comparator municipalities. The 2023 compensation review found that the town was below this threshold in several of its salary grids. To reach this threshold across the organization, it will cost \$163,382.

Benefits of proceeding with Project:

Providing staff with rationale to how the Town determines equitable compensation is valuable from a satisfaction and retention standpoint.

22

Potential Constraints:

N/A

Timelines for Implementation/Completion:

January 1, 2024

Personnel Requirement:

N/A



2024 Operating Budget

Project Sheet

PROJECT TITLE	Cost of Living Adjustment (COLA)
DEPARTMENT	General Government
PREPARER	Brent Williams
TYPE OF PROJECT	Cost Increase
RECURRING	Yes

Expenses	2024	2025	2026
COLA – 2%	130,112		
Total			

Net Project Cost	130,112		
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Project Description:

The Town of Olds has in the past used CPI for Alberta October to September – year over year average as the COLA given to employees January 1 of each year. For 2024 this would be 4.25%. Administration is recommending to Council a COLA adjustment of 2% in 2024.

COLA %	Taxes	Utilities	Total
2%	116,087	14,025	130,112
3%	174,402	21,026	195,428
4%	232,454	28,110	260,564
4.25%	247,029	29,790	276,819

Rationale (why):

COLA increases have not kept pace with inflation in recent years. And while it should not be expected for COLA to match CPI during hyperinflationary times, adjustments do demonstrate the Town's commitment to its staff and to minimizing the risks of high employee turnover.

Year	CPI Actual	COLA Given	Variance
2018	1.18%	1.18%	0.00
2019	2.41%	2.41%	0.00
2020	1.78%	1.00%	0.78%
2021	1.34%	0.00%	1.34%
2022	2.33%	2.33%	0.00%
2023	5.98%	4.00%	1.98%
2024	4.25%	TBD	TBD

Benefits of proceeding with Project:

COLA adjustments allow us to keep pace with Council's goal of paying staff at the 50th percentile of comparator municipalities.

Potential Constraints:

Existing budget pressures make this is a significant financial decision.

Timelines for Implementation/Completion:

January 1, 2024

Personnel Requirement:

N/A



2024 Operating Budget Project Sheet

PROJECT TITLE	Budgeting Software
DEPARTMENT	Finance
PREPARER	Sheena Linderman
TYPE OF PROJECT	Service Level Increase
RECURRING	Yes

Expenses	2024	2025	2026
Software Implementation	7,500	0	0
Annual Fees (25% discount yr. 1)	10,875	15,225	16,000
Total	18,375	15,225	16,000

Net Project Cost	18,375	15,225	16,000
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Project Description:

Implementation of a full circle, end-to-end budgeting solution. Including the Operating budget, Personnel Planning & budgeting, performance measures, allocations, and the statistical ledger modules.

Rationale (why):

Currently the budget process is a very manual process leaving many opportunities for error and requiring hours of data entry and data overview. By implementing a budgeting software, we would eliminate most risk in terms of human error.

Benefits of proceeding with Project:

Questica is a cloud-based solution – allowing users to access from wherever they are. All Managers and Directors would have 24/7 access to the system which is also directly linked into our financial software for real-time budget vs. actual updates. Within the modules are tools to calculate, analyze, forecast, report on, and develop what-if scenarios.

Hierarchical structures can be configured to provide reports in many different formats. Currently all reporting to Council is done in excel, requiring manual data entry and formulas to produce meaningful reports. The staff time saved with this software will more than pay for the annual licensing and more meaningful reports will be produced.

Potential Constraints:

N/A

Timelines for Implementation/Completion:

January/February implementation – this will allow all 2024 reporting to be produced within the system.

Personnel Requirement:

Implementation would consist of Director of Corporate Services with some reliance on the Manager of Finance. Training would be provided for all end users (Managers, Directors and Admin staff).



