



2017-2018 BUSINESS PLANS

MUNICIPAL SERVICES and LAND & BUSINESS SUPPORT

December 21, 2016



Medicine Hat
The Gas City

2017-2018 BUSINESS PLANS

Municipal Services & Land and Business Support

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Administrative Committee

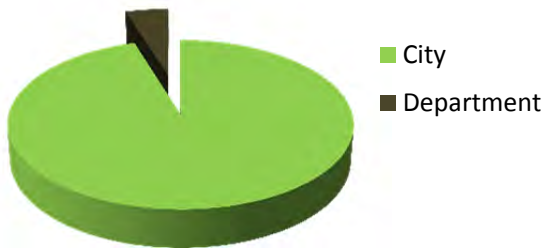
Department Head: Merete Heggelund
Title: Chief Administrative Officer
Phone: 403-525-8840
E-mail: merheg@medicinehat.ca

DEPARTMENTAL OVERVIEW

The Administrative Committee are the administrative heads of the City organization and approves qualified tenders, authorizes initiation of legal proceedings more than \$50,000, settles claims of more than \$10,000, causes operating and capital budgets and long-range forecasts to be prepared and presented to Council and recommends policies and programs.



Total Budget Expenditures



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

- Mayor and City Councilors
- Chief Administrative Officer
- Corporate Services Commissioner
- Development and Infrastructure Commissioner
- Public Services Commissioner
- Utilities Commissioner

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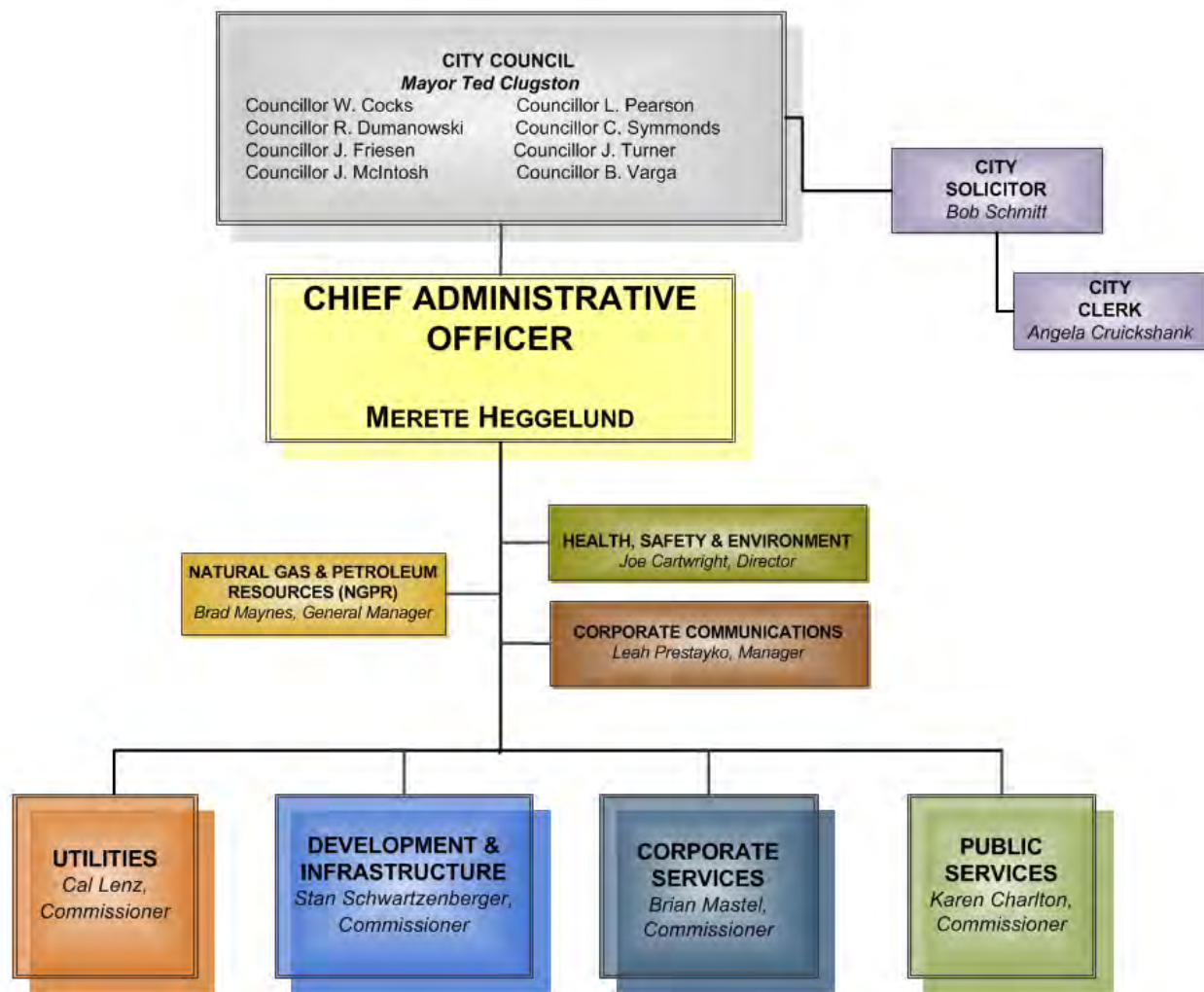
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Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart (including FTE headcount)



Core Services & Customers

The Administrative Committee has the following internal and external customers:

- City of Medicine Hat citizens
- City Departments and staff
- External vendors and consultants
- Other levels of government

Year Service Highlights and Achievements

- Implementation of a significant restructuring by blending the Energy and Municipal areas into four distinct divisions; Utilities, Development and Infrastructure, Public Services and Corporate Services. All four divisions as well as Natural Gas and Petroleum Resources department now report through the CAO's office. Recruitment for Leadership team gaps is substantially complete.
- A new engagement survey was completed in the fall 2015 with staff engagement meeting a benchmark of 69%. Action plans were created in all departments. Monthly emails from the CAO and regular Council debriefs have been implemented.
- Made significant progress on Flood Mitigation strategy by completing the Water treatment and Electric plant, Harlow 1, Lion's Phase 1 and 2 berms. River Road gates have been tested and are complete. Applications were submitted to Alberta Community Resilience Program and Small Communities funding was received.
- The provincial audit of the assessment roll has been completed and the action plan on the findings is in place and on schedule for implementation.
- The Event Centre was completed on time and on schedule. The parking issues have been resolved with a combination of private and public measures.
- The Airport expansion was completed on budget. Air Canada added a flight to/from Medicine Hat and meeting with other airlines are progressing.
- The Family Leisure Centre project was completed.
- The Veiner Centre design nearly complete with construction scheduled to begin in Fall 2016
- The CNG station has been completed and is fully operational. Solid Waste and Transit CNG vehicles being purchased and put on the road.
- The City received Ministerial approval for Major city Investment Policy
- Fire Station #2 Construction is well underway and will be completed in the New Year.

Significant Issues and Trends

One of the significant issues facing the Admin Committee is the loss of the dividends from the Utilities resulting in a \$23 million deficit. The Financially Fit initiative has been developed and has been initiated to address this issue.

Natural Gas and Petroleum Resources has begun drilling exploration wells in accordance with the approved growth strategy in the Denzil prospect.

The Province has announced a major restructuring of the electricity market, including price caps, a new capacity market and a definitive plan for phasing out coal while building up renewable generation capacity. We will need to work closely with other stakeholders to determine what those changes may mean for our generation system and customers in Medicine Hat.

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Other		1		(1)		-		
Total Revenues	-	1	-	(1)	-	-	-	-
Expenses								
Salaries & benefits	2,403	2,469	2,628	159	2,731	103	2,768	2,811
Contracted services	159	234	206	(28)	205	(1)	208	211
Materials & Supplies	34	53	58	5	152	94	52	56
Internal Charges	(632)	(689)	(1,094)	(405)	(1,083)	11	(1,105)	(1,119)
Total Expenses	1,964	2,067	1,798	(269)	2,005	207	1,923	1,959
Net Operating Costs	1,964	2,066	1,798	(268)	2,005	207	1,923	1,959

Departmental Operating Revenues & Expenses Summary:

Increases in the current year net operating expenses are primarily due to the following factors:

- Salaries and Wages \$ 159,000
- Internal Charges \$(405,000)
- other \$ 22,000

Total change: \$ (268,000)

Capital Revenues & Expenditures

The major capital projects for 2017 - 2018 Years are:

TCA DECISION PACKAGE SUMMARY

Refer to Attachment A for detailed information on each decision package.

2017-2018 TCA Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Capital Cost	\$ Operating Impact**	Status
	2017	CAO Capital Contingency	\$1,000,000	0	
	2018	CAO Capital Contingency	\$1,000,000	0	
	2017	Council Infrastructure Contingency	\$1,000,000	0	
	2018	Council Infrastructure Contingency	\$1,000,000	0	
Total			\$4,000,000	\$0.00	

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well- organized municipal corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Fiscal Management Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – TCA DECISION PACKAGES

Department: Administrative Committee
Division: General Government
Project Name: CAO Capital Contingency
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	-	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
ROI %											

Description & Purpose

Miscellaneous minor capital expenditures

Implications & Justification

This is a tangible capital asset budget for miscellaneous capital expenditures of a lower value.

This will remove the requirement of having Council approve minor capital expenditures and will increase the time required to have budgets approved.

Alternatives and Options

- 1) No CAO miscellaneous capital expenditures budget (Not recommended)

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans/Reserves	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Administrative Committee
Division: General Government
Project Name: Council Capital Contingency
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	-	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
ROI %											

Description & Purpose

Miscellaneous minor capital expenditures

Implications & Justification

This is a tangible capital asset budget for miscellaneous capital investment and/or small capital purchases and various one time operating expenditures
 This will remove the requirement of having Council approve minor capital expenditures and will increase the time required to have budgets approved.

Alternatives and Options

- 1) No Council miscellaneous capital expenditures budget (Not recommended)

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans/Reserves	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2017-2018 2 YEAR BUSINESS PLAN

City Solicitor

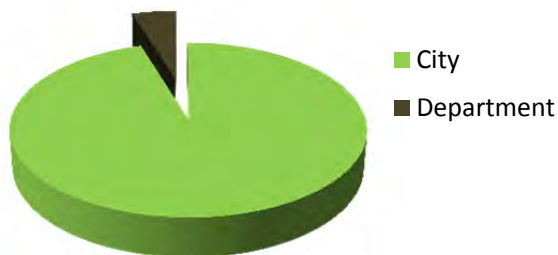
Department Head: Bob Schmitt
Title: City Solicitor
Phone: 403-529-8362
E-mail: obsch@medicinehat.ca

DEPARTMENTAL OVERVIEW

To provide strategic legal advice and services in a timely and professional manner in order to facilitate achievement of Council priorities and objectives.



Total Budget Expenditures



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

- City Clerk
- Land sales, purchases and leases
- Planning and development
- Bylaws and legislation
- Enforcement and compliance
- Claims, litigation and dispute resolution
- Oil/Gas/Environmental law
- Utility regulatory law
- Procurement and construction law
- Labour relations and employment law
- Corporate law
- General municipal law
- Municipal governance
- General advising

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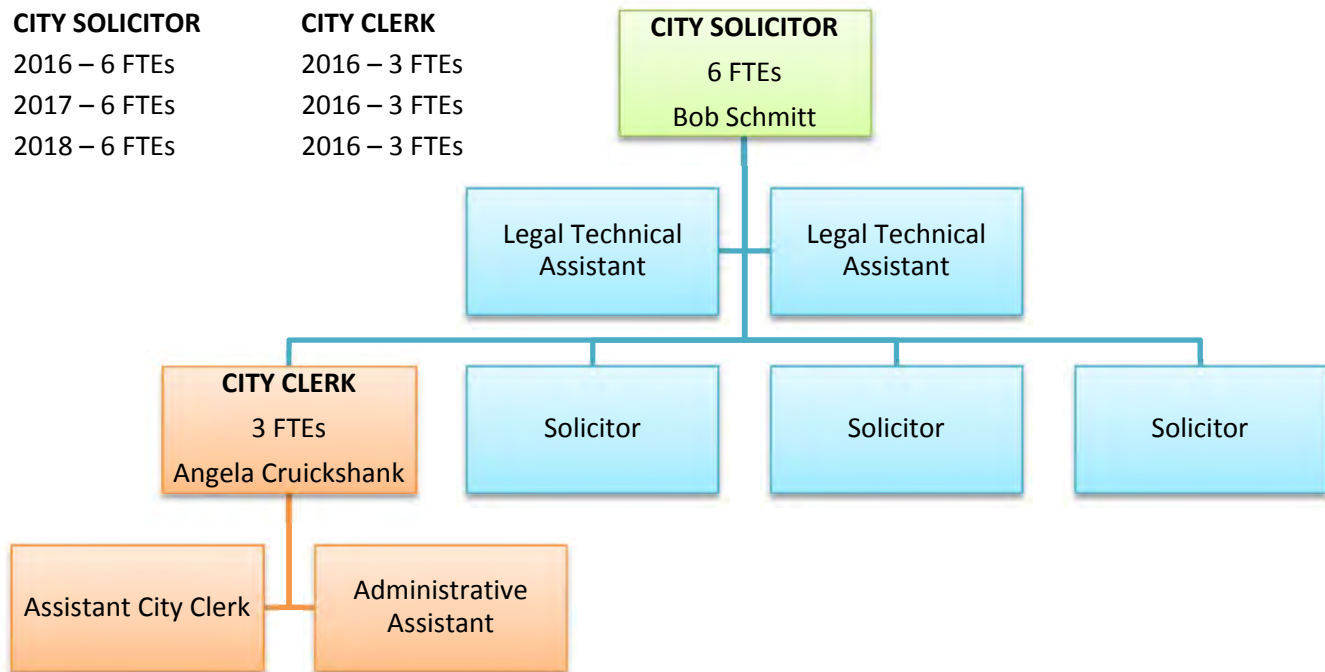
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DEPARTMENT OVERVIEW

Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart (including FTE headcount)



Core Services & Customers

Strategic legal advice and services covering the full range of City operations, with priority given to work supporting Council priorities and impacting third party activities. Core activities are handled by in house legal counsel, with outside counsel being retained for specialized legal work. Legal services are provided in the following areas:

- Land sales, purchases and leases
- Planning and development (developments, subdivisions, agreements)
- Oil and gas law
- Utility regulatory law
- Environmental law
- Procurement and construction law
- Labour relations and employment law
- Bylaws and legislation
- Enforcement and compliance
- Claims, litigation and dispute resolution
- General municipal law
- Municipal governance
- Corporate law and governance in relation the City's wholly owned subsidiary corporation (Allied Oil & Gas Corp.)
- General advising

Customers:

Mayor, Council, Committees, CAO, COO, Commissioners, Administrative Committee, Departments, Managers, Operational Staff, Subsidiary Corporations.

Year Service Highlights and Achievements

1. Corporate reorganization and Administrative Organization Bylaw

Successfully led Phase 1 of the organizational review and provided support for Phase 2, including drafting a new Administrative Organization Bylaw ("AO Bylaw").

2. Legislative Action Plan

New AO Bylaw, Residential Land Use Amendments to the Land Use Bylaw, and Chicken Pilot Project Bylaw (not passed). Close to completion of the Emergency Management Bylaw, Public Roads Bylaw, Noise Bylaw and Airport Vicinity Protection Bylaw.

3. Litigation Matters

Involved in several major lawsuits involving the City, and managing outside legal counsel.

4. Initial MGA Review

Assisting the City in reviewing and responding to amendments to the Municipal Government Act ("MGA").

Significant Issues and Trends

1. Legislative Action Plan

- Systematic review and update of core City bylaws proves challenging
- Respond to requests for new bylaws and bylaw amendments.

2. Litigation Matters

- The City is a party to several lawsuits.
- Increasing complexity of provincial and federal law
- Increasing diversity and complexity of City transactions
- Increased focus on risk identification, analysis and mitigation

3. MGA Amendments

Significant amendments to the MGA have been passed, but not proclaimed, and further amendments are anticipated in 2016 and 2017 (but not yet known). New regulations will also be issued. These amendments will require new and amended City bylaws, policies and processes.

4. Financially Fit and Financial Issues

- Balancing work of staff lawyers and outside legal counsel in most efficient and cost-effective manner (generally, staff lawyers focus on core legal areas with outside counsel providing support for specialized legal services, including most litigation)
- Determining where it is most important to allocate legal resources. (e.g. what agreements require Legal Department involvement, to what extent should operating departments be expected to identify risks and procedural and MGA requirements relevant to their specialized areas of operation)
- Increasing demand for legal services is placing a strain on department resources.
- Major and complex lawsuits involving the City require retention of outside legal counsel, which is costly and will need to be funded by the City.

CURRENT STRATEGIES & ACTION PLANS

City Solicitor:

NOTE: Departmental Key Performance Measures are listed on Page 10

Goal: To provide legal services to Council and City departments to assist in achieving Council's economic development goals and objectives, including downtown revitalization, attracting new industry and business or promoting the expansion of existing industry or business.

Priorities for Service Enhancement or Improvement:

1. Provide legal services in support of City initiative to attract a current major industrial expansion
2. Provide legal services to Council and City departments to assist in achieving downtown development, where required.
3. Assist Council and City departments in identifying and evaluating various economic development options.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: Economic Development					
We foster a sustainable, growing and diverse economy with a strong industrial base and vibrant downtown.					
1	1	1.1	Respond to requests for legal review and support; assist in preparation of agreements and other documents; manage outside counsel	CSD	Ongoing
2	1	1.3	Response to requests for legal review and support in achieving downtown development	CSD	Ongoing
3	1	1.4	Respond to requests for legal review and support in relation to various economic development options	CSD	Ongoing

Goal: To provide legal services to Council and City departments to assist in achieving Council's goal to maintain high quality, sustainable infrastructure and amenities.

Priorities for Service Enhancement or Improvement:

1. Provide legal services in support of flood mitigation
2. Provide legal services in support of City infrastructure projects
3. Provide legal services in support of City renewable energy initiatives
4. Provide legal services in support of Council's initiatives to improve the Medicine Hat Municipal airport or air services

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: Infrastructure and Amenities We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.					
1	2	2.2	Assist in preparation of agreements and other documents in support of flood mitigation projects	CSD	Ongoing
2	2	2.1	Assist in completion of any land acquisitions or other transactions required to complete infrastructure projects	CSD	Ongoing
3	2	2.3	Respond to requests for legal review and support in relation to renewable energy initiatives	CSD	Ongoing
4	2	2.1	Respond to requests for legal review and support initiatives improve airport or air services	CSD	Ongoing

Goal: To provide legal services to Council and City departments to assist in achieving Council's goal to maintain Medicine Hat as a safe, welcoming community

Priorities for Service Enhancement or Improvement:

1. Provide legal services in support of development of the river valley.
2. Provide legal services in support of initiatives to improve the quality of life in the City.
3. Provide legal services in relation to recreational opportunities.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: Social Wellness A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.					
1	3	3.1, 3.2	Respond to requests for legal review and support in relation to development of the river valley	CSD	Ongoing
2	3	3.3, 3.4	Respond to requests for legal review and support in relation to initiatives to improve City quality of life	CSD	Ongoing
3	3	3.5	Respond to requests for legal review and support in relation to recreational opportunities	CSD	Ongoing

Goal: To provide legal services to Council and City departments to assist in achieving Council's goal to promote the City.

Priorities for Service Enhancement or Improvement:

1. Provide legal services in support of initiatives to increase tourism.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: Image and Profile We foster a sustainable, growing and diverse economy with a strong industrial base and vibrant downtown.					
1	4	4.2	Respond to requests for legal review and support in relation to tourism	CSD	Ongoing

Goal: Focus on long-term financial management of the department and assist Council and other City departments to create a sustainable future.

Priorities for Service Enhancement or Improvement:

1. Continue to benchmark the cost of internal services against cost of services in external market.
2. Support Financially Fit Initiative
3. Provide legal services in relation to local access fees, franchise agreements, capacity charge and other fees and charges.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: Fiscal Management Responsible financial management focused on the long term ensures a sustainable city.					
1	5.1		Periodically review outside legal invoices from various providers to benchmark cost of service. Balance work of staff lawyers and outside legal counsel in most efficient and cost-effective manner. Determine where it is most important to allocate legal resources.	CSD	Ongoing
2.	5.1		Respond to requests for legal review and support in relation to the Financially Fit initiative	CSD	Ongoing
3.	5.1		Assist in preparation of agreements, bylaws and other documents and respond to other requests for legal review and support	CSD	Ongoing

Goal: To provide legal services and support to City Council and staff to achieve exceptional governance and corporate culture.