2024 Operating Budget

Project Sheet

PROJECT TITLE	Municipal Intern
DEPARTMENT	Corporate Services
PREPARER	Sheena Linderman
TYPE OF PROJECT	Cost Increase
RECURRING	No

Expenses	2024	2025	2026
Salary & Benefits	35,500	44,000	
Professional Development	4,500	6,000	
Total	40,000	50,000	

Revenue	2024	2025	2026
ACP Grant	(26,670)	(33,330)	
Total	(26,670)	(33,330)	

Net Project Cost	13,330	16,670	
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Project Description:

One of the streams of the Alberta Community Partnership grant is the Municipal Internship grant which covers \$60,000 of salary, benefits and professional development costs of an intern. The Alberta Municipal Internship Program is Canada's largest and longest running program to train new and recent post-secondary graduates in municipal government. Internships are for an 18-month term. Interns typically start in April or May of each year.

Rationale (why):

28

The intern will have scheduled rotations through our departments to understand how each of them operate. They will learn and understand the day-to-day process of each functional area of the organization, provide reporting and support for various departments, and assist in development and update of asset management system. The intern will attend strategic planning and budgeting workshops, conduct research for strategic projects and prepare reports as needed. They will review and assist with policies, bylaws and other legislation as needed and conduct duties as outlined in work plan provided by Alberta Municipal Affairs, within a variety of departments.

Benefits of proceeding with Project:

An intern is an efficient way to build capacity in the organization. The work plan for the intern will include assisting with and understanding the organization's financial services, financial reporting, budgeting and financial planning, capital assets and asset management, land-use planning, human resources, municipal governance and strategic priorities. This in turn, will allow our practices and procedures to be looked at with a fresh set of eyes and a new perspective. This is an opportunity for us to learn from the intern as much as they will learn from us.

Potential Constraints:

The ICP grant is the main source of funding for this project. If we are denied, we will not have the budgeted capacity to continue planning for this position. We are also limited by the type and quality of applications that we receive for this advertised position. There is a possibility that no suitable candidate will come forward.

Timelines for Implementation/Completion:

If the grant is approved, we will hire in May 2024 and complete the internship in October 2025.

Personnel Requirement:

The primary supervisor will be the Director of Corporate Services, with the Chief Administrative Officer as the alternate.



2024 Operating Budget

Project Sheet

PROJECT TITLE	Community Peace Officer
DEPARTMENT	Municipal Enforcement
PREPARER	Justin Andrew
TYPE OF PROJECT	New Position
RECURRING	Yes

Expenses	2024	2025	2026
Salary/Benefits CPO 1	100,000	102,500	105,000
Uniform/Vest	3,000		
Computer/Cell phone	3,000	1,500	1,500
Training (if applicable)	9,000	5,000	5,000
Summer Student (remove)	(15,000)	(15,000)	(15,000)
Total	100,000	94,000	96,500

Revenue	2024	2025	2026
Bylaw fines	(15,000)	(15,000)	(15,000)
Total	(15,000)	(15,000)	(15,000)

Net Project Cost	85,000	79,000	81,500
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Project Description:

Olds has 2 FTE Peace officers, both officers are operating within their appointments from the Solicitor General providing enforcement services to the Town of Olds. One officer is focused on patrol, complaint management and enforcement activities while the Senior CPO augments the previous but focuses on the complaint

resolution, legal action, legislative compliance, program compliance and quality assurance. These areas have failed to be recognized in previous operation and creates operational liabilities for an enforcement program to exist, and currently the organization and structure is seeing the benefits of enhanced prosecution and compliance through legal process.

With our current effective ability, we are only able to respond to Bylaw related matters and some traffic/provincial legislative procedures. With the calls from Yellowhead dispatch, the report-a-problem website, phone calls to Bylaw, issues transferred over from the RCMP and other related matters that are forwarded from the town office we are finding it increasingly difficult in responding effectively to these requests and respond in a timely matter to the stated time frames set out by the town. We have no capacity to provide proactive community policing with any type of regular patrol type activity or community problem identification as our staff are constantly responding to reactive complaints and issues. The Senior CPO position in recent months has worked effectively to bring about administrative excellence in pursuing legal action on long standing issues that fall outside of typical enforcement activity, as well as bringing about organized training and administrative procedures for reliable success and repeatability. The senior CPO will take up patrol related activity when appointed, but the need for direct supervision, legal follow up and operational oversight takes up a significant amount of time.