Priorities for Service Enhancement or Improvement:

1. Refine departmental Key Performance Indicators.
2. Provide legal services to assist Council to achieve compliance with applicable legislation including, but not limited to, the *Municipal Government Act*.
3. Provide legal services in support of Council's initiatives to ensure that governmental processes are simple and easy for the public to navigate.
4. Update and continue working on the Legislative Action Plan

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: City Government The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.					
1	6	6.1	Review current departmental Key Performance Indicators and make any necessary amendments to increase value	CSD	Ongoing
2	6	6.6	Review the Provincial Government's proposed changes to the MGA and advise Council and administration of the impact of the amendments. Draft bylaws, policies and other documents as required to address MGA amendments.	CSD	Ongoing
3	6	6.3	Respond to requests for legal review and support in relation to governmental processes	CSD	Ongoing
4	6	6.2	Continue to systematically review and update core City bylaws (most of which were adopted over 20 years ago) as the departmental workload allows. Changing priorities are always a challenge.	CSD	Ongoing

Key Performance Measures

Statistics

1. File Activity

The department maintains, and will continue to maintain, statistical data in relation to the number of files:

- opened
- closed
- destroyed
- assigned to each lawyer
- relating to each division/department
- of certain types (eg: agreement, procurement, legal opinion)

2. Bylaw Prosecutions

The department maintains, and will continue to maintain, statistical data in relation to:

- total number of bylaw tickets coming through our office for prosecution
- amount of tickets relating to specific bylaws
- outcomes

Financial

1. The department maintains, and will continue to maintain, a spreadsheet in relation to the amount of outside legal fees expended and totals in relation to specific projects.
2. The department keeps a close eye on variance reports and makes all efforts within its control to mitigate any possible negative variances.
3. The department periodically calculates total hourly compensation/operational costs and compares the results to the rates of external legal services.

Legislative Action Plan

The Legislative Action Plan is updated regularly upon completion of bylaw projects, addition of new bylaw projects, or amendments to the priority of existing bylaw projects.

Satisfaction Survey

A department specific satisfaction survey is being conducted in conjunction with similar surveys for departments within the Corporate Services division. The results have not yet been tabulated. A similar survey will be conducted yearly.

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Sale of services	-	1	-	(1)	-	-	-	
Other	1	1	-	(1)	-	-	-	
Total Revenues	1	2	-	(2)	-	-	-	-
Expenses								
Salaries & benefits	902	856	877	21	912	35	912	912
Contracted services	112	102	102	-	102	-	102	102
Materials & Supplies	19	15	15	-	15	-	15	15
Internal Charges	(647)	(649)	(635)	14	(647)	(12)	(658)	(673)
Total Expenses	386	324	359	35	382	23	371	356
Net Operating Costs	385	322	359	37	382	23	371	356

Capital Revenues & Expenditures

Not Applicable

TCA DECISION PACKAGE SUMMARY

Not Applicable

MOE DECISION PACKAGE SUMMARY

Refer to Attachment B for detailed information on each decision package.

2017-2018 MOE Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Operating Impact*	Status
1	2017	Litigation Matters	\$120,000	Ongoing

* Impact in first full year of operations (actual impact may occur over a number of years).

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – MOE DECISION PACKAGES

Department: City Solicitor
Division: General Government
Project Name: Litigation Matters
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

Litigation matters which require contracting with external legal firms.

Implications & Justification

Complex litigation requires specialized expertise and resources outside of the core services provided by the City Solicitor Department.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) N/A

Changes in FTE headcount

N/A

FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Operating	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2017-2018 2 YEAR BUSINESS PLAN

City Clerk

Department Head: Angela Cruickshank

Title: City Clerk

Phone: 403.529.8221

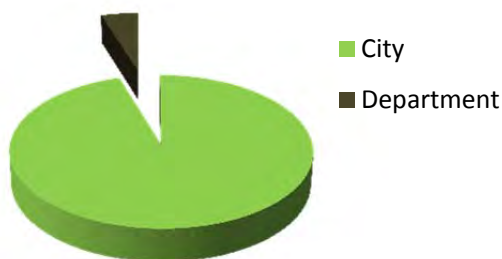
e-mail: clerk@medicinehat.ca

DEPARTMENTAL OVERVIEW

The core function of the City Clerk Department is to provide all required legislative and procedural support to City Council and the City's various quasi-judicial tribunals, boards, commissions and advisory committees. This includes scheduling and logistics of meetings and hearings, preparing and distributing agendas, minutes, legal advertising and notices, writing draft decisions, maintenance and guardianship of the permanent record of Council, and recruiting for board, commission and advisory committee vacancies.



Total Budget Expenditures



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

- Conducts municipal elections and census;
- Serves as head of local public body under the Freedom of Information and Protection of Privacy ("FOIPP") Act and handles all external requests for information and internal requests for advice arising from the provisions of that statute;
- Maintains and preserves a wide range of vital City records, including bylaws, minutes, reports, resolutions, statutory plans, policies and procedures, contracts and duties in relation to the City's Records Management Policy;
- Processes applications for, and issues, Event Permits;
- Provides administrative support and voting membership on the Administrative Committee;
- Manages statutory functions and duties of City Clerk, quasi-judicial appeal boards, and municipal secretary under various City by-laws and provincial enactments;
- Receipt and ruling on petitions according to the Municipal Government Act.

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Attachments

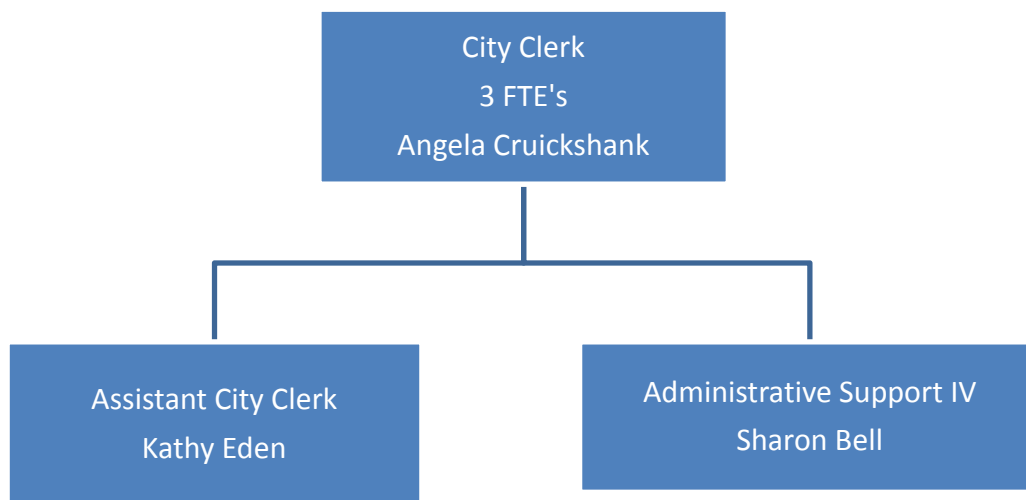
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DEPARTMENT OVERVIEW

Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart (including FTE headcount)



2016: 3 FTE's

2017: 3 FTE's

2018: 3 FTE's

Core Services & Customers

City Clerk Administration

- Provide high quality administrative, procedural and legislative support to Council & Committees, quasi-judicial tribunals and Administrative Committee in order to facilitate the process of democratic governance
- Provide high quality advice, input and decision making, at a senior level as a voting member of Administrative Committee
- Provide guardianship of official records, contracts and agreements, update consolidated bylaws, maintain updated policy documents
- Respond within legislated timelines and in a comprehensive manner to requests for information under FOIPP
- Ensure that municipal elections and censuses are carried out efficiently and in accordance with applicable legislation
- Ensure that staff have access to relevant training and education opportunities so that they can fulfil their roles to the best of their ability and maintain required qualifications
- Provide a central point of contact for residents wishing to organize a special event involving sidewalk/road closure

City Clerk Administration Customers:

- Elected officials
- All other City Departments
- Members of Administrative Committee and other senior administration
- Members of Advisory and Quasi-Judicial Boards, Committees and Tribunals
- Applicants who submit FOIPP Requests for Information
- City residents who require information, legal notice, or are organizing a special event

Records Management

- Provide leadership and guidance on the Corporate Records Program, ensuring regulatory compliance in order to minimize the litigation risks and to safeguard vital records/information against disaster
- Support process solutions and lifecycle management of documents/records to improve the efficiency and productivity of work flow, and enabling a more collaborative approach in the sharing of information or projects
- Provide technical capability for proactive disclosure of documents such as minutes and Bylaws

Records Management Customers:

- All City Departments and external residents/public at large

Year Service Highlights and Achievements

- Processed twenty two FOIPP requests with one outstanding into 2016.
- Completed move to OnBase for all permanent City Clerk records.
- Completed Chambers audio/visual upgrade. Launched media/community awareness regarding Assisted Listening Service in Council chambers- this system is being used regularly for Council meetings.
- Completed Assessment Review Board Appeal evidence disclosure & hearing administration for twenty commercial property appeals.
- Processed thirty event permits and administrated four Subdivision and Development Appeal hearings
- Completed training for publishing of minutes to Records Portal as interim measure due to delay in fully upgrading to OnBase.
- Worked with ICS to coordinate implementation of Minutes Plus (time stamp linkage of minutes to streaming video). Testing live web streaming of Council meetings.
- Completed scope of work and scheduled lighting upgrade for Chambers renovation.
- Transfer of 2nd Floor reception desk duties to Customer Service to streamline services.

Significant Issues and Trends

City Clerk Administration

- Responding to the ever-increasing demand for detailed information supplied quickly and in digital form, from both internal and external stakeholders, and finding more efficient means to proactively disclose information to the public while balancing privacy concerns
- Finding more efficient and cost-effective means of conducting election, census and meeting administration
- Dealing with increasing numbers and complexity of FOIPP requests, and taking steps to become compliant with FOIPP legislation
- Keeping apprised of changing legislation eg. Local Authorities Election Act, MGA, ARB, FOIPP and implementing unexpected change quickly and accurately
- Administering increasing numbers of appeal hearings from quasi-judicial tribunals (Subdivision and Development Appeal Board & Assessment Review Board) that require evidence management and specialized training/qualifications
- Pressure to maintain higher service levels with decreasing resources or ability to raise revenue

Records Management

- Increased expectation of access to information and automated business processes e.g. e-forms, minutes, bylaws etc.
- Information Governance impacts on traditional Records Management
- Requirement for more collaboration and access to information from remote locations eg. field workers
- Responding to the ever-increasing demand for detailed information supplied quickly and in digital form, from both internal and external stakeholders, and finding more efficient means to proactively disclose information to the public while balancing privacy concerns
- Continuing a EDMS Roll-out plan for the remaining departments in the context of other Corporate priorities
- Provide effective records management knowledge to individuals and departments whilst looking at new ways to keep them motivated to ensure successful implementation and regulatory compliance
- The complexity and diversity of City departments means that they hold multiple varieties of documents and records, in various locations. The majority of this information is unstructured and difficult to locate easily.

STRATEGIES & ACTION PLANS

City Clerk Department

Goal: To provide all required legislative and procedural support to City Council and the City's various quasi-judicial tribunals, boards, commissions and advisory committees.

Priorities for Service Enhancement or Improvement:

1. Monitor upcoming changes to legislation: MGA; FOIPP; Regulations for Census, SDAB, ARB and implement as soon as practicable after proclamation (estimated 2017).

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority					
1	6	6.1	Board members and staff achieve required training qualifications for ARB; SDAB	KE	Q4 2017
1	5	5.1	Develop a business unit to track fee revenue and costs for FOIPP and SDAB; develop and implement a fee schedule for SDAB	AC	Q1 2017
1	6	6.2	A Code of Conduct for Council members is developed and passed (Bylaw)	AC	Q4 2017
1	6	6.2	Council and Committee agendas/meetings are prepared and conducted in accordance with the new MGA requirements	AC	Q4 2017

Goal: Conduct a Municipal Census in 2017 if required. Typically a census is conducted every two years. The last municipal census was 2015. The Federal Census results will be released in February 2017. If those numbers are considered low, a 2017 Municipal Census will be required in order to maintain per-capita grant funding levels.

Priorities for Service Enhancement or Improvement:

1. Census is conducted in accordance with legislation, and per-capita grant funding is secured
2. Updated demographic information is available to aid in municipal planning

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority					
1	6	6.1	Updates to the Census regulation are implemented	KE	Q2 2017
2	6	6.1	Numerical census information is updated and applied to the GIS overlay for restricted staff use	AC/NF	Q4 2017

Goal: Conduct a Municipal and School Board Election

Priorities for Service Enhancement or Improvement:

1. Municipal and School Board Elections are conducted in accordance with applicable legislation.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority					
1	6	6.3	Updates to the LAEA are monitored and implemented in accordance with the new MGA requirements	AC/KE/ SB	Q2 2017

Records Management

Goal: To provide leadership and guidance in support of the City's Records Management Policy

Priorities for Service Enhancement or Improvement:

1. Records are pro-actively and routinely disclosed
2. Staff is aware of responsibilities under the Policy
3. Agenda management in accordance with new MGA requirements

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority					
1	6	6.3	All pre-1950's Bylaws in force are available in the public access portal online	SB	Q4 2018
1	6	6.3	OnBase Public Access Portal fully functional	SA	Q4 2017
2	6	6.3	Re-launch awareness campaign and integration of OnBase with Agresso reporting function	SA	Q4 2017
2	6	6.3	Review and update Records Management Manual and Retention Schedule	AC/SA	Q1 2017
3	6	6.3	Agenda templates are updated to reflect new MGA requirements	AC/SA	Q4 2017

Key Performance Measures

Items Measured	Existing or New Measure	Who is the Direct Customer	Statistical Measure	Productivity Measure
Posting of agenda items online	Existing	Resident	x	x
Posting of Council minutes and agenda materials online	Existing	Resident	x	x
Webstreaming of Council meetings	Existing	Resident	x	
Council packet publishing	Existing	Council/ Executive	x	x
Bylaws advertisements/notices	Existing	Resident	x	
Appeal hearing administration	Existing	Appellant	x	
Event Permit coordination	Existing	Event Organiser	x	x
Items for referral reach the appropriate Standing Committee, items for approval are appropriated recorded in the permanent record	Existing	Committees/ Council	x	x
Records are entered into system within one month of receipt	Existing	Staff	x	x
Census and Election are completed in a manner that conforms to the legislation.	Existing	Resident		x
Processing of FOIPP requests	Existing	Applicant	x	x

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Other	1	1		(1)		-		
Total Revenues	1	1	-	(1)	-	-	-	-
Expenses								
Salaries & benefits	382	346	335	(11)	348	13	348	348
Contracted services	1	33	29	(4)	25	(4)	25	11
Materials & Supplies	32	23	17	(6)	12	(5)	12	12
Amortization	41	68	48	(20)	54	6	54	54
Internal Charges	(260)	(395)	(120)	275	(124)	(4)	(131)	(135)
Total Expenses	196	75	309	234	315	6	308	290
Net Operating Costs	195	74	309	235	315	6	308	290

Increases in the current year net operating expenses are primarily due to the following factors:

-Internal Charges: \$275,000

-other \$(40,000)

Total change: \$ 235,000

Capital Revenues & Expenditures

Not Applicable

MOE DECISION PACKAGE SUMMARY

Refer to Attachment B for detailed information on each decision package.

2017-2018 MOE Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Operating Impact**	Status
1.6.6.3	2017	Municipal Election	200K	
1.6.6.2	2017	Municipal Census	150K	

* *Italicized requests are not included in the management (staff) recommended budget.*

** Impact in first full year of operations (actual impact may occur over a number of years).

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Fiscal Management Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – MOE DECISION PACKAGES

Department: City Clerk

Division: n/a

Project Name: 2017 Election

Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 1.6.6.3

Department Priority Ranking: n/a

Organization Priority Ranking:

Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 193	\$ -	\$ -	\$ -	\$ 212	\$ -	\$ -	\$ -	\$ 233	\$ -

Description & Purpose

2017 Municipal and School Board Election

Implications & Justification

Required pursuant to the MGA

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) n/a

Changes in FTE headcount

One temporary term (who will also help with census MOE)

<u>FUNDING SOURCES</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 193	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party	7	-	-	-	-	-	-	-	-	-
TOTAL FUNDING SOURCES	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - MOE DECISION PACKAGES

Department: City Clerk
Division: n/a
Project Name: 2017 Census
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 1.6.6.2
Department Priority Ranking: n/a
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 150	\$ -	\$ 160	\$ -	\$ 170	\$ -	\$ 180	\$ -	\$ 190	\$ -

Description & Purpose

Conduct a Municipal Census: hire and train temporary workers; purchase necessary equipment, supplies, online portal, advertising and required

Implications & Justification

This project is only recommended if the Federal Census count (released February 2017) is significantly low enough to substantially affect grant funding dollars

Census numbers are used to calculate funding from other levels of geovernment (value of over \$15 million for 2015 census)

Alternatives and Options

Do not conduct a Census

1) accept the Federal census count and subsequent per-capita grant funding (which may be less than municipal numbers)

Changes in FTE headcount

One temporary term (who will also help with election MOE)

<u>FUNDING SOURCES</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2017-2018 2 YEAR BUSINESS PLAN

Corporate Communications

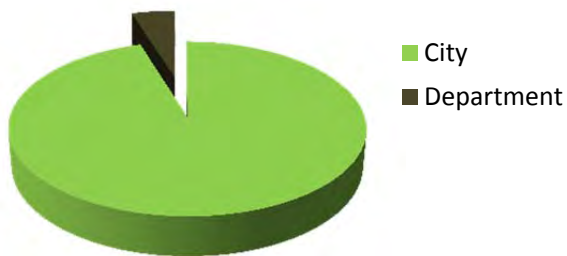
Department Head: Leah Prestayko
Title: Manager
Phone: 403-502-8071
E-mail: leapre@medicinehat.ca

DEPARTMENTAL OVERVIEW

To provide strategic communications advice and tactical services to all City Departments and Senior Leadership to create open, transparent and proactive communication within the City of Medicine Hat and between the City and the people it serves.



Total Budget Expenditures



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

- Public/Media Relations
- Community Engagement
- Issues and Crisis Management
- Employee Communications
- Creative Services
- Civic and Corporate Functions

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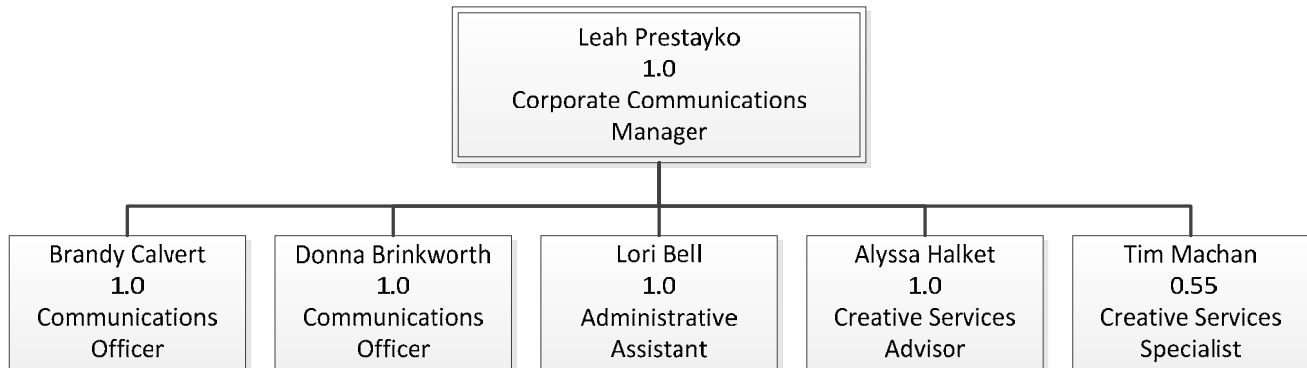
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Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart (including FTE headcount)



Core Services & Customers

Public/Media Relations

Provide strategic advice and tactical support to the corporation to maintain open, transparent and timely communications between City and the public and media, including advertising, website, social media, trade shows, media interviews and information/educational materials.

Customers: City Council, executive, senior leadership, work group leaders and City staff, including media spokespeople and web content editors

Community Engagement

Provide a consistent framework for public engagement on City projects, programs and initiatives. Provide strategic advice and support in the development and implementation of public engagement plans, including open houses, surveys, focus groups.

Customers: City Council, executive, senior leadership, work group leaders and City staff who plan and conduct public engagement

Issues and Crisis Management

Provide strategic advice and support to help identify/mitigate potential issues and develop strategies to respond to complex issues. Provide strategic advice and tactical support to ensure accurate information is communicated to the public during an emergency. Act as the Public Information Officer when the Emergency Operations Centre is activated.

Customers: City Council, executive, senior leadership, work group leaders at all levels, all City staff and the public

Employee Communications

Provide strategic advice and tactical services to support information sharing, two-way communication and engagement, and culture building.

Customers: Executive, senior leadership, work group leaders and City staff

Creative Services

Provide strategic advice and tactical services to produce innovative and effective visual communications in a wide variety of contexts, including print, online, video and multi-media.

Customers: City Council, executive, senior leadership, work group leaders at all levels, all City staff and the public

Civic and Corporate Functions

Organize and manage public events for Civic Functions, including Mayor's Day Levee and staff winter party

Customers: City Council (Councillor Responsible for Civic Functions), executive, senior leadership, work group leaders at all levels, all City staff and the public

Year Service Highlights and Achievements

Reviewed existing metrics and established baselines for communications and engagement. Established KPIs.

Provided strategic communications and community engagement advice and tactical services to support a variety of projects and initiatives, including Financially Fit for the Future, Family Leisure Centre grand opening, automated meter implementation, Senior Centre Development project, NGPR strategy release, Tigers lease, community environmental roadmap update, roadway and utility construction projects, playground/school zone review, tree planting, fire station relocation, new MW building, etc.

Implemented new content management system for external website.

Updated, implemented and supported adherence to Corporate Communications standards, including Visual Identity Standards, Social Media Policy, internal all-staff email and website presence. Provided Visual Identity Standards, media spokesperson and web author training.

Coordinated twice annual City participation and presence at Chamber of Commerce trade shows. Coordinated and produced annual report. Create materials for Mayor's annual State of the City Address.

Undertook review of Civic Recognition program.

Significant Issues and Trends

Corporate Communications faces a number of issues and challenges, some of which are industrywide, others are unique to the organization.

- The public has an increased expectation for access to information, on their terms, including method and timing of their choice. Our audiences have varied needs, interests and preferred mechanisms. Efforts are made to both share broadly and to target information, making best use of City resources. Similarly, the public has an increased expectation for community engagement and opportunity to influence decision making.

- Technology has allowed Corporate Communications to reach audiences in new ways, often in a more targeted and more timely fashion. However, technology changes quickly and can be “fad” driven, requiring cautious and strategic investment of resources before adopting new tools and tactics.
- Communications is reactive by nature, an incident of any scale pulls resources away from day-to-day activities, including efforts to be proactive and engage with stakeholders.
- Local media outlets are often a training ground for larger centres. Frequent turnover exists, requiring an investment of time and effort to educate new journalists in hopes of supporting accurate reporting.
- 2017 will be an election year. The organization will experience increased interest and scrutiny. Politics rather than regular business may overtake media spotlight.
- The organization is experiencing prolonged and sustained high levels of activity. Operational departments are focused on the task at hand and may not always see the value in communications. A lack of early engagement from departments reduces opportunities for proactive communication and stakeholder engagement.
- High levels of activity and focus on fiscal restraint across the organization will also test employee engagement and morale.
- A number of new systems are being introduced across the organization, including Agresso and OnBase, requiring time and training for Corporate Communications employees.

CURRENT STRATEGIES & ACTION PLANS

Corporate Communications:

Goal: Build trust and confidence in City of Medicine Hat

Priorities for Service Enhancement or Improvement:

1. Provide accurate, timely, transparent information to help residents/taxpayers understand how and why decisions are made.
2. Engage stakeholders in a timely, transparent and appropriate manner to help residents/taxpayers understand how and why decisions are made
3. Proactively manage issues in a coordinated manner

Key Performance Measures

Name	Ref	200X Actual	200X Actual	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Overall Customer Satisfaction	(1)	n/a	n/a	n/a	n/a	n/a	%	%	%

(1) % residents/taxpayers reporting feeling informed about City decision making process

(2) % residents/taxpayers reporting feeling engaged in City decision making process

(3) % engagement practitioners satisfied with tools and training provided

(4) % attendees satisfied with media training and tools provided

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.					
1	6	6.3	Conduct communications mapping exercise	LP	Q3 2017
1	6	6.3	Create performance dashboard	LP/AH	TBD
2	6	6.1	Develop public participation policy	LP	TBD
2	6	6.1	Provide engagement tools and training	LP	TBD
3	6	6.3	Provide spokesperson tools and training	DB/BC	Ongoing

Goal: Raise the profile of the corporation and community

Priorities for Service Enhancement or Improvement:

1. Promote city services, programs and amenities
2. Champion Medicine Hat

Key Performance Measures

Name	Ref	200X Actual	200X Actual	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Overall Customer Satisfaction	(1)	n/a	n/a	n/a	n/a	n/a	%	%	%

- (5) % reporting able to easily access information about programs and services on City website
- (6) % user general satisfaction with City website
- (7) % engagement per social media post
- (8) % attendees satisfied with web author training and tools provided
- (9) # active participants in ambassador program
- (10) % participants in ambassador program reporting satisfaction with program
- (11) % participation in quality of life survey

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
			Strategic Priority We promote our distinctive community and excellent quality of life to our citizens and the world.		
1	4	4.4	Maintain a robust City website	AH	Ongoing
1	4	4.4	Implement proactive media and social media strategies	BC/DB LB	Ongoing
2	4	4.3	Implement ambassador program	LP	Q2 2017
2	4	4.3	Implement quality of life survey	LP	Q3 2018

Goal: Promote positive organizational culture

Priorities for Service Enhancement or Improvement:

1. Improve access to information
2. Reinforce positive corporate culture

Key Performance Measures

Name	Ref	200X Actual	200X Actual	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Overall Customer Satisfaction	(1)	n/a	n/a	n/a	n/a	n/a	%	%	%

(12) # of active Jostle accounts

(13) % Favourable – Workplace Engagement Survey- Information and Communication – Overall Results

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority					
The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.					
1	6	6.4	Inform all staff of decisions from Open Council	LP	Q1 2017
1	6	6.4	Improve staff access to information online	LP/AH	Q4 2017
2	6	6.4	Support workplace engagement survey rollout	LP	Q3 17/18

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Other	1	1	-	1		-	-	-
Total Revenues	1	1	-	1	-	-	-	-
Expenses								
Salaries & benefits	433	466	485	(19)	511	26	522	532
Contracted services	53	105	85	20	77	(8)	86	80
Materials & Supplies	11	8	10	(2)	8	(2)	8	8
Internal Charges	(312)	(309)	(307)	(2)	(313)	(6)	(318)	(325)
Total Expenses	185	270	273	3	283	10	298	295
Net Operating Costs	184	269	273	2	283	10	298	295

Capital Revenues & Expenditures

Not Applicable

TCA DECISION PACKAGE SUMMARY

Not Applicable

MOE DECISION PACKAGE SUMMARY

Not Applicable

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

Health & Safety, Environmental and Emergency Management

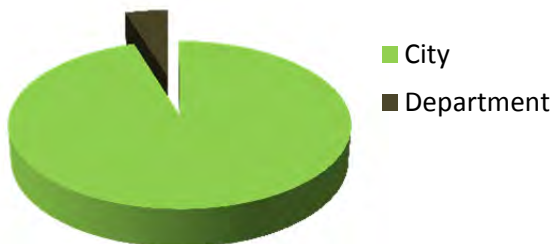
Department Head: Joe Cartwright
Title: Director
Phone: 403-525-8655
E-mail: joecar@medicinehat.ca

DEPARTMENTAL OVERVIEW

To provide departments with assistance in the development, implementation, and continual improvement of their Health & Safety, Environmental, and Emergency Management systems.



Total Budget Expenditures



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

- Health & Safety Management
- Environmental Management
- Emergency Management
- HSE & EM Training & Development

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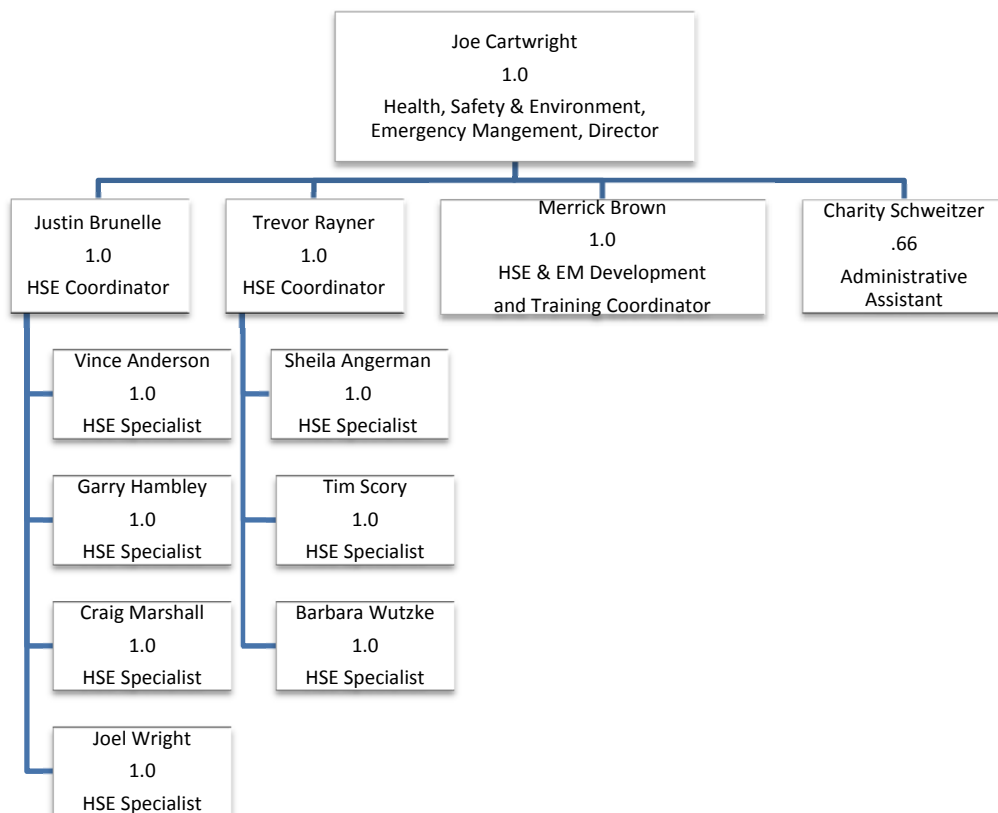
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Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart (including FTE headcount)



Core Services & Customers

Health & Safety

Provide departments with technical and subject matter expertise in the design, implementation and continual improvement of their Health & Safety Management systems. A well designed and maintained Health & Safety Management system is a tool to reduce the probability and severity of an incident.

Customers: HSE serves all departments with the exception of Police Services.

Environmental Management

Provide departments with technical and subject matter expertise in the design, implementation and continual improvement of their Environmental Management systems. An Environmental Management system is one tool that departments use to set, achieve and monitor their environmental goals, objectives and targets.

Customers: HSE serves all departments with the exception of Police Services.

Emergency Management

Provide leadership in the assessing of hazards, risks, and vulnerabilities and work with stakeholders to prepare plans, mitigation strategies, and exercises to ensure a high state of preparedness within the City of Medicine Hat.

Customers: All City departments, Town of Redcliff, Cypress County, and a variety of external stakeholders (other municipalities, industry, etc.).

HSE & EM Training & Development

Provide health, safety, environmental, and emergency management related training and development opportunities including third party delivered courses, in house designed and delivered courses, on the job training, and online delivered courses.

Customers: All City departments, Town of Redcliff, Cypress County, and a variety of external stakeholders (other municipalities, industry, etc.).

Year Service Highlights and Achievements

Designed and implemented a new employee general Health, Safety, and Environment orientation that serves to supplement department specific orientations given to new workers. This orientation serves to supply the legislated requirements that an employer for orientating new employees.

Designed and implemented a new process for Respiratory Protection. A corporate level document was required that details the selection, use, maintenance and care of respiratory protective equipment (respirators).

Implemented a third party hosted Health, Safety and Environmental software system that provides a central repository for all of the HSE data generated across the corporation. This data analysis tool is critical to the setting of measurable HSE targets, and having a constant, real time view of the overall HSE performance of the City.

Designed and implemented a new process for the completion of formal workplace inspections. Formal workplace inspections are a critical evaluation step to ensure that our HSE management systems are functioning at the desired level and that we haven't missed any critical hazards or risks in our assessment processes.

Rolled out to the public a mass notification system for use during emergency situations. The system uses a user sign up feature that allows the public to sign up their own phone numbers and e-mail addresses along with their home address to allow for notifications that are area specific.

Prepared and received council endorsement of an updated Emergency Management Bylaw.

Prepared and received Admin Committee support for the Municipal and Regional Emergency Management Plans.

Reviewed and updated the Health & Safety Risk Register.

Significant Issues and Trends

- Mental Health concerns are a rising trend throughout the province and the country and it is unknown what the long term effects of this may be on the City of Medicine Hat. HSE is looking at different educational offerings to better understand the challenge and possible strategies to address it.
- The breadth of services that the City provides make it challenging to deploy “corporate wide” solutions when the different departments are radically different in their scope of operations. The HSE group is looking at different management system standards that can be tailored towards the different groups but still have common goals and objectives.
- The Occupational Health and Safety Code is still currently under revision and we are anticipating increased regulatory requirements as part of the Code changes (potentially increased requirements for working alone and workplace violence affecting every area of the corporation).
- The frequency and severity of natural disasters in Alberta has seen an alarming increase in the past decade. The use of Incident Management Teams coordinated by the province to support local authorities in emergency situations will be an emerging trend, and resource requests will be submitted to the City of Medicine Hat.
- Effective HSE training for new and existing employees has largely been from third party delivered courses, and this has led to the need to retrain an employee on how the City processes and equipment work. Reviewing the appropriateness of the third party training, and performing more training in house is likely a more economical model.

CURRENT STRATEGIES & ACTION PLANS

HSE & EM:

Goal: Lower the quantity and severity of our loss events by being a leader in Health, Safety, Environment and Emergency Management practices.

Priorities for Service Enhancement or Improvement:

1. Increase the quality and effectiveness of HSE & EM systems by reviewing current practices and adopting best assessed practices.
2. Proactively assess and mitigate corporate HSE & EM risks.
3. Enhance the HSE & EM training and development of all levels of staff.
4. Begin integration of HSE & EM systems into existing business systems and into each other.

Key Performance Measures

Name	Ref	200X Actual	200X Actual	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Overall Customer Satisfaction	(1)	n/a	n/a	n/a	n/a	n/a	%	%	%

(1) A Corporate yearly Total Reportable Incident Frequency (TRIF) of 3 or less.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.					
1	6	6.1	Review Workplace Inspection Program.	JC/JB	Q1 2017
2	6	6.1	Provide training for Managers on Hazard Assessment & Control Process	JW	Q1 2017
3	6	6.1	Implement Contractor HSE Management Program	JC/MB	Q3 2017
4	6	6.1	Develop Corporate Environmental Management System	CM	Q4 2018

Goal: Promote a positive risk management (HSE & EM) culture.

Priorities for Service Enhancement or Improvement:

1. Increase the engagement of staff in HSE & EM centered initiatives.
2. Encourage positive behavioural changes in staff decision making processes.
3. Encourage positive behavioural changes in the public's decision making processes.

Key Performance Measures

Name	Ref	200X Actual	200X Actual	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Overall Customer Satisfaction	(1)	n/a	n/a	n/a	n/a	n/a	%	%	%

(2) Recommendation sent to HR for inclusion of items onto APS.

(3) % satisfaction of stakeholders in Contractor HSE Management Program review sessions.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.					
1	6	6.1	Provide recommendation to HR for the inclusion of specific criteria regarding HSE & EM into the APS.	JC	Q1 2017
2	6	6.1	Complete Stakeholder engagement sessions for Contractor HSE Management Program.	JC/MB	Q2 2017

Goal: HSE Department is perceived as a trusted advisor and subject matter expert.

Priorities for Service Enhancement or Improvement:

1. Provide direction and guidance to departments as they implement their business and strategic plans.
2. Develop and maintain a collaborative relationship between HSE and Occupational Health.
3. Take part in the Enterprise Risk Management project and provide advice on its implementation and governance.

Key Performance Measures

Name	Ref	200X Actual	200X Actual	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Overall Customer Satisfaction	(1)	n/a	n/a	n/a	n/a	n/a	%	%	%

(4) See example in Guidelines.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority					
The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.					
1	6	6.1	Set a minimum of 4 strategic HSE & EM Key Performance Indicators for each department	All	Q4 17/18
2	6	6.1	Develop/modify process to allow HSE to be involved in the planning and implementation of modified work.	TR/JB	Q1 2017
3	6	6.1	Commit a resource from HSE to be part of Enterprise Risk Management Project.	JC	Q4 2017

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Sales to Other Governments	31	31	31	-	31	-	31	31
Other		6	10	(4)	5	(5)	5	5
Total Revenues	31	37	41	(4)	36	(5)	36	36
Expenses								
Salaries & benefits	1,466	1,642	1,459	183	1,518	59	1,548	1,579
Contracted services	97	136	262	(126)	262	-	262	262
Materials & Supplies	34	30	31	(1)	31	-	31	31
Amortization	139	11	145	(134)	151	6	151	151
Internal Charges	(758)	(955)	(951)	(4)	(969)	(18)	(986)	(1,008)
Total Expenses	978	864	946	82	993	47	1,006	1,015
Net Operating Costs	947	827	905	86	957	52	970	979

Increases in the current year net operating expenses are primarily due to the following factors:

- Salaries:	\$ (183,000) – Changed position descriptions and pay ranges
- Contracted Services:	\$ 126,000 – Software expenses increased
- Amortization:	\$ 134,000
- Other	\$ 9,000
Total change	\$ 86,000

Capital Revenues & Expenditures

Not applicable.

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

2017-2018

2 YEAR BUSINESS PLAN

Finance

Department Head: Dennis Egert

Title: General Manager Finance

Phone: 403-529-8131

E-mail: denege@medicinehat.ca

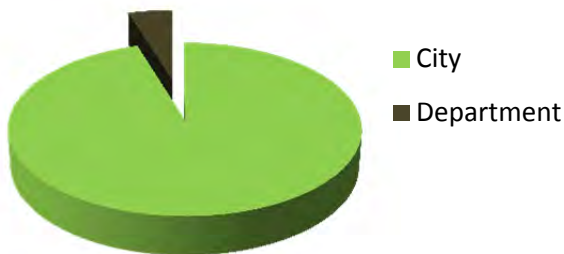
Assessment | Accounting | Treasury, Planning & Analysis | Systems Billing & Meter Reading |
Customer Service & Collections

DEPARTMENTAL OVERVIEW

The mission of the Finance Department is to support the organization's vision "to be a community of choice" by becoming a leading department in employee engagement, service excellence, innovation and employee health and wellness.



Total Budget Expenditures



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Process Owner – Procurement, travel, investing, accounting, distributable cash & reserves, billing & collection, fraud investigation & reporting and internal auditing.

Service Provider – Management and financial reporting, customer service & call centre, billing and collection of taxes, utilities and other, insurance program and claims, investment and debt management, business planning, procurement and payment, central stores, property assessment.

Trusted Advisor – Project support, financial & risk modelling, loss control inspections, capital/MOE funding, Decision Items for committees, business planning, capital/MOE ranking, supporting implementation of new programs or systems (including ERP system), management reporting and analysis, relationships with external stakeholders.