The addition of another full time Peace Officer will help to alleviate the pressure currently placed on the staff to respond to the day-to-day calls. It will also allow us to start to address the increasing community concern of traffic enforcement. This is an area which we have not had the ability to focus on due to a lack of available time and staffing levels. Providing appropriate service in a safe and effective manner beyond weekday working hours is not sustainable or possible with a staffing content of two. Officer safety and supervision is the primary issue that must be considered, as well as evolving issues that we have not previously encountered such as drugs, civil disobedience, homelessness, and decreasing tolerance of citizens for bylaw concerns such as unsightly premises and or animal complaints.

Benefits of proceeding with Project:

The benefits of an additional member of protective services are many fold, on its most basic level additional staff will greatly help the mental and physical wellbeing of the current members by alleviating the workload, increasing the ability to allocate resources effectively and allowing time for staff to 'breathe'. At the moment current staff members are working almost flat out.

Another area which will benefit from the addition of a full-time employee would be the ability to incorporate 'proactive' policing instead of the current 'reactive' policing that we are only able to manage at this point. Proactive policing is a valuable tool to any municipal enforcement approach as it allows an agency to 'get ahead' of crime trends and prevent or reduce problems before they happen. Citizens constantly comment that they want visible policing in the community, but with the current reactive model there is little to no time available to be out in the community looking for issues as opposed to reacting to them.

Additional staffing also allows us to explore the feasibility of split shifting or staggered start times. A prime example of this is the recent back to school initiative where it required officers to work overtime to monitor the school zones at the appropriate times, extra staff would allow us to potentially start one officer earlier in the day and the other officer slightly later thus giving us adequate cover of the school and playground zone times. During the 'back to school' weeks we have struggled to adequately cover 4 schools even when working collaboratively with the RCMP. Added community events, increasing complex community situations requiring dedicated resource time and trends showing a decreased desire to comply with municipal bylaws and

compliance is creating pressures that are not sustainable in the current operation. The change from school zones to playground zones and the additional playground zone and decrease in speed limit for Uptowne³¹ Olds has further increased demands on high visibility policing requests from the public.

Potential Constraints:

Depending on the qualifications of the new hire cost/time could be impacted. If a full level 1 Peace Officer is hired there would be no need for substantial additional training and the only impact would be on uniform and equipment (though the hiring wage level of this person would be higher than someone less qualified)

If we hire a person at a bylaw level or with no qualifications with a view to training them up to full level1 status, then on top of the uniform and equipment costs would be an initial \$9,000 which would mean we lose that person for the entire 12 weeks of the training course. We could effectively hire them on a slightly lower wage but realistically their wage then will have to increase comparable to their training level.

Courses start in March and August through Lac La Biche County (solicitor General recognised course)

A potential contractual constraint could be the requirement to stay with the town of Olds for a period of time if the town is willing to invest in that person training with a caveat that if they leave within the time period, they would be responsible for reimbursement of training costs incurred.

Timelines for Implementation/Completion:

Desire would be to secure funding and hire the position immediately. If the option to hire someone and train them to the CPO level 1 then it is dependant on access and completion of the training course. This position could be appointed immediately as a Bylaw officer and would have effect as such.

Personnel Requirement:

The addition of staff would create some work to begin for the senior CPO but would provide an immediate relief to the entire department with additional resource.