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Attachments

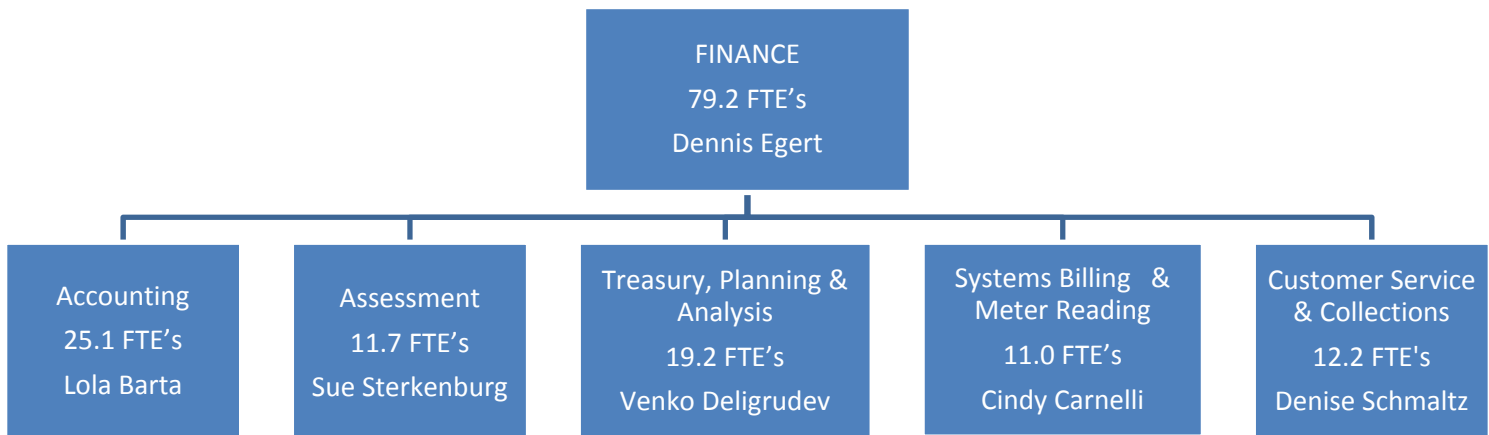
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Corporate Mission Statement

Deliver value through exceptional public service.

Organizational Chart (including FTE headcount)

The following is a summary of approved, budgeted positions as at December 31, 2016:



Core Services & Primary Customers

The following is a list of primary internal & external customers:

Internal Customers

- City Council, Committees of Council, Chief Administrative Officer, Commissioners and Administrative Committee
- City of Medicine Hat Departments

External Customers

- Residents of Medicine Hat (property taxes)
- Customers (utilities & services) of Medicine Hat as well as Redcliff and Cypress County
- Municipal Affairs
- Federal and Provincial departments and agencies including Canada Revenue Agency and Statistics Canada
- Financial institutions and mortgage companies
- Social agencies

The following is a summary of Finance Department Core Services by work group:

Assessment

- Complete annual market value property assessments on all properties within the municipality (with the exception of linear property which is completed by the province).
- Record and report required information to the Province, the auditor.
- Defend assessments from time to time.

Accounting

- Provide accurate and timely financial information and reports (management reports, capital reports, lease operating reports, etc.) to internal customers to assist in decision-making.
- Provide financial services on a corporate basis including the safeguarding of assets, assistance with business plans, departmental budgets, preparation of financial statements, statistical returns and the annual consolidated financial statement for the City.

Treasury

- Treasury, debt, insurance and risk management
- Procurement and payments
- Inventory management
- Budget and analysis

Systems Billing & Meter Reading

- Ensure billing meets requirements outlined in the Municipal Government Act, bylaws and corporate policies.
- Provide external & internal customer service relating to tax, utility and general accounts receivable billing, meter reads and payment processing:
 - o Obtain and process gas, water and electric meter reads (984,000 per year)
 - o Calculate and generate bills, collecting receipts and processing account transactions
 - o Utility services – 400,000 bills per year (\$150 million)
 - o Property and Business Revitalization Zone taxes – 28,000 notices per year (\$91 million)
 - o General Accounts Receivable – 27,000 bills per year (\$17 million).
- Development, implementation and maintenance of corporate billing & payment systems.
- Continually work towards business process improvements and best practice guidelines.

Customer Service

- Ensure service meets requirements of the Municipal Government Act, bylaws and corporate policies.
- Supply and maintain a high level of service to a large customer base with a wide diversity of requirements.

- Provide superior in-person customer counter service and call centre service (80,000 customer inquiries per year).
- Provide external & internal customer services relating to tax, utility and general accounts receivable billing, call centre services, eServices for tax and utilities, collections, community outreach and cashiering including:
 - o 400,000 utility bills (\$150 million)
 - o 28,000 Property and Business Revitalization Zone tax notices (\$91 million)
 - o 27,000 General Accounts Receivable invoices (\$17 million)
 - o Centralized cashier services for all city departments (116,000 transactions per year)
 - o 5,500 eServices transactions per year (\$62,000).
- Assist in the development, testing, implementation and maintenance of Corporate Receivables systems.
- Continual development and adoption of best practice guidelines and continual advancement of business process improvements.

Current Year Service Highlights and Achievements

The following is a list of recent key Finance Department service highlights and achievements:

- ERP implementation – significant support and progress was made in 2015, go-live scheduled October 2016
- Addressed the majority of issues identified in the Municipal Affairs property assessment audit
- Recruited new City Assessor – February 2016
- Implemented new PSAB accounting standards (Liability for Contaminated Sites)
- Restructured Accounting Department by Division to align with new organizational structure
- Alberta Municipal Benchmarking Initiative – Drinking Water report completed
- New corporate wide Fraud Policy implemented
- Offsite Levy Rate update completed for 2015
- Received GFOA award for 2014 financial reporting – application has been submitted for 2015
- Investment returns for 2015 exceeded benchmark 2.77% vs. 2.74%
- Numerous vendors converted to EFT – currently 65% are on EFT up from 50% at the beginning of the year
- All insurance claims in 2015 were addressed within 48 hours of receipt – approximately 300 insurance incidents resulting in 120 insurance claims
- Loss control inspections reduced risks and insurance premiums for Power and Water Treatment Plant
- New Equity Investment Policy was approved – March 2015
- Obtained provincial approval to be included in the Major Cities Investment regulation – December 2015
- Established new Investment Advisory Panel – April 2016
- Enhancements were made to Purchasing Processes
- Achieved a 90% annual Call Centre *Grade of Service* with only a 4% abandoned call rate
- Responded to 1,339 customers emails within the 2x14 guidelines

- Achieved eBilling adoption rate of 11%
- Administered 102 Hat Smart Scratch & Win tickets amounting to \$6,621 in rebates to the customer.
- Increased automated services: 6% for utilities EFT, 3% for TIPP and 1% for internet banking
- Participated in numerous community outreach events including Project Connect, Spring & Fall Trade Shows and Social Agency meetings.
- Received a 99% confidence level from our customers with 571 customers surveyed in 2015
- Coordinated launch of CMH Corporate Gift Card program at five (5) locations – City Hall cashiers selling and redeeming gift cards.
- Installed digital signage at the Customer Service counter as well as upgraded security cameras.
- Participated in AMI deployment – Collections Group handle the remote disconnections and reconnections.
- Significant upgrades to core billing systems.
- Utility Statement redesign incorporating the Plain Language UCA Model Guidelines – launch date June 2016
- Participated in final deployment phase of AMI Project: business processes, system integrations, meter exchanges, data processing, service orders and training with only 1,200 AMI meters remaining June 2016.
- Supported other business units in meeting their operational needs and initiatives, and implementing changes.
- Implemented twenty-one (21) new processes for Systems Billing and Customer Service to increase functionality and efficiency for staff resources, and simplify services for our customers.

Significant Issues and Trends

The following are a list of significant issues and trends for the Finance Department:

- The economic downturn in Medicine Hat and the general condition of the economy is a major concern:
 - o Low commodity prices have significantly impacted the City of Medicine Hat's financial resources requiring the need to do more with existing staffing levels.
 - o Operational budget challenges for 2017/2018 will put pressure on level of corporate services and related cost.
 - o Collection write-offs of receivables may increase.
 - o Challenging customers.
 - o Customer education is taking more time – customers demand more detailed level of explanations and knowledge.
 - o Overall shift in property values this year are likely to see continued drop in property value over the next assessment cycle.
- Implementation of technology will be imperative to achieving efficiencies and enhancing customer service:
 - o ERP (including Agresso) will move the organization forward but will come with organizational cultural changes and challenges.
 - o An opportunity exists to continue to increase EFT payments that will assist in reducing mailing and postage costs.
 - o Investment in information systems equips the organization to better analyze and understand financial options and related implications

- o Deployment of automated meters and Automated Metering Infrastructure (AMI) technology is one of the most significant trends affecting the utility industry
 - o Managing the complexity of multiple integrated systems and maintaining up-to-date systems and synchronization
 - o Customer Service & Collections are dynamic groups with constant change – keeping abreast of the multiple systems, process changes, technical changes and broad range of information is an ongoing challenge.
- Compliance with changing legislative, MGA, and bylaws in billing and unexpected/unplanned requests from within the Corporation:
 - o MGA review and changes will impact CMH
 - o Purchasing rules / processes / activities have become more complex and higher profile
 - o Procurement best practices and policy initiatives continue to evolve in government organizations along with trade agreements and legislation in procurement (i.e. MGA, Competition Act)
 - o Legislative and/or corporate initiatives cause some challenges in how billing is done and how it is displayed on customer's statements – service costs, rate structures and increases, government regulation, and smart metering initiatives are a few examples.
- Retention and hiring of fully qualified and experienced staff:
 - o Inability to attract and retain skilled staff will prevent / delay opportunities for process improvements and keeping pace with industry best practices
 - o Managing multiple projects where other departments compete for same staffing resources (i.e. ICS)
 - o Managing staff burnout and compassion fatigue
 - o Succession planning for aging workforce
 - o Ensuring staff levels balance with service level expectations – customers cannot be queued.
- Increased demand for accounting services and reporting by internal and external customers (i.e. operational reporting, KPI's, and benchmarking) – this includes tighter deadlines for financial and management reporting.
- Accounting standards are changing – PSAB reporting rules will change the way Investments are recorded and reported.
- P-card purchases have reduced the amount of consumables purchased from stores.
- Low interest rates have made it challenging to realize returns that outpace inflation – there may exist alternative investment options that fit within the acceptable tolerance for risk.
- Customers are expecting more options for receiving communication / bills, payment options and accessing more detailed information about their accounts:
 - o Improving the customer experience through a Pathway to 311 approach – meeting customer requests for electronic business (i.e. electronic invoices).
 - o Manage the complexity of utility billing and statement presentation and impact on customer's bills due to fluctuating monthly rate changes.
 - o Providing superior service by maintaining a 70% Call Centre *Grade of Service* when Customer Service Representatives are tasked with resolving more complex customer issues.
- Effectively and efficiently responding to the Energy Services and Municipal Services business objectives and initiatives.

CURRENT STRATEGIES & ACTION PLANS

Goal A: Promote a positive culture

Priorities for Service Enhancement or Improvement:

1. Promote a safe working environment
2. Improved employee engagement survey results
3. Implementation of Finance Engagement Team

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.					
1	6	6.4	Ensure safety discussions occur on a regular basis at staff meetings. Encourage staff to take safety courses (i.e. first aid, defensive driving, fire extinguisher etc.). Ergonomic assessments for each staff member.	All	Q4 2017
2	6	6.4	Support and encourage staff to participate in the engagement survey project.	All	Q1 2017
3	6	6.4	Implement action plan items from the Finance Employee Engagement Team	All	Q1 2017

Goal B: Complete annual property assessments that results in fair, accurate and equitable market values to be used for distribution of taxes.

Priorities for Service Enhancement or Improvement:

1. Enhancements to the use of technology
2. Meet final recommendations from the 2014 detailed provincial assessment audit
3. Establish a stable non-residential assessment base.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.					
1	6	6.3	Work with service provider to make enhancements in Flex-Suite to accommodate desired changes and reduce vendor-reliance risk	LLL	Q4 2017
2	6	6.6	Leverage technology to maximize cost savings	LLL	Q4 2017
3	6	6.3	Develop HR strategies that allow for work to be completed	LLL	Q4 2017

Goal C: Support and lead *Financially Fit for the Future* initiatives

Priorities for Service Enhancement or Improvement:

1. Provide financial assistance for the Financially Fit for the Future initiatives (e.g. public user fees; franchise fees)
2. Support Financially Fit Initiatives
 - a. Municipal Consent and Access Fee
 - b. Capacity Fee
 - c. Energy Contribution Replacement Tax (ECRT)
 - d. Service Fee Increases
 - e. Enhance Investment Returns
 - f. Enhance Grant Revenue
3. Participate in Alberta Municipal Benchmarking Initiative (AMBI)
4. Initiate Value for Money audit

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.					
1	5	5.1	Provide financial assistance for the Financially Fit for the Future initiatives.	All	Q4 2017
2	5	5.1	Support Financially Fit for the Future Initiatives • Municipal Consent and Access Fee • Capacity Fee • Energy Contribution Replacement Tax (ECRT) • Service Fee Increases • Invest funds to provide superior risk adjusted returns. • Maximize Grant Revenue to the City of Medicine Hat	Cindy / Denise Cindy / Denise Cindy / Denise Cindy / Denise Les Bobbi	Q1 2017 Q1 2017 Q2 2017 Q1 2017 Q1 2017 Q2 2017
3	4	4.4	Ensure financial and operational information is provided with the scheduled timelines	Lola	Q4 2017
4	5	5.1	Initiate and support a value for money style audit	Lola	Q4 2018

Goal D: Implement PSAB standards

Priorities for Service Enhancement or Improvement:

1. Review and implement upcoming changes to standards

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.					
1	5	5.1	Ensure the reporting, presentation and disclosures are implemented as per the PSAB timelines (including imbedded derivatives within existing contracts).	Lola	Q4 2017

Goal E: Assist with information systems and applications

Priorities for Service Enhancement or Improvement:

1. Agresso implementation
2. OnBase implementation
3. City Works implementation

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.					
1	6	6.3	• Ensure resources are available to assist with the project for go live and post go live. Assist with user training. • Ensure a smooth transition with Qbyte interface to Agresso • Support phase 2	All	Q4 2017
2	6	6.3	• Ensure Finance documents are uploaded into OnBase with correct naming convention. • Ensure retention policy is being followed.	All	Q4 2017
3	6	6.3	• Support implementation of City Works system	All	Q4 2017

Goal F: Provide leadership and support in the management of CMH Financial resources

Priorities for Service Enhancement or Improvement:

1. Update and streamline Purchasing Policy and Procedures to be in alignment with GFOA best practices
2. Invest in systems to allow the department to do more with existing resources

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
			Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.		
1	6	6.3	Update and streamline Purchasing Policies in alignment with GFOA best practises	Les	Q2 2017
2	6	6.1	Invest in Treasury and Debt Management Systems to allow existing staff to handle increased workloads.	Les	Q4 2017

Goal G: Provide an enhanced and efficient customer service experience

Priorities for Service Enhancement or Improvement:

1. Customer Web 3.2 Upgrade
2. Credit Card Implementation
3. Utility Actual Consumption Billing
4. "MH Portal"
5. Cashiering system with Payment On-line gateway
6. e-Tax Enhancements

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
			City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.		
1-6	6	6.3	Provide an enhanced & efficient customer service experience		
			Build pathway to 311 recommendations	Denise / Dennis / ICS	Q1 2017
			Customer Web 3.x Upgrade	Cindy / Denise	Q2 2017
			Credit Card Implementation	Cindy / Denise	
			Utility Actual Consumption Billing	Cindy / Denise	Q1 2017
			"My Medicine Hat" eServices Web Portal	Cindy / Denise / ICS	2018
			Integrations with CSM, City Works & Agresso	Cindy / Denise / ICS	2017
			Cashiering System with Payment On-line gateway	Cindy/Denise/ICS	2018
			e-Tax Enhancements	Cindy / Denise /MDSI	Q1 2017
			Community Outreach	Denise	Q1/Q4 2017

Goal H: Support Utilities and other departments in their 2017/2018 initiatives relating to billing, invoicing and payment processing

Priorities for Service Enhancement or Improvement:

1. Water/Sewer Rate Structure Change
2. Curbside Recycling Implementation
3. Hat Smart New Incentive Programs
4. CityViews Permitting System – Invoicing and Payments
5. Perfect Mind Invoicing Interface
6. City Works and Cogsdale CSM Integration
7. CRM System integration to CSM
8. Alberta Carbon Levy for Gas (Provincial Government)

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
			City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.		
1-8	6	6.3	Support Utilities and other departments in their 2017-2018 Initiatives relating to billing, invoicing and payment processing		
			Hat Smart New Incentive Programs	Cindy / Denise	Q1 2017
			Examine Water/Sewer Rate Structure	Cindy / Denise	Q1 2018
			Waste Diversion Review & Implementation (i.e. Curbside recycling)	Cindy / Denise	Q1 2018
			Implementation and integrations of CityViews, City Works, Perfect Mind, CRM with Cogsdale CSM and Agresso AR	Cindy / Denise / ICS	
			Implement new fees and billing rates/pricing options	Cindy / Denise	
			UDS AMI Enhanced functionality	Cindy / Denise	
			Government of Alberta Carbon Levy for Gas	Cindy / Denise	Q1 2017

Goal I: Provide efficient and reliable systems, databases and improved technology

Priorities for Service Enhancement or Improvement:

1. CSM upgrade to GP 2015
2. CSM upgrade to MS SQL Server 2014
3. Customer Web Upgrade to 3.x
4. Flex*Suite Tax Enhancements
5. Agresso AR Enhancements/Upgrade

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
			Strategic Priority: Infrastructure and Amenities. We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.		
2		2	Provide efficient and reliable systems, databases, and improved technology • Cogsdale CSM V2016 upgrade • CSM Service Pak upgrades (2-3) • CSM upgrade to MS SQL Server 2014 • Flex*Suite Tax Enhancements • Agresso AR Enhancements/Upgrade • Cashiering System		
				Cindy / Denise / ICS	Q4 2018
				Cindy / Denise / ICS	
				Cindy / Denise / ICS	
				Cindy / Denise / MDSI	Q1 2017
				Cindy / Denise / ICS	Q1 2017
				Cindy / Denise / ICS	Q4 2018

Key Performance Indicators

Name	Sub-Dept	Ref	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Parcels per Assessor	Assessment	(1)	3,042	3,042	3,500	3,930	3,930	3,930
Price per Household	Assessment	(2)	\$ 37.68	\$ 37.68	\$ 34.00	\$ 30.00	\$ 30.00	\$ 30.00
External Audits	Accounting	(3)	Yes	Yes	Yes	Yes	Yes	Yes
Internal Audits	Accounting	(4)	68	20	44	47	44	47
Timing of Financial Statements	Accounting	(5)	On time	On time	On time	On time	On time	On time
Investment Returns	Treasury	(6)	2.77%	2.70%	2.70%	2.70%	2.70%	2.70%
Debt Limit	Treasury	(7)	31.99%	38.12%	<75%	<75%	<75%	<75%
Inventory Turnover	Treasury	(8)	-	2.70%	3%	3%	3%	3%
Customer Satisfaction Survey	Systems Billing	(9)	96.5%	95%	95%	95%	95%	95%
KPI Major Billing Event	Systems Billing	(10)	Nil	Nil	Nil	Nil	Nil	Nil
Overall Customer Satisfaction	Customer Service	(11)	95%	95%	95%	95%	95%	95%
Call Centre Grade of Service	Customer Service	(12)	90%	80%	70%	70%	70%	70%

- (1) 2016 Est is Medicine Hat in 1-2 Years with 1% parcel growth and is a target # of parcels
- (2) 2016 Est is Medicine Hat in 1-2 Years with 1% parcel growth and is a target price
- (3) Obtain unqualified audit opinion each year. Received GFOA Financial Reporting awards 14 years in a row.
- (4) Number of audits completed each quarter. Target is to complete 24 audits each quarter.
- (5) Percent of time statements are completing within the scheduled deadlines. Target is to complete reports within the deadlines 90% of the time.
- (6) Investment returns are calculated by dividing investment earnings by the average portfolio balance, with a goal of exceeding the benchmark which is the Universal bond index (DEX).
- (7) Debt Limit is calculated by dividing the Cities outstanding debt by two times the previous years audited revenue. The goal is to remain below 75% of the debt limit.
- (8) Inventory turnover is calculated by dividing total sales by the year end inventory balance to determine the number of times that inventory turns over.
- (9) Customer Satisfaction Survey - 571 responses confidence level 96.5%
- (10) KPI Major Billing Event (AUC defined as unscheduled interruption in the production, printing or delivery of bills to customers lasting at least three business days and affecting 100% of the bills) - none in 2015.
- (11) Customer Satisfaction Survey from a minimum of 400 completed questionnaires showing a 95% confidence level with a $\pm 5\%$ sample error as per the Alberta Utilities Commission, Rule 003.
- (12) Call Centre Grade of Service displays a minimum performance of 70%. The percentage of calls answered by a CSR within 30 seconds as per the Alberta Utilities Commission, Rule 003.

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Sale of services	525	483	493	10	493	-	494	494
Other	173	195	185	(10)	185	-	185	185
Total Revenues	20	678	678	-	678	-	679	679
Expenses								
Salaries & benefits	7,876	7,701	7,928	227	8,108	180	8,215	8,339
Contracted services	570	762	682	(80)	647	(35)	684	697
Materials & Supplies	247	159	171	12	183	12	171	176
Amortization	46	629	89	(540)	109	20	129	129
Internal Charges	(4,429)	(4,250)	(4,107)	143	(4,214)	(107)	(4,094)	(4,257)
Other	170	154	114	(40)	114	-	116	118
Total Expenses	4,480	5,155	4,877	(278)	4,947	70	5,221	5,202
Net Operating Costs	4,460	4,477	4,199	(278)	4,269	70	4,542	4,523

Explain changes in the table above (last column) as follows:

Increases in the current year net operating expenses are primarily due to the following factors:

- transfer Agresso Maintenance Fee (\$150,000) per year (move to ICS)
- new implemented systems \$25,000 per year
- step increases \$10,000 per year
- renegotiation of insurance (\$475,000) per year *

* will need to be allocated to applicable departments.

Capital Revenues & Expenditures

The major capital projects for 2017/18 Years are: (list in summary format in tables below)

TCA DECISION PACKAGE SUMMARY

Ref.	Year	Name	\$ Capital Cost	\$ Operating Impact*	Status
	2017	Debt Management System	\$60,000	\$10,000	

MOE DECISION PACKAGE SUMMARY

Refer to Attachment B for detailed information on each decision package.

2017-2018 MOE Decision Packages (listed in priority order):*

Page	Year	Name	Finance Sub-Dept	\$ Operating Impact*	Status
23	2018	Value for Money Audit	Accounting	\$120,000	
22	2017	Pathway to 311 (consultant)	Customer Svc	\$100,000	
25	2018	Cogsdale CSM System	Systems Billing	\$155,000	

* Impact in first full year of operations (actual impact may occur over a number of years).

Assessment did not have anything for the above tables.

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well- organized municipal corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – TCA DECISION PACKAGES

Department: Finance
Division: Corporate Services
Project Name: Debt Management System
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 1.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	10	10	10	10	10	10	10	10	10	10
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	10	10	10	10	10	10	10	10	10	10
Revenue less Expense		\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %	-16.67%										

Description & Purpose

To invest in a debt management system

Implications & Justification

The City of Medicine Hat currently maintains debt and debt schedules in excel. This results in a labor intensive process to roll-over the existing debt schedules. A new system would allow us to work more efficiently and alleviate the need to add roll-over the existing debt schedules. A new system would allow us to work more efficiently and alleviate the need to add new staff.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Continue to use excel spreadsheets to manage debt and debt schedules.

Changes in FTE headcount

This program will allow us to maintain existing staffing levels as transactions and volume increases.

<u>FINANCING SUMMARY</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
OP) Operating / Working Capital	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Finance - Customer Service & Collections
Division: Corporate Services
Project Name: Pathway to 311
Project Type: TCA (one-time cost)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Pathway to 311 - Integrated Customer Experience. A 311 Centre provides the public with a central point of contact for City of Medicine Hat information, programs and service requests. It offers customers simplicity with well defined work processes, and managed work flows. 311 Agents assist customers with their request until completion or in cases where the request requires a higher level of technical expertise, the request is sent to the appropriate department for completion, tracked and measured.

Implications & Justification

To explore an enhanced integrated customer experience on the pathway to 311. Consultant required in 2017 to assist in the requisition of the appropriate CRM systems that would be required, define the scope of 311 and help define the pathway to get there in an efficient manner. 2018 the purchase of a CRM system would be required. A SRM system is the tool that integrates with all other city systems (Cogsdale & City Works) to have one order book for service simplicity. Keeps all the customer information and tracking in one central system. Without a CRM, all tracking would be manual or required duplication.

Alternatives and Options

1) No change to existing operations. This is not recommended as work is being duplicated through numerous departments with customer interactions. No central customer information system is in place. Current system lacks intelligence, accountability and tracking, department focus (customer vs operational) and customer simplicity.

FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Operating	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B – MOE DECISION PACKAGES

Department: Finance
Division: Corporate Services
Project Name: Value for Money Audit
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 5.1
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ 120	\$ -	\$ 130	\$ -	\$ 140	\$ -	\$ 150	\$ -	\$ 160

Description & Purpose

The audits will be performed by external parties. The purpose fo the audit is to identify the adequacy of management systems controls and practices, the management of resources, and the extent to which programs, operations or activities have been effective. The audits will also provide recommendations on improving business processes, Identify where significant deficiencies exist and identify where performance may be improved.

Implications & Justification

The corporation may not be operating as efficient or effective as possible. This could result in the corporation not utilizing resources effectively and potentially incur significant losses over time.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1). Audits performed internally, Not recommended as the corporation does not have the resources or the expertise.
- 2). Do not perform value for money audits. Not recommended as it does not create the efficiencis desiredand the corporation may incur signifnication losses over time.

<u>FUNDING SOURCES</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ -	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ -	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: Finance - Systems & Billing
Division: Corporate Services
Project Name: Cogsdale Customer Service Management (CSM) System
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ 155	\$ -	\$ 160	\$ -	\$ 165	\$ -	\$ 170	\$ -	\$ -

Description & Purpose

CSM Application Upgrade to Microsoft Dynamics Great Plains Version 2016

Implications & Justification

The CSM Utility Billing System, implemented in 2006, is currently on Microsoft Dynamics Great Plains Version 2013 (v12.32) and scheduled to convert to MS Dynamics GP Version 2015 in 2016. Microsoft only supports two versions and MS Dynamics GP Version 2016 was released in May 2016. The main stream support for GP2015 will end in Q1 2018. CSM system generates over \$150 million in revenue per year in Energy and Municipal Services, and is the record of source for 32,000 customers and 82,000 meter assets, with integrations to/from multiple corporate systems. Upgrade to GP2016 is necessary for maintenance and support, as well as benefits from enhancements, efficiencies, and modifications in later versions of the software. Not keeping CSM upgrades to current version, system stability and continuity of billing and collections of the utilities revenue and data information would be at risk. System support and maintenance may be discontinued. This upgrade is a programmed upgrade at approx 10% of the cost of the system.

Alternatives and Options

Contract with a third party provider for the maintenance of CSM. Not recommended as future enhancements or upgrades to improve customer information and systems efficiencies would not be available. Eventually a new billing system would have to be sourced at a significant cost

Changes in FTE headcount

none

FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Operating	\$ -	\$ 155	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ -	\$ 155	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2017-2018 2 YEAR BUSINESS PLAN

Information and Computer Services (ICS)

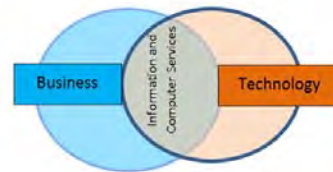
Department Head: Marty Robinson
Title: General Manager
Phone: 403-529-8108
E-mail: marrob@medicinehat.ca

Client Services | Technical Services | Application Services | Electronics and Communications

DEPARTMENTAL OVERVIEW

Information and Computer Services (ICS) is focused on providing professional and prompt service and strategic advice to its customers and business partners, strengthening the City's network infrastructure, and delivering innovative and creative solutions that meet customer needs and City goals. Our commitment is to provide excellent customer service through responsive, value adding, main-stream technology solutions to support the business of the City of Medicine Hat by managing and securing technology, developing skills and planning for the future.

"A Valued Partner in your Success"



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Client Services: Service Desk for support computer technology and mobile devices as well as Mailroom/Print Shop.

Technical Services: Technical support and strategic services for technical infrastructure.

Application Services: Enterprise and GIS systems support. Applications and records management.

Electronics and Telecommunications: Electronics (security systems, 2 way radios, traffic signals, etc.), core telecommunications support and strategic services.

Total Budget Expenditures

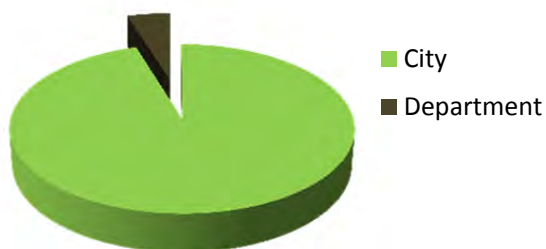


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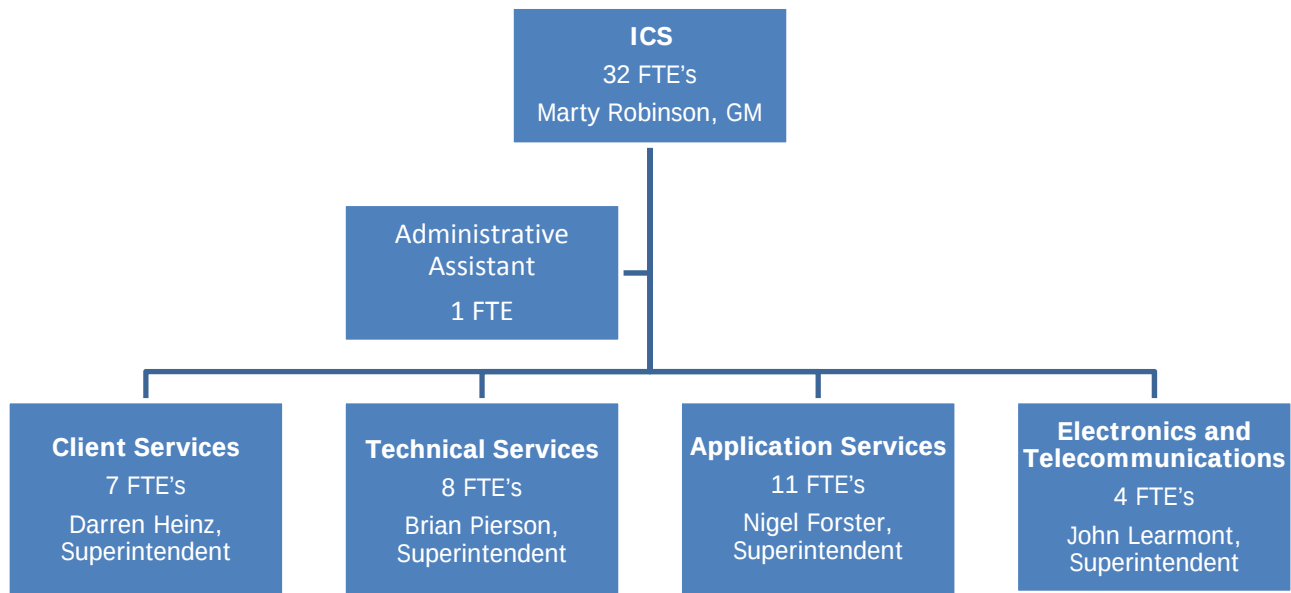
Attachments

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Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart (including FTE headcount)



Core Services & Customers

Client Services (CS)

Core Services: To provide a Service Desk for our Customers as a single point of contact for communication and technical issue resolution. CS provides technical support to customers to resolve technology incidents, to minimize interruptions and downtime of systems, software and smart devices such as tablets and smartphones. CS also handles mailroom and print shop operations.

Customers: Mayor, City Council, City Staff and 3rd Party Contacts.

Technical Services (TS)

Core Services: To provide and maintain an effective and efficient network and database environment for the City's production systems, network backup and disaster recovery services while ensuring the security and integrity of the City's computing infrastructure and data platforms. TS is often the lead team investigating and analyzing new technologies.

Customers: Mayor, City Council, City Staff, 3rd Party Contacts.

Application Services (AS)

Core Services: To provide guidance and expertise with searches for appropriate third party solutions to address business requirements, selection and support of online self-service tools for residents and businesses and online and mobile systems for City employees. AS provides support and leadership with respect to the Enterprise Systems within CMH in addition to coordinating all Corporate GIS software, applications, databases and training.

Customers: Mayor, City Council, City Staff, Residents of Medicine Hat, 3rd Party Contacts.

Electronics and Telecommunications (ET)

Core Services: To provide electronics and communication services to all CMH departments including telephone, radio, traffic signals, fiber optic network, SCADA systems, video surveillance and security systems, emergency vehicles and structured cabling.

Customers: Mayor, City Council, City Staff, Residents of Medicine Hat, 3rd Party Contacts.

Year Service Highlights and Achievements

Within 2016 ICS will have completed a complete modernization of our network infrastructure including a data and a unified communications (VOIP) network. CMH systems and storage infrastructure will be completely modernized with a systems and storage disaster recovery capability in place. The implementation of the Agresso ERP was a major undertaking as well demanding many resources and technology support. These major initiatives will serve CMH well in the future.

Significant Issues and Trends

The most significant issue that is a rising trend and a focus for 2017 will be information technology security. There will be significant focus on development of a security framework, security standard operating procedures, incident response plans, and education. Our security technology will also be modernized and hardened to align with industry best practice.

Enterprise systems are vital to any organization business units' success. We will be starting additional investments and completing in progress investments in enterprise systems that will enable CMH manage operations, predict trends and drive efficiencies. These systems will be integrated to ensure optimal leverage.

CURRENT STRATEGIES & ACTION PLANS

Department Name: Information and Computer Services (ICS)

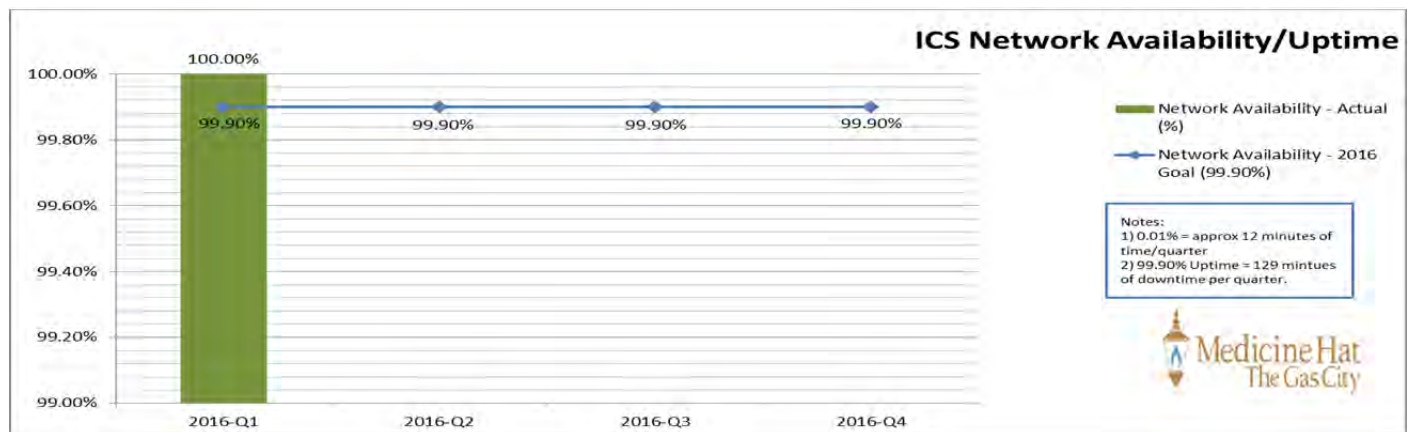
Goal: To provide and sustain an effective data and voice communication platform for the City of Medicine Hat.

Priorities for Service Enhancement or Improvement:

1. Complete implementation of upgraded data and voice network with enhanced functionality and resiliency.
2. Complete implementation of upgraded core server and storage infrastructure with enhanced functionality and resiliency.
3. Complete information security assessment and implement new information technology strategies.
4. Complete radio tower ownership centralization and tower structure remediation.
5. Complete video strategy and consolidation in order to manage/monitor disparate video systems.

Key Performance Measures

Maintain annual data/voice network availability above 99.90%.



Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
	2		Strategic Priority: Infrastructure and Amenities We have high quality sustainable infrastructure and amenities and a reputation for excellent management and maintenance.		
1	2	n/a	Complete implementation of upgraded data and voice network with enhanced functionality and resiliency (TCA_ICS003 Wide Area Network(WAN) Replacement)	TS	2018 Q2
2	2	n/a	Complete implementation of upgraded core server and storage infrastructure with enhanced functionality and resiliency (TCA_ICS001 IT Security)	TS	2017 Q3
3	2	n/a	Complete information security assessment and implement new information technology strategies(TCA_ICS001 IT Security)	TS	2017 Q4
4	2	n/a	Complete radio tower ownership centralization and tower structure remediation (TCA_ICS002 Tower Remediation)	ET	2017 Q3

Goal: To maintain and enhance Enterprise Systems for the City of Medicine Hat.

Priorities for Service Enhancement or Improvement:

1. Continuously improve the Agresso Business World Enterprise Resource System (ERP).
2. Complete and support implementation of new Service Order and Asset Management system for Municipal Works and Environmental Utilities (CityWorks).
3. Continued improvement and implementations of the Records Management (OnBase) solution.
4. Continued maintenance of our GIS assets and enhancement of the tools and services offered to internal and external customers.

Key Performance Measures

Agresso Business World is up to date with version.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
	2		Strategic Priority: Infrastructure and Amenities We have high quality sustainable infrastructure and amenities and a reputation for excellent management and maintenance.		
1	2	n/a	Continuously improve the Agresso Business World Enterprise Resource System (ERP). (MOE_ICS001 Agresso Enhancements)	AS	2017 Q4
2	2	n/a	Complete and support implementation of new Service Order and Asset Management system for Municipal Works and Environmental Utilities (CityWorks) (TCA_ICA009 CityWorks Phase 2)	AS	2018 Q2
3	2	n/a	Continued improvement and implementations of the Records Management (OnBase) solution – all departments using OnBase as core, critical records management tool.	AS	2018 Q4
4	2	n/a	Continued maintenance of our GIS assets and enhancement of the tools and services offered to internal and external customers – GIS layers to support continued improvement of the Service Management and Assets system	AS	2018 Q4

Goal: Strengthen strategic business partnership with the business/operating units we serve within the City of Medicine Hat.

Priorities for Service Enhancement or Improvement:

1. Continue business relationship enhancement through identified strategies.
2. Continue customer service improvements through the further implementation of the ICS Service Management system (Cherwell).
3. Further enhance operational and projects planning within ICS to ensure efficient and timely delivery of value.

Key Performance Measures

Customer Satisfaction as evidenced by constant survey through Client Services remains at above 95% positive rating.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
6			Strategic Priority: City Government The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.		
1	6.1	n/a	Continue business relationship enhancement through identified strategies through quarterly and annual business unit strategic and operational sessions.	All	2018 Q4
2	6.3	n/a	Continue customer service improvements through the further implementation of the ICS Service Management system (Cherwell)	CS	2017 Q3
3	6.1	n/a	Further enhance operational and projects planning within ICS to ensure efficient and timely delivery of value.	All	2018 Q4

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Sale of services	5	5	-	(5)	-	-	-	-
Other	4	42	-	(42)	-	-	-	-
Total Revenues	9	47	-	(47)	-	-	-	-
Expenses								
Salaries & benefits	3,225	3,696	3,728	32	3,899	171	3,978	4,058
Contracted services	1,301	1,635	2,070	435	2,122	52	2,188	2,249
Materials & Supplies	364	212	227	15	217	(10)	218	218
Amortization	286	589	1,272	683	1,832	560	1,841	1,841
Internal Charges	(4,422)	(4,885)	(6,889)	(2,004)	(7,069)	(180)	(7,400)	(7,406)
Other	13	60	116	56	104	(12)	94	80
Total Expenses	767	1,307	524	(783)	1,105	593	919	1,040
Net Operating Costs	758	1,260	524	(736)	1,105	593	919	1,040

Increases in the current year net operating expenses are primarily due to the following factors:

Contracted Services	- Agresso Software Maintenance	\$137,000
	- CityWorks Software Maintenance	\$100,000
	- OnBase/Sire Software Maintenance	\$110,000
	- Microsoft Enterprise License Increases	\$ 18,000
	- VMware Software Licenses Increases	\$ 35,000
Amortization	- Tangible Capital Asset Borrowing	\$683,000
	* Radio/AFFRCS	
	* Information Technology Security Project	
	* Communication Towers	
	* CityWorks Phase 1 and Phase 2	
	* Wide Area Network (WAN) Replacement	
	* Uninterruptible Power Supply (UPS) for Data Center	
	* Mailroom Inserter	
	* Keyscan Security System	
Internal Charge	- This change is as a result of merging the Mailroom, Electronics & Telecommunications and Records Management teams into the ICS Internal Allocations as well as moving to 100% internal allocation of all ICS expenses.	

Capital Revenues & Expenditures

TCA DECISION PACKAGE SUMMARY

Refer to Attachment A for detailed information on each decision package.