2024 Operating Budget

Project Sheet

PROJECT TITLE	Operations Centre - Maintenance
DEPARTMENT	Common Services
PREPARER	Adrian Pedro
TYPE OF PROJECT	Cost Increase
RECURRING	Yes

Expenses	2024	2025	2026
Building Repairs and Maintenance	35,000	35,000	35,000
Total	35,000	35,000	35,000

Net Project Cost	35,000	35,000	35,000
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Project Description:

Increase to existing line item as routine maintenance costs alone are more than existing base budget.

Rationale (why):

The annual inspections that are required to be completed at the Ops Centre total \$15,000. Additional funding is required for continued general maintenance of the facility to ensure a continued safe working environment and maximum life cycle costs of the building.

Benefits of proceeding with Project:

33

The current budget is not sufficient, resulting in the budget being exceeded each year. The updated budget provides a more realistic cost of annual maintenance requirements.

Potential Constraints:

Increasing costs, supply chain issues.

Timelines for Implementation/Completion:

This is an ongoing item, with inspections and maintenance completed throughout the year.

Personnel Requirement:

This utilizes contractors to complete the required inspections and a combination of facility staff and contractors to complete maintenance work.



2024 Operating Budget

Project Sheet

PROJECT TITLE	Radio replacement
DEPARTMENT	Roads
PREPARER	Adrian Pedro
TYPE OF PROJECT	Cost Increase
RECURRING	No

Expenses	2024	2025	2026
Radios	8,000		
Total	8,000		

Net Project Cost	8,000		
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Project Description:

This budget contemplates the purchase of 12 noise cancelling earmuff style radios, which provide greater functionality, particularly when operators are using the vac truck.

Rationale (why):

The Town's current set of radios are past their service life at over 20 years old. They are now unable to hold a sufficient battery charge and are malfunctioning to the point that truck drivers need to swap out radios throughout the day to keep in touch with other operators.

Benefits of proceeding with Project:

35

Continued ability to complete snow removal efficiently. Increased safety of operators.

Potential Constraints:

N/A

Timelines for Implementation/Completion:

Radios will be purchased prior to winter 2024

Personnel Requirement:

N/A



2024 Operating Budget

Project Sheet

PROJECT TITLE	Asphalt Repairs and Maintenance
DEPARTMENT	Roads
PREPARER	Adrian Pedro
TYPE OF PROJECT	Cost Increase
RECURRING	Yes

Expenses	2024	2025	2026
Repairs and Maintenance – Roads	160,000	160,000	160,000
Total	160,000	160,000	160,000

Net Project Cost	160,000	160,000	160,000
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Project Description:

As recommend at Service Level Review, this amount includes a \$50,000 budget increase in contracted services for 2024, and \$110,000 for preventative maintenance program, which includes spray patching and micro surfacing.

Rationale (why):

Preventative maintenance of roadways is critical to maximize the assets lifespan. Spray patching and micro surfacing are proven methods to improve life span and lower life cycle costs of roadways. An increase in contractor costs will allow for more patchwork to be completed.

Benefits of proceeding with Project:

37

Improved life span, lower lifecycle costs, potential reduction of infiltration.

Potential Constraints:

Increased costs and contractor availability.

Timelines for Implementation/Completion:

Spring through fall annually.

Personnel Requirement:

This would be a contracted service, managed by the Manager of Planning and Infrastructure.



2024 Operating Budget Project Sheet

PROJECT TITLE	Contracted Street Sweeping
DEPARTMENT	Roads
PREPARER	Adrian Pedro
TYPE OF PROJECT	Pilot Project
RECURRING	No

Expenses	2024	2025	2026
Contracted Service	40,000		
Total			

Net Project Cost	40,000		
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Project Description:

Administration is recommending that we trial a contracted model for street sweeping in 2024.

Rationale (why):

Our current street sweeper is unreliable and has incurred a large amount of repair and maintenance costs. With the Town not having any internal maintenance or repair expertise the machine has to be sent to Calgary every time it needs repairs.