2017-2018 TCA Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Capital Cost	\$ Operating Impact*	Status
TCA_ICS001	2017	IT Security	\$1,191,000	\$0	
TCA_ICS002	2017	Communication Tower Remediation	\$500,000	\$0	
TCA_ICS003	2017	Wide Area Network (WAN) Replace	\$300,000	\$0	
TCA_ICS004	2017	UPS Replacement	\$75,000	\$0	
TCA_ICS005	2017	Mailroom Inserter	\$75,000	\$5000	
TCA_ICS006	2017	Keyscan Security System Panels	\$46,000	\$5000	
TCA_ICS006	2018	Keyscan Security System Panels	\$46,000	\$0	
TCA_ICA009	2017	CityWorks Phase 2 Implementation	\$2,000,000	\$100,000	

* Impact in first full year of operations (actual impact may occur over a number of years).

MOE DECISION PACKAGE SUMMARY

Refer to Attachment B for detailed information on each decision package.

2017-2018 MOE Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Capital Cost	\$ Operating Impact*	Status
MOE_ICS001	2018	Agresso ERP Enhancements	\$200,000	\$0	
MOE_ICS003	2018	Network Closets Wiring Standardization	\$75,000		

* Impact in first full year of operations (actual impact may occur over a number of years).

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.

3.1.2 Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

3.2.2 Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

3.3.2 Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

3.4.2 Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

3.5.2 Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

3.6.2 Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – TCA DECISION PACKAGES

Department: ICS
Division: Technical Services
Project Name: IT Security Upgrades/Consulting/SOP/Documentation
Project Type: TCA (\$90k starting in 2021)
in thousands of dollars

Reference No: TCA_ICS001
Department Priority Ranking: 1 of 7
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	90	90	90	90	90	90
	Amortization	60	119	119	119	119	119	119	119	119	119
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	60	119	119	119	209	209	209	209	209	209
Revenue less Expense		\$ (60)	\$ (119)	\$ (119)	\$ (119)	\$ (209)	\$ (209)	\$ (209)	\$ (209)	\$ (209)	\$ (209)
Tax Impact		-0.01%	-0.02%	-0.02%	-0.02%	-0.03%	-0.03%	-0.03%	-0.03%	-0.03%	-0.03%
Capital Expenditure		\$ 1,191	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Describe project or program description and purpose: This project proposes development of a corporate IT Security Program (Cyber Security Program), effectively coordinating people, process and technology, and tuned to protecting and maintaining our current and ongoing CMH business services and operations. When starting to build an IT security program based on effective risk management principles, there are 4 major components: Plan, Build, Operate and Govern. This project focuses on the Plan (including Governance *planning*), Build and Operate components:

1. **Plan** - plan an effective cyber security program: \$265K
 Threat Risk Assessment
 Development of a security strategy and ultimately a Reference Security Architecture
 Development of a formal vulnerability management program
 Establishment of a formal security awareness program
 Develop/adopt an information classification standard
 Document critical information flows, review core database accounts, secure application development/adoption process
2. **Build** - build the controls: \$435K
 Secure zoning *design*
 Unified Threat Protection technology procurement and zoning *implementation*
 Implement a secure password management system
 Enhance data backup and disaster recover systems and processes - essential to recover from nefarious IT security events
3. **Operate** - Operational Security: \$196K (one time costs); annual services costs \$90K
 SIEM Deployment: situational awareness active monitoring and remediation
 Regular security testing - ensure controls work. This is usually a contracted service (x2/yr)
 Tuning/Noise Reduction - optimizing people/process/technology

Plan and Build components should be executed at the same time, as it is vital to have active controls in place to help protect the City's information and IT assets. These controls will be tuned as planning progresses and with program maturity.

Implications & Justification

Detail why the project or program is being recommended: Cybersecurity is has become a corporate priority for most organizations. Today's IT security threats are more sophisticated than ever. Putting up walls and reacting to known intrusions are no longer enough to keep critical systems and information assets secure. Frequently supported and financed by criminal or state-sanctioned organizations, advanced and persistent cyber attacks seek to damage, disrupt, destroy, and steal our information and services, with a new focus on public sector organizations. New technologies, well-funded and determined adversaries, and interconnected CMH information environments have combined to increase our risk exposure to cyberattacks. Critical digital assets are being targeted at an unprecedented rate and the potential impact to operations and services has never been greater.

What are the benefits? Protect CMH people, services, operations, reputation and information assets from the growing threat of cyber attacks bly increasingly sophisticated and determined adversaries. In the past few years, there has been increased focus on targeting public sector institutions, and its just a matter of time before CMH is impacted by one or more of these events. These events often have a heavy financial and reputational impact to public sector organizations.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen:

1) Do nothing/maintain current security posture: On the industry Cyber Security Maturity 0-5 scale, CMH current level of maturity is between 0 & 1. Given the current state protection process and controls, a successful attack is extremely likely in the near future as witnessed by the "near miss" email phishing attempt directed at the CAO recently. Maintaining our current security posture is not a viable or sustainable option

2) Only implement the **"Build"** component: This alternative would significantly improve CMH network perimeter security. It does not address social engineered malicious attacks designed to work through "legitimate" IT controls - such as the recent email impersonating our CAO directing payment to an outside entity. Only people controls can prevent these social engineered attacks - hence the need for an IT security awareness program, part of a larger Security Architecture plan.

3) Only implement elements of the **"Plan"** component: Planning and adoption of a *comprehensive* and *effective* cyber security program will take more than a year. During that time we remain at risk of malicious attack given the current state of CMH cyber security IT *controls*. While program planning is very important, the organization can only realize limited benefit from the plan alone, without the complementary IT controls (the process and technology pieces of people/process/technology program synergy) to create an effective security posture.

Changes in FTE headcount

<u>FINANCING SUMMARY</u>		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
DEB)	Debenture	\$ 1,191	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 1,191	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Electronics and Telecommunications
Project Name: Communication Towers Remediation
Project Type: TCA
in thousands of dollars

Reference No: TCA_ICS_002
Department Priority Ranking: 2 of 7
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	25	50	50	50	50	50	50	50	50	50
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	25	50	50	50	50	50	50	50	50	50
Revenue less Expense		\$ (25)	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (50)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The purpose of this capital cost is to bring our radio towers up to the proper CSA standard. We have 3 major towers and 9 secondary towers that provide communications to our Motorola 2-way radios, INTRAC security systems, Gas Scada, Electric Scada, AMI and Canopy wireless network.

Implications and Justification

It is extremely important for the approval of this capital project in order to repair our radio towers that provides critical emergency communications to our major City operations such as Police Services, Fire Services, 911, Gas, Electric, AMI, Transit Services and ICS. The failure or extended downtime of these tower antennas would pose a risk of public safety.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Do nothing and wait for critical systems to fail.
- 2) Operate illegally with non-standard CSA approved radio towers. (Not recommended)

Changes in FTE headcount

There are no new FTE's required for this capital project.

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
DEB)	Debenture	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Technical Services
Project Name: Wide Area Network Replacement (CANOPY)
Project Type: TCA (\$30k starting in 2021)
in thousands of dollars

Reference No: TCA_IC5003
Department Priority Ranking: 3 of 7
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	30	30	30	30	30	30
	Amortization	15	30	30	30	30	30	30	30	30	30
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	15	30	30	30	60	60	60	60	60	60
Revenue less Expense		\$ (15)	\$ (30)	\$ (30)	\$ (30)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (60)
Tax Impact		0.00%	0.00%	0.00%	0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace 20 yr old Canopy outdoor Wide Area Network (WAN) system with current technology

Implications & Justification

The 20 year old Canopy WAN technology currently utilized by the city has reached end of service support life - vendor no longer supports software and parts are increasingly difficult to purchase. (*important note: 20yrs is an extremely long lifespan for any IT equipment*) The Canopy network supports normal and critical business functions at over 20 remote CMH sites, ranging from basic IT support for remote business units to enabling critical Gas SCADA communications. Loss of the WAN service would severely impact operations of several key CMH business functions. In addition, this older WAN technology cannot support many of the advanced network services the city now depends on for information and communication services (quality of service, sufficient bandwidth, low latency, etc.).

Benefits: Replacement with current "best of breed" outdoor WAN technology will continue to support basic CMH network communications, while enabling support for key IT services at the remote sites, including high-bandwidth applications (e.g. GIS), IP-telephones, video-streaming, enhanced security, centralized network management/monitoring, and others. Support for the WAN system elements (software, hardware) will be available for the servicable life of this type of system, typically 6-10 years.

Capital Project Costs: \$266,000; no third party funding committed. With the old Canopy system at end of service life, all of the annual support costs for a new system will be net new to budget.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Keep existing system until 2019: The risk associated with this option is High, as there is no assurance that CMH personnel could maintain the system with our existing inventory of spare parts, and keep the control software running. A WAN network failure would result in disconnection of IT service to remote sites: Email, corp applications, Internet, Intranet, etc.
- 2) Contract network telecommunication services between main CMH network and remote sites. Most remote sites are not in areas 3rd party serviced by adequate network services. Activation and ongoing service costs is very high when compared to CMH maintaining the service.
- 3) Connect remote site via CMH wire: While this may become a viable option for some remote sites, over time, it is currently cost prohibitive given distance/path and private property issues.

No change to FTE headcount

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Electronics and Telecommunications
Project Name: UPS Replacement(Exide) Electric Dist. Communications Room
Project Type: TCA (on-going annual maintenance costs starting in 2019: \$5,000.00) *in thousands of dollars*
Reference No: TCA_IC5004
Department Priority Ranking: 4 of 7
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	5	5	5	5	5	5	5	5
	Amortization	4	8	8	8	8	8	8	8	8	8
	Debt financing (Principal)	-	15	15	15	15	15	16	16	16	16
	Debt financing (Interest)	-	1	1	1	0	0	0	(0)	(0)	(1)
	Total	4	23	28	28	28	28	28	28	28	28
Revenue less Expense		\$ (4)	\$ (23)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

To replace the old Exide BladeUPS unit located in the Scada server room in the Electric Distribution building.

Implications & Justification

The existing UPS model is currently oversubscribed with power connections to four separate work areas within the Electric Distribution building. These power connections feed backup power to the main network closet, secondary network closet, Electric Scada room and the backup 911 Dispatch work area. Electric is a core network ring location that feeds critical communications for many production systems. Extended downtime for systems such as Motorola 2-way radio, AMI, 911/Dispatch backup, Fiber communications and Scada distribution all rely on a consistent dedicated power system.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Keep the existing system running as there are new internal batteries scheduled for the end of 2016.
- 2) Remove this large system with three smaller UPS systems (cost to be determined)

Changes in FTE headcount

No FTE's are required for this UPS hardware replacement project.

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Client Services
Project Name: Mailroom Inserter Replacement
Project Type: TCA (HW Maintenance \$5k)
in thousands of dollars

Reference No: TCA_ICS005
Department Priority Ranking: 5 of 7
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	5	5	6	6	6	7	7	7	8	8
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	4	8	8	8	8	8	8	8	8	8
	Debt financing (Principal)	-	15	15	15	15	15	16	16	16	16
	Debt financing (Interest)	-	1	1	1	0	0	0	(0)	(0)	(1)
	Total	9	28	29	29	29	30	30	30	31	31
Revenue less Expense		\$ (9)	\$ (28)	\$ (29)	\$ (29)	\$ (29)	\$ (30)	\$ (30)	\$ (30)	\$ (31)	\$ (31)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace the MailRoom Inserter with a new model

Implications & Justification

Current inserter was purchased in 2009, life expectancy is 7 - 8 years, which would put replacement in 2017. The current inserter is regularly needing service and becoming unreliable. Annual maintenance is \$7,500, a new model would reduce maintenance fees by \$2,000 annually. There are concerns how long parts will be available for the current inserter. As well there is no one in the Medicine Hat that performs the inserting service should the inserter become inoperable. There is no backup for this service.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Continue with current inserter on maintenance until next budget cycle. Utility bills will be going from 2 pages to 4 pages which will double the inserter load. Increase load will increase the reliability concern which will increase service calls, which means more part replacements and will the parts be available.
- 2) Have a third party perform the inserter function or part of the inserting to reduce the load on the inserter. Will require programming changes to the major systems, Utilities, Photo Radar, MDS (tax) and Payroll.
- 3) Lease a new inserter, the 5 year cost was \$40,000 more than purchasing

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Electronics and Telecommunications
Project Name: KeyScan Security Systems Panels Replacement
Project Type: TCA (\$5k for various maintenance items)
in thousands of dollars

Reference No: TCA_IC5006
Department Priority Ranking: 6 of 7
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	5	5	5	5	5	5	5	5
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	2	7	9	9	9	9	9	9	9	9
	Debt financing (Principal)	-	9	9	9	9	10	10	10	10	10
	Debt financing (Interest)	-	1	1	0	0	0	(0)	(0)	(0)	(1)
	Total	2	17	24	24	24	24	24	24	24	24
Revenue less Expense		\$ (2)	\$ (17)	\$ (24)	\$ (24)	\$ (24)	\$ (24)	\$ (24)	\$ (24)	\$ (24)	\$ (24)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 46	\$ 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

26 old Keyscan door security panels need to be upgraded for various City buildings due to end of life panel firmware that will not function with newer Keyscan software versions.

Implications & Justification

If these Keyscan systems fail this will affect door access to many City buildings and facilities. Some of the major buildings that need to be upgraded include City Hall, Chinook building and Electric Distribution. The risk of failure would pose the exposure of not safeguarding City assets.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Continue using the current system which with no upgrades planned and hope for no failures.
- 2) Spend funds on Keyscan panels when they fail. (Not recommended as the building doors would be open until replaced)

Changes in FTE headcount

No addition FTE staff are required as part of this capital project.

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Corporate Services Application Services
Project Name: City Works - other Depts -
 Corporate Computerized Maintenance Management System
Project Type: TCA (on-going costs)
 in thousands of dollars

Reference No: TCA_IC 0009
Department Priority Ranking: 7 of 7
Organization Priority Ranking:

Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	100	100	100	100	100	100	100	100
	Amortization	100	200	200	200	200	200	200	200	200	200
	Debt financing (Principal)	-	68	69	70	71	72	-	-	-	-
	Debt financing (Interest)	-	6	5	4	2	1	-	-	-	-
	Total	100	274	374	374	374	374	300	300	300	300
Revenue less Expense		\$ (100)	\$ (274)	\$ (374)	\$ (374)	\$ (374)	\$ (374)	\$ (300)	\$ (300)	\$ (300)	\$ (300)
Tax Impact		-0.02%	-0.04%	-0.06%	-0.06%	-0.06%	-0.06%	-0.05%	-0.05%	-0.05%	-0.05%
Capital Expenditure		\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Installation of computerized maintenance management system that is compatible throughout the corporation.

Implications & Justification

The City is currently implementing Cityworks as the asset management computer software for the Environmental Utilities and Municipal Works departments. Through 2015, the City assessed the applicability of using Cityworks for operating departments throughout the City. Following an exhaustive review, City General Managers agreed that Cityworks was a suitable system for all participating departments. It was decided that the implementation would be completed in a staged approach; Phase 1 EU/MW and Phase 2 all other departments.

Stage 1 is funded and currently being implemented. It was also decided that Stage 2 (all other departments) would be deferred until a 2017/18 TCA budget request was submitted and approved prior to commencing implementation. Stage 2 is a multi-departmental project including ICS, Parks & Recreation, Corporate Asset Management (Buildings and Fleet), Electric Generation, Electric Distribution, and Gas Distribution. This is an omnibus TCA for the departments listed above and needs to be confirmed regarding who will lead and manage the project in the future.

Cityworks Asset Management and Work Order Software will be procured, and be used to improve the lifecycle management of City infrastructure. The software will enable improved long range infrastructure planning and financing strategies, and save capital funds by enabling work coordination between departments. By constructing a web based system it will allow multiple users to have access to valuable information pertaining to City infrastructure.

The system will enhance the departments' ability to effectively manage our critical infrastructure and thus reduce overall maintenance costs. The system will allow the operating departments to better manage their infrastructure by tracking asset conditions and forecasting maintenance/rehab/replacements of those assets, all with an effective work order system. Departments will be able to address 2 x 14 concerns in a more timely manner and provide a means to report on field situations. In addition, this project will integrate a Work Order system with the City's This project is consistent with Council's Priority #2 Infrastructure & Amenities and Priority #5 Fiscal Management.

Note: Operational costs include mainly software license fees.

1.) Not approving this project is not recommended as multiple operational departments are already implementing a system, i.e. EU and MW. The remaining departments have been involved with the EU/MW project in order to streamline the implementation process and have started standardized workflow changes in preparation of implementation. The Work Order component is required for integration with the Agresso Financial System and to provide the asset management component which Agresso does not provide.

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 1,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OP)	Operating / Working Capital	50	-	-	-	-	-	-	-	-	-
INT)	Internal Loans	350	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B – MOE DECISION PACKAGES

Department: ICS Application Services
Division: Corporate Services
Project Name: Agresso Enhancements
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: MOE_IC_001
Department Priority Ranking: 1 of 3
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 200	\$ -	\$ 200	\$ -	\$ 200	\$ -	\$ 200	\$ -	\$ 200	\$ -

Description & Purpose

The purpose of this request is to secure funding to advance the functionality available in the Agresso Business World (ABW) Enterprise Resource Planning system implemented in CMH in late 2016. There is a desire to advance the functionality available and keep to the most recent version minus 1 within ABW to further streamline our CMH processes. Examples would be the Salary Planning or Modeller. As an example with the Modeller Experience Pack from ABW, creating new departments, moving people from one division to another or simply finding people within your organisation is straightforward using drag and drop functionality, with changes shown immediately. Built in reporting and analysis helps you monitor these changes. In order to plan, implement and train our folks here at CMH on this type of functionality, there will be some professional services required. This request is for \$150,000 to be used to procure ABW experienced professional services to lead our internal resources in the implementation of chosen process changes, functionality and/or ABW Experience Packs. This MOE will also be used for training and professional development in regards to our ERP system.

Implications & Justification

In order to continue to drive efficiency with our new ERP system, we need to continue to invest in further implementing pieces of the systems that currently exist and were not in scope for initial project and in the new functionality available by the vendor Unit4. Efficient processes and use of resources is always important but it is paramount in financially constrained times.

Alternatives and Options

- 1) An alternative is to do nothing and exist with current functionality. This is not progressive nor aligned with our recent investment in ABW.
- 2) An alternative is to continue to use our internal resources to move the efficiencies forward. These are the same resources who support the system on a daily basis thus time to advance new projects is minimal.

Changes in FTE headcount

FUNDING SOURCES	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: ICS
Division: Electronics and Telecommunications
Project Name: Network Closet Wiring Standardization
Project Type: MOE

Reference No: MOE_IC003

Department Priority Ranking: 3 of 3

Organization Priority Ranking:

Recommended by Management Team: Yes/No

in thousands of dollars

(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ 75	\$ 75	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25

Description & Purpose

This MOE is required to address power, cooling and TIA network cabling standards not found in many City building network communication closets.

Implications & Justification

These communication rooms provides the equipment that operates the data network, phones, Wi-Fi AP's, Keyscan security systems and cameras that must function for day to day operation. Failure of these systems would cause a variety of communication problems for many departments.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Do nothing and wait for problems to occur and systems start to fail.
- 2) Tackle the long list of outstanding issues with small operating budget funds which would take an extremely long time to complete.

Changes in FTE headcount

No increase in staff FTE's are required for this new MOE request.

<u>FUNDING SOURCES</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 75	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 75	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2017-2018 2 YEAR BUSINESS PLAN

Corporate Asset Management

Department Head: Christopher Eagan
Title: General Manager
Phone: 403.525.8663
E-mail: chreag@medicinehat.ca

Building Services | Facilities Project Management | Fleet Services

DEPARTMENTAL OVERVIEW

Corporate Asset Management Department provides leadership and direction in the maintenance of the Corporation's facilities and fleet assets, and provision of expert project management services for facilities capital projects.



Total Budget Expenditures



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

- Provide professional, technical, and non-technical support and services to City staff and the public to create and maintain comfortable, safe, and functional building environments.
- Project initiation, planning and project management of construction and renovation projects.
- Allocation and management of the City space resource.
- Manage and maintains the City's fleet of vehicles and equipment.
- Lead the annual capital MTCA program.