Street sweeping the entire Town takes approximately 14 working days for one Town employee. There is both a financial cost and an opportunity cost of having one of our five public works staff members tied up for 2 weeks

during our busy season. Contracting this service will take some pressure off our PW staff and potentially delay the need to add an additional resource. 39

Benefits of proceeding with Project:

- Reduced PW staff time on street sweeping
- Clear timelines for start and completion.
- Fewer delays due to machine issues
- No future purchase or large-scale repair costs

Potential Constraints:

By contracting out this service as opposed to having our own machine we would see an increase to our annual operating budget as well as not having our own machine at our disposal we would be less flexible for smaller/one-time jobs.

Timelines for Implementation/Completion:

Spring 2024.

Personnel Requirement:

The contract would be managed by the Manager of Operations.



2024 Operating Budget Project Sheet

PROJECT TITLE	Pavement assessment
DEPARTMENT	Roads
PREPARER	James Crozier
TYPE OF PROJECT	Study
RECURRING	No

Expenses	2024	2025	2026
Contracted Services	60,000		
Total	60,000		

Net Project Cost	60,000		
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Project Description:

As recommended at Service Level Review, this project is to complete a third-party pavement assessment that would identify short- and long-term infrastructure maintenance and replacement. This is a critical step in working towards a comprehensive long term capital replacement and maintenance plan for roadways within Olds.

Rationale (why):

This plan will be used to evaluate the condition of roads in the Town of Olds and used to build maintenance and capital replacement plans driven by clear metrics.

Benefits of proceeding with Project:

41

The benefit of this plan is that it will provide data on all roadways that can be used to develop long-range plans.

Potential Constraints:

N/A

Timelines for Implementation/Completion:

The assessment will be completed by the end of 2024

Personnel Requirement:

External consultant, project would be managed by the Manager of Planning and Infrastructure.



2024 Operating Budget

Project Sheet

PROJECT TITLE	Public Works Operator
DEPARTMENT	Public Works
PREPARER	Adrian Pedro
TYPE OF PROJECT	New Position
RECURRING	Yes

Expenses	2024	2025	2026
Operator 1 – Public Works	75,000	76,875	78,800
Training/Conferences/Travel	2,000	2,000	2,000
Total	77,000	78,875	80,800

Net Project Cost	77,000	78,875	80,800
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Project Description:

The public works department maintains all of the roads within the Town of Olds. General duties of a public works operator include roadway and pathway maintenance (including snow clearing, street sweeping, sign maintenance, sidewalk maintenance and pothole repairs) and some duties within solid waste and cemetery.

Rationale (why):

The Town of Olds public works department maintains over 110 km of roads and over 88 km of sidewalks. The level of service provided has increased, however, there has not been a corresponding increase to staffing within this department.

Moreover, the Town's infrastructure is aging and deteriorating rapidly, which increases the demand on the public works department. This can be observed in the increase in the number of submissions made between 2022-2023 through the RAP platform for the public works department which totaled 98 and 222, respectively. 43

An increase in staffing is critical in increasing departmental efficiency as the Town continues to evaluate its service levels and cope with the increased demands faced by the department.

Benefits of proceeding with Project:

Adding employees to this department area will result in tangible benefits to all residents of the Town of Olds through increased efficiency and capacity. This will also enhance the public works department's ability to contribute to the Town's implementation of a more robust asset management program.

Potential Constraints:

Financial

Timelines for Implementation/Completion:

First quarter 2024

Personnel Requirement:

1 FTE



2024 Operating Budget

Project Sheet

PROJECT TITLE	Catch Basin – Priority 1 Repairs/Replacement
DEPARTMENT	Storm Water
PREPARER	Adrian Pedro
TYPE OF PROJECT	Cost Increase
RECURRING	No

Expenses	2024	2025	2026
Repairs and Maintenance	45,000		
Total	45,000		

Net Project Cost	45,000		
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Project Description:

The Town has an estimated 567 catch basins as recent flooding events have increased our need to improve infrastructure the utilities department is proposing a one-time increase of \$45,000 to catch up on Priority 1 catch basin repairs and replacements.

The Town performs an annual assessment of catch basins in spring/summer to determine which catch basins require repairs/replacement. The Town currently has 10 - Priority 1 repairs outstanding.

Rationale (why):

The Town has built up a deficit of catch basins needing repairs. This increase will allow for the Town to complete outstanding repairs and be in a better position to keep up with repairs moving forward.

Benefits of proceeding with Project:

45

Ensuring proper storm drainage. Maintaining infrastructure. Increased safety of residents as damaged catch basins can pose a safety risk.

Potential Constraints:

Contractor availability and weather constraints

Timelines for Implementation/Completion:

Completion by September 2024

Personnel Requirement:

Contracted service, project managed by Manager of Planning and Infrastructure



2024 Operating Budget

Project Sheet

PROJECT TITLE	Utility Dig Repairs
DEPARTMENT	Water
PREPARER	Adrian Pedro
TYPE OF PROJECT	Cost Increase
RECURRING	No

Expenses	2024	2025	2026
Contracted Services	75,000		
Total	75,000		

Net Project Cost	75,000		
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Project Description:

The Town has 10 Priority 1 Utility Dig locations that have not been repaired. This can create issues for our Public Works staff maintaining road infrastructure. A few of the utility dig repairs are four years old, well past their temporary repair life. This initiative will cover off a one-time increase to catch up on outdated utility dig repairs. Typical scope of work for a utility repair includes gravel prep, paving, curb and sidewalk repair and landscaping.

Rationale (why):

Potential reduction of infiltration results, improvement of road infrastructure and reduction of insurance claims.

Benefits of proceeding with Project:

Utility Dig repairs are required to prevent infiltration, reduces maintenance for Public Works staff, and public safety concerns with the flow of traffic and potential insurance claims. Some of these utility dig repairs⁴⁷ require sidewalk and landscaping repairs.

Potential Constraints:

Financial and contractor availability.

Timelines for Implementation/Completion:

Construction season 2024.

Personnel Requirement:

Contracted service, project managed by Manager of Operations.



2024 Operating Budget

Project Sheet

PROJECT TITLE	Engineering Technologist (CET)
DEPARTMENT	Planning
PREPARER	Brent Williams
TYPE OF PROJECT	New Position
RECURRING	Yes

Expenses	2024	2025	2026
Salaries/Benefits	130,000	136,000	142,000
Computer/Cellphone	5,000	1,500	1,500
Memberships/Training	2,000	2,000	2,000
Total	137,000	139,500	145,500

Net Project Cost	137,000	139,500	145,500
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Project Description:

To hire a Certified Engineering Technologist to support our infrastructure and planning function. This position will work with the current Manager of Infrastructure and Planning to learn the core functions of our I&P department, get current on capital projects, and support our ongoing capital planning initiatives. This position will also be our lead on GIS and Asset Management.

Rationale (why):

Due to an upcoming leave, this position will maintain our Infrastructure department with one certified CET to manage capital projects and infrastructure planning. The need for a CET is fundamental to our operations.

Benefits of proceeding with Project:

49

Our current and future capital projects will continue as planned.

Potential Constraints:

CET is an in-demand profession and recruitment may be the largest constraint.

Timelines for Implementation/Completion:

First quarter 2024

Personnel Requirement:

1 FTE



2024 Operating Budget

Project Sheet

PROJECT TITLE	Engineering Guidelines Update
DEPARTMENT	Planning
PREPARER	James Crozier
TYPE OF PROJECT	Cost Increase
RECURRING	No

Expenses	2024	2025	2026
Contracted Services	25,000		
Total	25,000		

Revenue	2024	2025	2026
Grant Funding	(25,000)		
Total	(25,000)		

Net Project Cost	\$0		
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Project Description:

The Town of Olds uses a revised version of the City of Red Deer Guidelines. The Town's current specifications are based off 2018 specifications, which have since been updated in 2023. Further, there are several items specific to the town that require updates and revisions to ensure the Town is continuing to use best practices for newly built infrastructure.