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Attachments

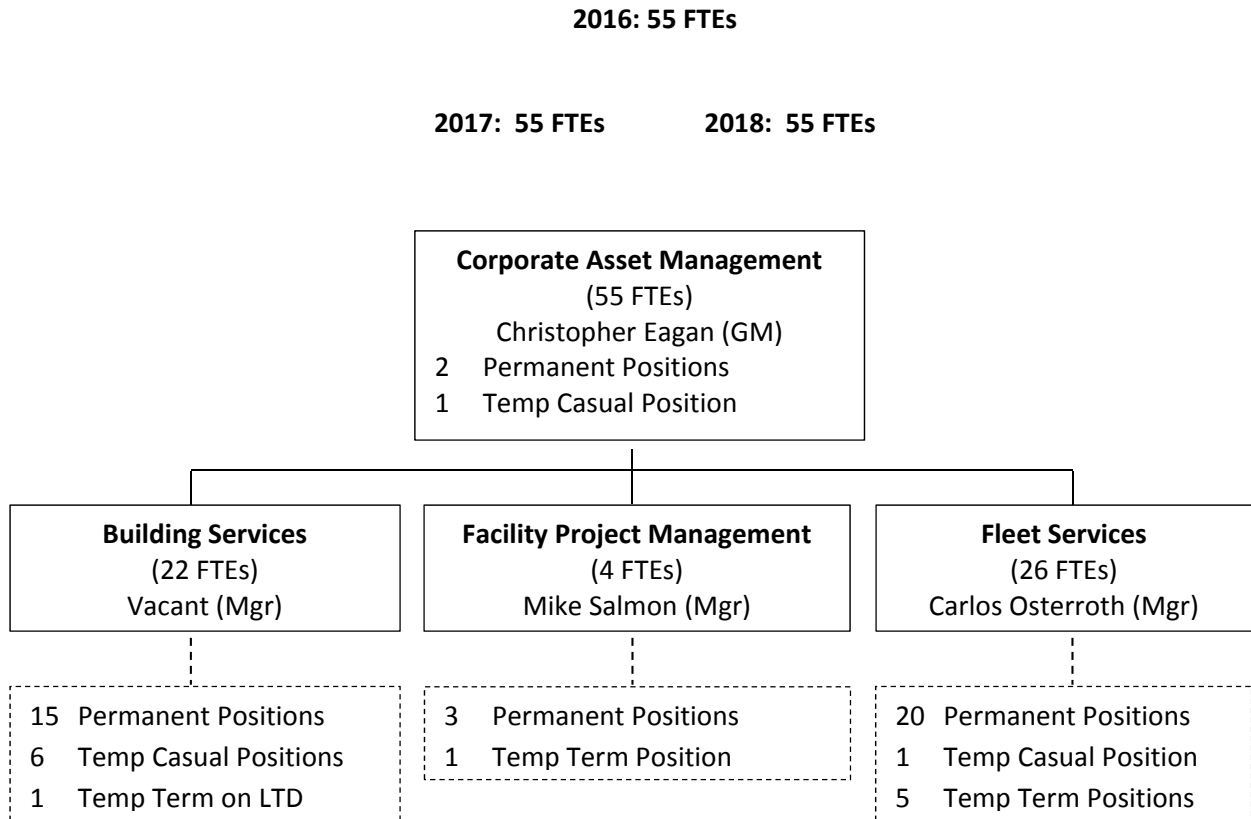
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DEPARTMENT OVERVIEW

Corporate Mission Statement

"Deliver value through exceptional public service."

Organizational Chart (including FTE headcount)



Core Services & Customers

Building Services

To provide comprehensive facilities asset management services, as well as trusted advisory services including:

1. Operations, maintenance, provision of technical support, facilities and services in support of department programs and requirements within resource limitations for a portfolio of approximately 180 municipal buildings totaling about 1.5 M square feet, valued at approximately \$500M, with an operating budget of \$8.4M.
2. Program, schedule and manage the Infrastructure Rehabilitation Program life cycle replacement capital spending, including planning, design, and construction. Annual program value is \$1.9M.
3. Engage and manage Professional Consultants for facility construction and maintenance projects including; planning, budgeting, designing, construction, quality assurance, compliance and commissioning.
4. Provide contractor management and site supervision for various maintenance, construction and service contracts with contractors at a value of approximately 75% of Building Services overall budget, performing the role and responsibilities as Prime Contractor.
5. Electrical building maintenance and maintenance/construction support of traffic signals for Municipal Works and Alberta Transportation.
6. Develop and manage health, safety and environmental programs to ensure compliance for a large operation group of staff (22 FTE). Ensure contractor compliance of health, safety and environmental programs.

Customers include:

- Government of Alberta Regulatory Agencies,
- City Council / Committees of Council,
- Administrative Committee,
- All City of Medicine Hat Municipal and Utility Departments,
- Professional consultants (architects, Engineers, Environmental, Commissioning & Testing, and Real Property Management),
- Contractors, Sub-contractors, and Suppliers,
- Contracted Services and Goods Providers,
- Non-profit / third-party / community organizations,
- Emergency Management Agencies,
- Emergency Social Services.

Facility Project Management

1. The Facilities–Project Management Office (FPMO) manages the planning, design, and implementation for CMH-funded capital facilities projects.
2. The office is organized into two primary functions: Planning/Project Initiation and Project Management.
3. The Planning/Project Initiation function provides in-house programming; consultation, planning, and concept design services for CMH facilities projects in alignment with CMH space allocation guidelines, real estate management best practice, and financial objectives.
4. The Project Management function provides owner representation and overall management of capital building project implementation ranging in scope from small renovation work to new facilities. The FPMO directs the selection and management of qualified design and construction professionals, and delivers quality projects in a safe, expedient and economically responsible manner. The role of the FPMO is to advocate for high-quality, coherent solutions consistent with the character and aspirations of the CMH.

Customers include:

- City Council / Committees of Council,
- Administrative Committee,
- City of Medicine Hat Municipal and Utility Departments,
- Non-profit / third-party / community organizations,
- Professional building consultants (geotechnical, architecture, interior design, structural/mechanical/electrical engineers, specialty engineering)
- Professional associations, community agencies and government administrations
- Building contractors, subcontractors, and suppliers.
- Contracted Services and Goods Providers

Fleet Services

1. Fleet Services provides strategic mobile tangible asset (MTCA) management services through the integration of fleet systems and resources, incorporating fleet business and financial industry best practices.
2. Trusted advisory services are provided at strategic, tactical, and operational levels in areas of fleet procurement, contracting services, maintenance, mobile assets divestment, fleet risk management, emergency operations logistics, and business development.
3. Fleet Services provide integral support to corporate departments, supporting a fleet of 725 mobiles assets valued at approximately \$70M.

Fleet Services has several touch-points with internal and external customers/stakeholders including:

- City Council and Council Committees
- Administrative Committee
- City of Medicine Hat municipal and utility departments
- Auto dealers & equipment suppliers
- Third-party service providers
- Non-profit and third party community organizations
- Emergency Operations Center
- Various consultants
- Provincial, Federal, and Municipal government organizations
- Professional associations, community agencies
- Safety and environmental agencies

2015 - 2016 Service Highlights and Achievements

- Reduced the Fleet a further 118 units utilizing fleet right sizing initiatives generating a combined capital/operating annual savings of over \$3.25M.
- Completed the expansion and renovation of the Fleet/Transit building.
- Fire Station #2 design and under construction.
- Fire Station #1 planned and ready for design in early 2017.
- Commenced fueling operations at the new CNG station.
- Resolved the five-year backlog of budgeted MTCA acquisitions worth approximately \$10M.
- Continued implementation and refinement of ISO 14001 Environmental Management Systems and health and safety systems administration within CAM.
- Implementation of a Fuel Management Information System with new Key-FOB technology.
- Implementation of a Fuel Management Policy including transparent billing processes and procedures.
- Contributed to the Agresso implementation and the selection of City Works as the new CMMS system for the City.

Significant Issues and Trends

Building Services

Issues:

- Requirements related to energy efficiency, the environment, occupational health and safety, and regulatory / due diligence issues are placing greater pressures on budgets and resources.
- Recruitment and succession planning to ensure skilled personnel will be developed and retained is a problem demonstrated in the failure to attract qualified HVAC controls personnel.
- Accountabilities and financial burden is continuing to grow while budgetary increases are falling behind facility lifecycle replacement, requirements, resource requirements, rates of inflation, internal labor rates, internal cost recovery and industry market prices.
- Trade and materials availability and cost due to fluctuating regional supply and demand.
- Sustaining our aging infrastructure given market demands, growth, and fiscal constraints is difficult.
- Sustaining levels of service with a limited work force.
- Continued management of Building Services work order system while implementing the new ERP and CityWorks systems will be challenging.
- Continued increase of corporate department requests for technical support and facility management services results in challenges allocating scarce resources.
- Implementation of both a records management and facilities management system has added additional administrative burden to the department.
- Maintaining baseline workloads and service level expectations while engaging in substantial initiative-based work.

Trends

- Increasing requirements to provide On-call services on a 24/7 basis on demand (facility repairs and maintenance, access to facilities, building security alarms, equipment failures, traffic signals and emergency response).
- Compliance with increasingly stringent health, safety and environmental regulations and standards such as ISO 14001 and OHS Act and Regulations.
- Balancing in-house and external resources (expertise and infrastructure) to cost-effectively and efficiently maintain increasingly complex and specialized facilities management needs.
- Increasing requirements to support corporate activities in addition to Building Services Operations.
- Requests from corporate departments for increase of services to provide facility management and site maintenance & repairs in addition of Service Level Agreements.

Facility Project Management

Issues:

- PM Capacity – based on the requirement forecast for FY 2016 the FPMO is currently operating at a resource capacity factor of 2.8 times target capacity. Continuing at this resource level will result in a decreasing level of risk mitigation and an increased prioritization of projects, resulting in potential delays to the capital program. Short-term solutions have been implemented. A Project Management SOA has been developed to provide some flexibility in response time and capacity.
- PM Planning – there has been little in the way of any integrated or master planning in regard to the CMH capital program. While communication between the FPMO and city departments during the initiation phase of projects has increased, a large percentage of FPMO workload develops on an ad hoc basis. The absence of any long term, integrated plan for capital development will significantly affect how and when the FPMO can respond to new work in regard to capacity/capability. Resource management will continue to be an issue.

Trends:

- As the FPMO continues to develop and provide value to the CMH it is anticipated that the benefits afforded by an internal PMO could be extended to provide support to other projectized requirements within the CMH. (i.e. municipal planning, utility infrastructure renewal, process and program management, etc.)
- It would be expected, that as the CMH transitions from a weak to a strong matrix organization, the FPMO would evolve with the new requirement, resulting in the financial stability of the capital program, and sustaining the City's reputation for affordability.

Fleet Services

Issues:

- Equipment and fleet technology has become increasingly complex, resulting in the need to invest more operating budget in technical training for staff.
- Continued management of fleet administration with Mapper. The current system is one of the most restrictive elements interfering with proper management of mobile assets and is adversely affecting nearly every aspect towards producing value for the City, including: 1) job efficiency; 2) employee productivity; 3) ability to measure results versus KPIs; 4) identification of trends and obstacles; 5) problem solving; and 6) effective management of day-to-day operations.
- Implementation of the new Agresso Enterprise Resource Planning (ERP) system.
- Strategic recruitment and succession planning to ensure skilled personnel is developed and retained.
- Addressing Value for Money Audit recommendations with existing resources.
- Absence of an Automated Vehicle Location (AVL) system and a Computer Maintenance Management Software (CMMS).
- Fleet Services organizational chart reflecting numerous human capital roles and responsibilities outside actual job descriptions scope of work.

Trends:

- Compliance with increasingly stringent health, safety and environmental regulations and standards such as ISO 14001, OHS Act, and Commercial Vehicle Inspection Programs.
- Increasing demand to support the Emergency Operations Center Logistics Branch
- Support and maintenance of CNG capital projects (Fleet Facilities/CNG filling station)
- Business improvements achieved through strategic asset divestment and the implementation of fuel management policies and procedures.
- Financially-fit fleet right sizing strategies allowing the optimization of mobile assets administration.

CURRENT 2017 - 2018 STRATEGIES & ACTION PLANS

All Corporate Asset Management Strategies and Action Plans support:

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Building Services:

Goal: Confirm financial and workload implications to implement VMA Recommendation #9 – Change role and title of Building Services to Facility Management to incorporate planning, design, construction, and maintenance of grounds adjacent to Corporate Buildings; including sidewalks, parking lots, fencing, lighting, and landscaping.

Priorities for Service Enhancement or Improvement:

1. Relieves workload on operating departments.
2. Potential for increased purchasing power by consolidating workload.
3. Potential for increased quality of work having one contractor provide the service.

Key Performance Measures: NA

Goal: Implement VMA Recommendation #13 – City Works computerized facility management software.

Priorities for Service Enhancement or Improvement:

1. Provide for improved work order management improving customer status reporting
2. Allow departments to work on identical system – ease of use.

Key Performance Measures: NA

Goal: Review and Implement VMA Recommendation #14 – balance use of contracted and internal HVAC services. Include a review of other services provided.

Priorities for Service Enhancement or Improvement:

1. Improved response time to address HVAC issues for client departments.
2. Lower costs over contracted service.

Key Performance Measures: NA

Goal: Facilities Condition Index (FCI) - Plan and initiate a project to survey each City building to establish FCI for all City buildings.

Priorities for Service Enhancement or Improvement:

1. Create a strategy and plan for approval that defines timelines, budget/resource requirements.

Key Performance Measures: FCI

Goal: Evaluate and recommend Building Services organizational structure to balance resources to align with department operational & regulatory requirements, including support for other City departments to ensure efficient and effective operations in accordance with corporate expectations.

Priorities for Service Enhancement or Improvement:

Improve staff engagement (action plan deliverable).

Key Performance Measures: Improved engagement scores on annual survey.

Goal: Review existing Service Level Agreements (SLA's) to determine alignment with corporate shared service model, to provide efficient and effective customer-orientated service delivery.

Priorities for Service Enhancement or Improvement:

1. Ensure alignment with customer expectations and financial/resource limitations.
2. Ensure corporate facility asset management maintenance levels are achieved.

Key Performance Measures: Customer satisfaction survey

Facility Project Management

Goal: To provide leadership and support in regard to the CMH corporate priority to have a well-built and responsibly maintained infrastructure and high standards for planned additions to the Corporate Asset portfolio

Priorities for Service Enhancement or Improvement:

1. Continued, expedient and sustainable management of major and minor additions to Corporate Asset portfolio
2. Continued development and integration of the FPMO and the project management process into the existing CMH organization. Continue the development of strong, recognizable project management competency that will be accountable to senior administration and the general public.
3. Continue to promote cross-departmental integration, coordination and cooperation between all CMH departments

Key Performance Measures: PM effort/budget=<3%

Fleet Services:

Goal: To provide optimal operational performance in alignment to corporate priorities.

Priorities for Service Enhancement or Improvement:

1. Create a detailed policies and procedures fleet manual and promulgate company-wide.
2. Update Service Level Agreements with corporate departments.
3. Record itemized direct and indirect labor time on a job based level.
4. Track vehicle availability and downtime by capturing work order time and utilizing work order statuses to identify downtime causes.
5. Evaluate mobile assets PM program. Review cycle length and cycle type schedules to meet OEM standards. Modify checklists so they are relevant to current fleet vehicles and equipment. Track compliance for early, on time, late and overdue PMs. Institute a notification escalation process for overdue PMs.
6. Implement strategic sourcing practices in the form of multi-year bids, total cost of ownership RFPs, and piggybacking to existing government fleet procurement competitions to lower acquisition cost.
7. Impute income for all fleet mobile assets, including on-call status take-home vehicles.
8. Ensure vehicle history is allocated to the proper vehicles through the use of unique or asset identifiers.
9. Develop a written comprehensive policy and procedure that encompasses all details related to the remarketing process.
10. Procure and implement a modern, fully integrated FMIS.

Key Performance Measures

1. Mobile Assets condition
 - a. Fleet (% within renewal targets per NAFA)
2. Mobile Assets cost
 - a. Fleet total cost of ownership index (% achieved / target)

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Sale of services	221	339	210	(129)	213	3	213	213
Licenses, Fines & Penalties				-		-		
Internal Recovery	13,406	14,031	17,529	3,498	17,770	241	18,075	18,262
Other	143	101		(101)		-		
Total Revenues	13,770	14,471	17,739	3,268	17,983	244	18,288	18,475
Expenses								
Salaries & benefits	4,516	4,650	4,677	27	4,749	72	4,844	4,940
Contracted services	4,136	4,412	4,295	(117)	4,352	57	4,460	4,572
Materials & Supplies	876	841	4,558	3,717	4,558	-	4,648	4,663
Amortization	9,185	10,430	11,201	771	13,028	1,827	9,574	9,765
Internal Charges	1,454	1,526	1,460	(66)	1,509	49	1,515	1,530
Other	393	311	240	(71)	210	(30)	75	63
Total Expenses	20,560	22,170	26,431	4,261	28,406	2,005	25,116	25,533
Net Operating Costs	6,790	7,699	8,692	993	10,423	1,761	6,828	7,058

Increases in the current year net operating expenses are primarily due to the following factors:

Sale of Services – No anticipated insurance proceeds	\$ 129
Internal Recovery – Fleet at 100% cost recovery	\$(3,498)
Contracted Services –Decrease in insurance	\$ (117)
Materials & Supplies –Fuel & parts (previously included individual department budgets)	\$ 3,717
Other – Amortization, interest on debt etc.	\$ 762
2016 – 2017 Total change	\$ 993
2017 – 2018 Change due to inflation and amortization	

Capital Revenues & Expenditures

The major capital projects for 2017-2018 Years are listed in summary format in tables below.

Refer to the Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans for the City of Medicine Hat.

TCA DECISION PACKAGE SUMMARY

Refer to Attachment A for detailed information on each decision package.

2017-2018 TCA Decision Packages (listed in priority order):

Ref.	Year	Name	\$ Capital Cost	\$ Operating Impact*	Status
	2017	Animal Pound Facility Rehabilitation	\$500,000	NA	
	2017	Building Modernization Refreshment Program	\$150,000	NA	
	2018	Building Modernization Refreshment Program	\$150,000	NA	
	2017	Esplanade Replace Boilers/BMS Controllers	\$2,300,000	NA	
	2017	Hockey Hounds Dehumidifier	\$450,000	NA	
	2017	Fleet Services Pipework Above Transit Bays	\$50,000	NA	
	2017	Kinplex – Kin 1 Roof replacement	\$600,000	NA	
	2018	City Hall – Replace Parkade Roofing	\$1,500,000	NA	
	2018	City Hall – Waterproof Parkade Foundation & Repair Storm Water Pipe	\$300,000	NA	
	2018	Cemetery – Addition / Renovation	\$300,000	NA	
	2018	Moose Rec Centre – Ice Slab Replacement	\$1,200,000	NA	
	2017	Medicine Hat Police Service Roof Replacement	\$350,000	NA	
	2017	Infrastructure Rehabilitation	\$1,900,000	NA	
	2018	Infrastructure Rehabilitation	\$1,900,000	NA	
	2017	ICS Data Centre HVAC Redundancy	\$525,000	NA	
	2017	Portable Vertical Lifts & Work Platforms	\$200,000	NA	
	2017	Community Partnership Requests	\$370,000	N/A	
	2018	Community Partnership Requests	\$600,000	N/A	
	2017	Parks & Recreation Administration on Building Renovation	\$500,000	NA	
	2017	Canada Post Land Acquisition	\$250,000	NA	
	2017	Fleet Services AVL System	\$25,000	NA	
	2017	Fleet Services Lifts Replacement	\$120,000	NA	
	2017	Fleet Services HAZMAT Shacks	\$50,000	NA	
	2017	Fleet Services Tire Machine Replacement	\$20,000	10% cost reduction	
Total			\$14,310,000		

* Impact in first full year of operations (actual impact may occur over a number of years).

MOE DECISION PACKAGE SUMMARY

Not applicable

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.

3.1.2 Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

3.2.2 Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

3.3.2 Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

3.4.2 Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

3.5.2 Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

3.6.2 Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Animal Pound Facility Rehabilitation
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	17	33	33	33	33	33	33	33	33
	Debt financing (Principal)	-	45	46	47	48	49	50	52	53	54
	Debt financing (Interest)	-	11	10	9	8	7	6	5	3	2
	Total	-	73	89	89	89	89	89	90	89	89
Revenue less Expense		\$ -	\$ (73)	\$ (89)	\$ (89)	\$ (89)	\$ (89)	\$ (89)	\$ (90)	\$ (89)	\$ (89)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Building Rehabilitation for the Animal Pound Facility as part of a contractual agreement

Implications & Justification

The City has a 3 year agreement with Animal Pound and Rescue Centre (APARC) to provide animal pound services. The City is responsible for providing APARC a facility with a commitment to finish renovations by January 1, 2016 and due to the short timeframe not all renovations were able to be completed. The Facility improvements are a contractual obligation and include HVAC and roof improvements to bring the building up to standard. Other improvements include sidewalk/landscaping, exterior painting and signage that are required to order to meet the City's contract obligations and allow the contractor to provide proper service. The upgrade of the venting in the building is for pet health and prevention of disease. The venting is sub-standard and the current conditions are less than desirable. A long term infrastructure plan allows for the management of the asset that supports City Council's strategic priority which in turn provides sustainable infrastructure and amenities.