Rationale (why):

51

As best practices and technology continue to advance, it is important that the Towns Engineering Guidelines are updated to keep up with these changes.

Benefits of proceeding with Project:

The benefit of this project is that it will help ensure all new development in the town is built to a high standard following current best practices and engineering design standards.

Potential Constraints:

Available grant funding

Timelines for Implementation/Completion:

This project will be completed by the end of 2024

Personnel Requirement:

This project will require input from internal staff as well as a review from an external engineering consultant.



2024 Operating Budget

Project Sheet

PROJECT TITLE	Land Use Bylaw (LUB) Rewrite
DEPARTMENT	Planning
PREPARER	James Crozier
TYPE OF PROJECT	Cost Increase
RECURRING	No

Expenses	2024	2025	2026
Contracted Service	35,000	150,000	
Total	35,000	150,000	

Revenue	2024	2025	2026
Grant Funding	(35,000)	TBD	
Total	(35,000)		

Net Project Cost	\$0	TBD	
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Project Description:

The Town of Olds current Land Use Bylaw was originally adopted in 2001. Although amendments have occurred since, key areas of the bylaw need to be updated to address the continued growth of the Town, address current best practices, remove inconsistencies, and ensure a modernized Land Use Bylaw for the next several years. Prior to rewriting the LUB, a review and update of the Municipal Development Plan (MDP) needs to occur to ensure consistency between all planning statutory plans, with the MDP being the overarching document.

Rationale (why):

53

The current land use bylaw is over 20 years old and from a time when the Town was much smaller. Major updates are needed to ensure that it meets the current goals of the Town, and is suited to handle the continued growth over the next number of years.

Benefits of proceeding with Project:

This update will ensure that the LUB supports the vision of future growth in the town.

Potential Constraints:

- Financial (available grant funding)
- Stakeholder consultation which may delay implementation

Timelines for Implementation/Completion:

The project will begin in 2024 with a completion date of 2025.

Personnel Requirement:

Contracted service, the project will be managed by the Manager of Planning and Infrastructure.



2024 Operating Budget Project Sheet

PROJECT TITLE	Retail Gap Analysis
DEPARTMENT	Economic Development
PREPARER	Brent Williams
TYPE OF PROJECT	Study
RECURRING	No

Expenses	2024	2025	2026
RGA Report	25,000		
Total	25,000		

Revenue	2024	2025	2026
DOCF Reserve	25,000		
Total	25,000		

Net Project Cost	\$0		
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Project Description:

A retail gap analysis, also referred to as a leakage analysis, helps identify strengths and opportunities in the retail market of a certain area. It generally includes an inventory of existing retail offerings, an estimation of the commerce area (i.e., demand), and recommendations on which types of businesses the Town could encourage

or focus on to set-up here. The budget for this project is from the lower than anticipated cost for the Sportsplex feasibility study, which was funded from the former Destination Olds Collective Fund reserve.

55

Rationale (why):

Larger towns and cities generally have the private sector conduct these studies. However, towns like Olds do not have a large amount of commercial interest. This study seeks to accomplish an initial step on behalf of the private sector.

Benefits of proceeding with Project:

- Investment Targets – improved understanding of retail industry improves commercial development attraction efforts.
- Reduced Costs and Efficiencies:
 - o Study will require surveying retail industry and if incorporated into phase 1 of economic strategy - Business Retention Expansion and Workforce Development (BREWD) survey, the cost will be reduced.
 - o Study costs are initially greater for setting up the initial framework however, when the study needs to be updated (3 years) the cost is substantially less as the numbers only need to be updated.

Potential Constraints:

No significant constraints exist with this project.

Timelines for Implementation/Completion:

This will be completed within Q3 of 2024.

Personnel Requirement:

The project will be led by a consultant and managed internally by the EDO.



2024 Operating Budget

Project Sheet

PROJECT TITLE	Olds Sportsplex: Phase 2
DEPARTMENT	Sportsplex
PREPARER	Brent Williams
TYPE OF PROJECT	Study
RECURRING	No

Expenses	2024	2025	2026
Community Engagement and conceptual design	200,000		
Total	200,000		

Revenue	2024	2025	2026
ACP Grant	200,000		
Total	200,000		

Net Project Cost	\$0		
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Project Description:

Following the completion of the condition and feasibility assessment in early 2023, this is phase 2 of the Sportsplex project. This project will take the results of the phase 1 study and will accomplish 2 things:

1. Engage with Stakeholders on the potential location, size, inputs of a new arena.
2. Provide a conceptual design, footprint, and cost, based on a 10 year timeframe.

Rationale (why):

The Olds Sportsplex is an old structure that will require significant investment or replacement in the near to mid future. Proactivity is essential.

Benefits of proceeding with Project:

Moving this project forward, albeit incrementally, will pay dividends when the Sportsplex issue becomes a more significant political and community issue.

Potential Constraints:

The largest constraint is bringing together partners at such an early stage and achieving some level of tentative commitment to work toward this goal.

Timelines for Implementation/Completion:

Assuming grant approval, this project will be completed in Q1 of 2025. If the grant is not approved, this phase will not proceed in 2024.

Personnel Requirement

This will be consultant led and managed internally by the CAO and Director of Community Services



2024 Operating Budget

Project Sheet

PROJECT TITLE	Small Tools Replacement Program
DEPARTMENT	Parks
PREPARER	Ken Krueger
TYPE OF PROJECT	Cost Increase
RECURRING	Yes

Expenses	2024	2025	2026
Small tools	10,000	10,000	10,000
Total	10,000	10,000	10,000

Net Project Cost	10,000	10,000	10,000
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Project Description:

Small Tools/ Small Equipment Budget is currently \$2,000. Increasing this line item would allow for the proper replacement of small equipment (whippers, chainsaws, pruning equipment, backpack blowers, pumps) within the parks department.

Rationale (why):

Lack of proper tools and replacement program is needing to be adjusted.

Benefits of proceeding with Project:

59

The need for proper tool inventory and regular replacement program will cut down on equipment down time and repairs.

Potential Constraints:

Budget

Timelines for Implementation/Completion:

Purchase equipment in spring.

Personnel Requirement:

Manager/Supervisor.



2024 Operating Budget

Project Sheet

PROJECT TITLE	Summer Vehicle Leasing
DEPARTMENT	Parks
PREPARER	Ken Krueger
TYPE OF PROJECT	Cost Increase
RECURRING	Yes

Expenses	2024	2025	2026
Rentals and Leases	20,000		
Total	20,000		

Net Project Cost	20,000		
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Project Description:

Summer Leasing/Rental of 3 vehicles for staff. Current lack of inventory during May-August.

Rationale (why):

Lack of vehicles for Staffing from May – August.

Benefits of proceeding with Project:

Staff able to get out and around to perform daily tasks/jobs without having to ferry staff around. Improve productivity.

Potential Constraints:

Budget.

Timelines for Implementation/Completion:

Short term rental for May-August.

Personnel Requirement:

Manager



2024 Operating Budget

Project Sheet

PROJECT TITLE	Refinishing Splash Park Pad
DEPARTMENT	Splashpark
PREPARER	Ken Krueger
TYPE OF PROJECT	Cost Increase
RECURRING	No

Expenses	2024	2025	2026
Repairs and Maintenance	8,000		
Total	8,000		

Net Project Cost	8,000		
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Project Description:

The Pad at the Splash Park needs to be refinished as the concrete starting to break down. All the Concrete Joints need to be resealed to prevent water loss.

Rationale (why):

Prevent further deterioration of concrete and stop surface infiltration.

Benefits of proceeding with Project:

Extend life of Splash Park and deal with concrete issues.

Potential Constraints:

Budget.

Timelines for Implementation/Completion:

Spring before start-up of season.

Personnel Requirement:

Manager/Supervisor