Alternatives and Options

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the venting is sub-standard)
- 2) Proceed with the rehabilitation (recommended - contractual obligation)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
DEB)	Debenture	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Building Modernization and Refreshment Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1

Department Priority Ranking:

Organization Priority Ranking:

Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	5	15	25	35	45	55	65	75	85	95
	Debt financing (Principal)	-	14	28	42	56	71	86	102	117	135
	Debt financing (Interest)	-	3	6	9	11	13	15	16	17	17
	Total	5	32	59	85	112	139	166	193	219	247
Revenue less Expense		\$ (5)	\$ (32)	\$ (59)	\$ (85)	\$ (112)	\$ (139)	\$ (166)	\$ (193)	\$ (219)	\$ (247)
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	-0.02%	-0.02%	-0.03%	-0.03%	-0.03%	-0.04%
Capital Expenditure		\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
ROI %											

Description & Purpose

Parks and Recreation building modernization and refreshment program

Implications & Justification

The building refreshment and modernization program is based on a long term infrastructure plan to maintain the interior of Parks and Recreation facilities. Planned rehabilitation of the assets are required to maintain existing service levels in order to meet the needs of multiple users of the facilities. The majority of the infrastructure was constructed in the 1970's and 1980's that has met its life expectancy and in some cases no longer meets the needs of the users of the facility. A long term infrastructure plan allows for the management of the asset that supports City Council's strategic priority which in turn provides sustainable infrastructure and amenities. The program is for parks and recreation building infrastructure and includes rehabilitation of the interior of the building (not covered under Corporate Asset Management) in order to better serve the users of the facility. The Facility Optimization Study included results of a survey of users noted the aging condition of the facilities along with lack of modern amenities. The aging condition of the facilities is resulting in increased operating and capital costs. The facilities lack the modern amenities that are expected by users.

Alternatives and Options

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the infrastructure continues to age and deteriorate)
- 2) Reduce funding of program (not recommended will result in increased operating and capital costs)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
(INT)	Internal Loans	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
FINANCING TOTAL		\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Fleet
Division: Corporate Services
Project Name: Fleet Services Pipework Above Transit Bays
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	2	2	2	2	2	2	2	2	2
	Debt financing (Principal)	-	10	10	10	10	10	-	-	-	-
	Debt financing (Interest)	-	1	1	1	1	1	-	-	-	-
	Total	1	13	13	13	13	13	2	2	2	2
Revenue less Expense		\$ (1)	\$ (13)	\$ (13)	\$ (13)	\$ (13)	\$ (13)	\$ (2)	\$ (2)	\$ (2)	\$ (2)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replacement and relocation of pipework above Transit bays by October 1st, 2017 within a budget of \$50,000.

Implications & Justification

Primary Objective:

1. Allow use of lifts to their maximum height to optimize servicing taller CNG buses.

Secondary Objectives:

1. Improve Fleet mechanics productivity.
2. Prevent ergonomics injuries.

What value will be gained?

1. Higher productivity and maximize use of current Transit maintenance bays.
2. Ensure workplace HSE standards are met by preventing mechanics working in odd positions.

What constraints do we face?

1. Current electrical and pipeline infrastructure.
2. Transit's new washbay may be part of this project as potentially some of the pipelines link to each other.

What requirements must be met?

1. Electrical and building codes.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Esplanade - Replace Boilers/BMS Controllers
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 1
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	46	92	92	92	92	92	92	92	92
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	46	92	92	92	92	92	92	92	92
Revenue less Expense		\$ -	\$ (46)	\$ (92)	\$ (92)	\$ (92)	\$ (92)	\$ (92)	\$ (92)	\$ (92)	\$ (92)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace boilers & BMS controllers

Implications & Justification

Experiencing premature failure on the original boiler system designed and installed in 2005 and parts are no longer available. Modifications and repairs on the boilers have been done by decommissioning existing boiler modules and using the parts. This has created high risks eliminating any redundancy of the system. Failure of this system jeopardizes the environmental climate in the Esplanade and could result in damage to archives and displays. Failure of this equipment would result in considerable disruption to staff and public as the facility could be required to close until replacement of the boilers is completed

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Replace equipment upon failure - very disruptive as failures could take in excess of 12 months to correct.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Hockey hounds - Dehumidifier
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 13
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	9	18	18	18	18	18	18	18	18	18
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	9	18	18	18	18	18	18	18	18	18
Revenue less Expense		\$ (9)	\$ (18)	\$ (18)	\$ (18)	\$ (18)	\$ (18)	\$ (18)	\$ (18)	\$ (18)	\$ (18)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Add dehumidifier to Hockey Hounds Arena

Implications & Justification

Without dehumidification this facility has condensation problems in the shoulder seasons (Feb, March, April, Sept, Oct, Nov) which causes fog in the building, reduces visibility causing safety concerns, excessive ice surface deformities, and puts more demand on the ice plant resulting in wear and tear on equipment and resulting in additional capital, maintenance and utility costs. Poor ice quality caused from the condensation could result in injuries to hockey players and figure skaters. Condensation causes excessive rusting to the building structure which could impact the structural integrity of the roof. Could cause closure of the facility resulting in loss of ice times from the building being unsafe and not fit for use.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Desicant wheel dehumidifier system like unit used at Family Leisure Centre.
- 2) Two mechanical dehumidifiers mounted for accessibility for Preventative Maintenance.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Kinplex - Kin 1 Roof Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	20	40	40	40	40	40	40	40	40
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	0	20	40	40	40	40	40	40	40	40
Revenue less Expense		\$ -	\$ (20)	\$ (40)	\$ (40)	\$ (40)	\$ (40)	\$ (40)	\$ (40)	\$ (40)	\$ (40)
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ROI %

Description & Purpose

Roof to be replaced

Implications & Justification

The components of the building envelope have a life expectancy and require replacement to ensure the integrity of the system.

The roof has reached its life expectancy (40 years), is experiencing leaks and has required multiple repairs.

Water penetration into the building can cause excessive rusting to the building structure which could impact the structural integrity of the roof.

Could cause closure of the facility resulting in loss of ice times from the building being unsafe and not fit for use.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Do nothing - if the Parkade roof membrane is not replaced the roof will continue to deteriorate and allow water to penetrate into the building, causing damage to the building, and health & safety concerns including possible mold, ice surface issues and slipping hazards.

2) Patch and repair as required - continue to patch and repair leaks as they are discovered.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: City Hall- Replace Parkade Roofing (Phase II)
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 10
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	50	100	100	100	100	100	100	100
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	50	100	100	100	100	100	100	100
Revenue less Expense		\$ -	\$ -	\$ (50)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)
Tax Impact		0.00%	0.00%	-0.01%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%
Capital Expenditure		-	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace the north side Parkade roof membrane. This is phase 2 of the City Hall Plaza replacement project completed in 2013.

Implications & Justification

The north side sidewalk/landscaping is a component of the building envelope, acting as the roof to a portion of the Parkade.

The Parkade roof membrane has exceeded its life expectancy (34 years), resulting in ground water penetrating into the Parkade.

Alternatives and Options

1) Do nothing. If the Parkade roof membrane is not replaced the roof membrane will continue to deteriorate and allow water to penetrate into the building and the Parkade, causing damage to the building, and health & safety concerns including possible mold and slipping hazards.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: City Hall - Repair Parkade Foundation Wall & Storm Sewer Pipe
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 9
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	6	12	12	12	12	12	12	12	12
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	6	12	12	12	12	12	12	12	12
Revenue less Expense		\$ -	\$ (6)	\$ (12)	\$ (12)	\$ (12)	\$ (12)	\$ (12)	\$ (12)	\$ (12)	\$ (12)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Repair East Parkade foundation wall & storm sewer pipe.

Implications & Justification

The water proof membrane on the foundation wall of the City Hall Parkade is beginning to show signs of failure allowing surface water to enter the Parkade. The storm sewer pipe at the foundation wall has failed allowing rain water and snow melt from the 6th Ave Plaza and roof drains to enter the Parkade. Failure to reduce the amount of moisture entering the concrete foundation walls will result in the eventual corrosion of reinforcing steel and failure of the Parkade structure.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Cemetary-Addition & Renovation
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 20
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	5	10	10	10	10	10	10	10	10
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	5	10	10	10	10	10	10	10	10
Revenue less Expense		\$ -	\$ (5)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Hillside Cemetary upgrades to better service customers

Implications & Justification

The building at the cemetery does not have a customer service or waiting area to deal with customers coming to the cemetery to purchase lots and other services. Presently the foreman utilizes his office for meeting with customers and if you are dealing with more than one customer at a time, then the customer has to wait in the front entrance to the building. This does not present a professional image nor does it give your customer a private area if you are dealing with a sensitive issue.

The building upgrades are based on a long term infrastructure plan to maintain the infrastructure and support the service provided in the building. Planned rehabilitation of the assets are required to maintain existing service levels in order to meet the needs of multiple users of the facilities. A long term infrastructure plan allows for the management of the asset that supports City Council's strategic priority which in turn provides sustainable infrastructure and amenities.

Alternatives and Options

1) Do nothing. Not recommended as there would be continued OH&S and public safety concerns. Customers will continue to have a poor experience while performing business at a very sensitive time of their life.

Departments Expected to Participate in this Project

1) Parks

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Moose Rec Centre - Ice Slab Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 11
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	30	60	60	60	60	60	60	60
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	30	60	60	60	60	60	60	60
Revenue less Expense		\$ -	\$ -	\$ (30)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (60)
Tax Impact		0.00%	0.00%	0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace ice surface piping and concrete floor slab.

Implications & Justification

The ice surface floor slab has exceeded life expectancy (40+ years) and is in need of replacement due to heaving, deterioration and in-slab piping damage. Leaks have been repaired in the original brine piping loops which is an environmental concern. It is best to schedule this replacement rather than wait until it fails so the project can be planned and completed in the most efficient and cost effective manner. Failure of this equipment would result in considerable disruption to the public as the facility would not be available to the user groups. It is financially prudent to invest in our current public facilities infrastructure in a forecasted fashion.

Alternatives and Options

- 1) Replace equipment upon failure - very disruptive as failures could take in excess of 8 months to correct.
- 2) Repair only portion of the slab areas that are showing signs of deterioration and areas where there are pipe leaks - very disruptive to public during repairs.
- 3) Wait until the next budget cycle.

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Medicine Hat Police Service - Roof Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 2
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	12	23	23	23	23	23	23	23	23	23
	Debt financing (Principal)	-	32	32	33	34	35	35	36	37	38
	Debt financing (Interest)	-	7	7	6	5	5	4	3	2	2
	Total	12	62	62	62	62	63	62	62	62	63
Revenue less Expense		\$ (12)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (63)	\$ (62)	\$ (62)	\$ (62)	\$ (63)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace upper roof of original bldg.

Implications & Justification

Roof has reached its life expectancy and is experiencing leaks and has required multiples repairs. Roofing failures will occur resulting in water penetration. Once water is permitted to enter the roof, the infrastructure will be damaged and depreciate quickly, resulting in additional costs. Water penetration creates health hazards (mold) and may impact the occupants and the delivery of services that the Police Service provides.

Alternatives and Options

1) Repair roof upon failure - this option is not practical as it will result in disruption of services, and emergency replacement will be required which is more costly and less efficient, and may result in an opportunity for mold to appear.

Changes in FTE headcount

None

FINANCING SUMMARY	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT) Internal Loans	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Infrastructure Rehabilitation
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	63	190	253	253	253	253	253	253	253	253
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	63	190	253	253	253	253	253	253	253	253
Revenue less Expense		\$ (63)	\$ (190)	\$ (253)	\$ (253)	\$ (253)	\$ (253)	\$ (253)	\$ (253)	\$ (253)	\$ (253)
Tax Impact		-0.01%	-0.03%	-0.04%	-0.04%	-0.04%	-0.04%	-0.04%	-0.04%	-0.04%	-0.04%
Capital Expenditure		\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
ROI %											

Description & Purpose

Sound infrastructure not only supports the quality of life for residents, but is a contributor to the economy as well. City Council's priority on sound infrastructure encourages the responsible expenditure of public funds on replacement initiatives. This project is an ongoing program to rehabilitate Corporate Asset Management infrastructure that has met its' life expectancy and repairs are no longer cost effective. This rehabilitation program will cover fire alarms and emergency systems; building code compliance; electrical; pool and arena mechanical; HVAC; roof replacements; energy conservation and sustainability; building maintenance systems; leasehold improvements; building envelopes and furniture; fixtures and equipment; security upgrades, recommissioning, asphalt repairs & landscaping.

Implications & Justification

Not proceeding with this program will result in further deterioration and failure of buildings, life safety systems and equipment resulting in emergency repairs, facility closures and increasing costs.
 Failure of this program will result in numerous budget amendments required throughout the budget cycle.

Alternatives and Options

1) Deferral of programs to future years, increasing our risks.

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 1,200	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OP)	Operating / Working Capital	700	700	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 1,900	\$ 1,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: ICS Data Centre HVAC Redundancy
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replacement of existing City Hall data center cooling unit and creating cooling redundancy as suggested by study conducted by PowerHouse

Implications & Justification

Primary Objectives:

1. Create redundant cooling capacity by replacement of existing Hiross unit with an 8-ton computer room cooling unit (PowerHouse Work Package 2)
2. Mitigate risk of condensation from base building piping above the data center (PowerHouse Work Package 7)
3. Create a redundant electrical distribution system within the data center (PowerHouse Work Package 4).

What value will be gained?

1. Existing Hiross unit is past its design lifetime. The new unit will provide cooling redundancy to meet Data Center Tier III 'up-time' requirements.
2. Reduced risk of condensation related shut-downs of the computer room
3. Reduced risk of infrastructure impacts on 'up-time' KPI for the data center.

What constraints do we face?

1. Work must be coordinated with operations of the data center.
2. Work must minimize down time for data center.

What requirements must be met?

1. Electrical and building codes.
2. ASHRAE HVAC standards
3. NFPA codes

Alternatives and Options

- 1) Do nothing and remain with a single air unit therefore leaving a single point of failure for ICS Data Centre

Changes in FTE headcount

None

Departments Expected to Participate in this Project

- 1) ICS

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management
Division: Corporate Services
Project Name: Portable Vertical Lifts & Work Platforms
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 5
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	10	20	20	20	20	20	20	20	20	20
	Debt financing (Principal)	-	39	39	40	41	41	-	-	-	-
	Debt financing (Interest)	-	3	3	2	1	1	-	-	-	-
	Total	10	62	62	62	62	62	20	20	20	20
Revenue less Expense		\$ (10)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (20)	\$ (20)	\$ (20)	\$ (20)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Purchase 4 mobile elevated work platforms of various styles and functions to service high access infrastructure at various City facilities.

Implications & Justification

Ensure safe work practices complying with OH&S codes and industry best practices, providing safe working environment for City staff and contractors. Ownership of these lifts reduces expensive costs of scaffolding and lift rentals ranging from \$500 - \$1000 /week and eliminates delays waiting for availability and delivery of lifts from rental companies. Having these lifts available would enhance efficiencies, increase productivity, and customer service.

Alternatives and Options

1) Continue to rent lifts - continuallng increase in costs to meet changing OH&S requirements and increases of rental costs.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Division: Public Services
Project Name: Community Partnership Requests
Project Type: TCA (on-going costs)
in thousands of dollars

Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Amortization	12	45	65	65	65	65	65	65	65	65
	Debt financing (Principal)	-	-	29	30	31	31	32	33	33	34
	Debt financing (Interest)	-	-	7	6	6	5	4	4	3	2
	Total	12	45	101	101	102	101	101	102	101	101
Revenue less Expense		\$ (12)	\$ (45)	\$ (101)	\$ (101)	\$ (102)	\$ (101)	\$ (101)	\$ (102)	\$ (101)	\$ (101)
Tax Impact		0.00%	-0.01%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%
Capital Expenditure		\$ 370	\$ 600		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The projects identified below were brought forward by the various sports groups.

Group	Project	Funding	City	Year
Accommodation Association	Police Point Interpretive Centre Upgrades	100% third party	\$0	2017
Kinettes	Upgrade Kinette Kitchen	\$75	\$25	2017
Track and Soccer Association	Rotary Track and Soccer Complex Building Addition for Soccer and track	\$275 Third party	\$325	2018

Implications & Justification

Medicine Hat Accommodation Association - The Police Point Interpretive Centre was built in 1982 and there have been only minor improvements since the original development. The improvements include upgrades to the main interpretive area, upgrades to the front entrance and washroom to make it accessible and replacement of the "Prairie Viewpoint/seating area. The improvements will improve visitor access and improve the visitor experience". The improvements are 100% funded by the Medicine Hat Accommodation Association as a visitor/tourism initiative.

Kinettes - The Kinette Kitchen was constructed in the 60's or 70's and requires modernization and improvements in order to be more fully functional to serve the families that use the facility and use the park. The Kinettes are willing to fund the improvements to the building and add an open- air picnic shelter to the facility to make it more functional. The City's contribution would include infrastructure improvement to the site and existing washroom. The Recreation Master Plan was completed in 2011 and picnic and kitchen areas ranked in the top 10 for community priorities.

Rotary Track and Soccer Complex - partnership between Soccer, Track Association and City includes additional change rooms for Soccer and additional space for track for storage, medical and volunteers along with a second floor for photo timing at the finish line. The additional change rooms for soccer will make the building the hub for soccer tournaments and increase the club's capacity to host tournaments and events. The additional space for track will replace the tents that are set up for track events that are uncomfortable and inconvenient in cold and rainy weather. In addition, the second floor timing will allow the timer to line up with the finish line providing more accurate timing and scoring. Utilization includes over 5,000 individuals who participate in local, zone and Provincial track meets as well as over 1500 outdoor soccer participants

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not proceed with the improvement/upgrades (not recommended as you would lose the opportunity to leverage third party funding- in some cases 100% funded by third party)
- 2) Make all sports groups contribute 100% of the funding (not recommended as the asset is owned by the City and the improvements have community benefit)
- 3) Contribute to the partnership to the levels indicated (recommended to leverage third party funding and optimize the use of City funds)

Changes in FTE headcount

None

FINANCING SUMMARY

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT) Internal Loans	\$ -	\$ 325	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXT) Other External (Third Party / Trade-in)	370	275	-	-	-	-	-	-	-	-
FINANCING TOTAL	\$ 370	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management
Division: Corporate Services
Project Name: Canada Post Land Acquisition
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	23	23	24	24	25	25	26	26	27
	Debt financing (Interest)	-	5	5	4	4	3	3	2	2	1
	Total	-	28	28	28	28	28	28	28	28	28
Revenue less Expense		\$ -	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ROI %

Description & Purpose

Procure land adjacent to Fleet/Transit Building from Canada Post (CP) for \$250,000 by December 31, 2017.

Implications & Justification

Primary Objectives:

1. Acquire land to facilitate vehicle storage for Fleet shop operations.
2. Ensure adequate maneuvering space for safe vehicle movement.
3. Improve access to CP and Fleet buildings by constructing access road for CP.
4. Fence entire compound for security.

Secondary Objective:

1. Site improvements to address drainage, vehicle weight, lighting.

What value will be gained?

1. Improve access to Fleet and CP sites and buildings.
2. Increased TCA storage capacity on site.
3. Improved safety for vehicle movement on CP and Fleet sites.
4. Increased security for mobile assets stored outside.

What constraints do we face?

1. CP willingness to negotiate is finite.
2. Project to go through TCC.

What requirements must be met?

1. Legal agreements to be executed.
2. L&P to negotiate the land agreement.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

Departments Expected to Participate in this Project

- 1) Legal
- 2) Land & Business Support

FINANCING SUMMARY	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT) Internal Loans	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Parks & Recreation Admin. Building Renovation
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	17	33	68	103	103	103	103	103	103
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	17	33	68	103	103	103	103	103	103
Revenue less Expense		\$ -	\$ (17)	\$ (33)	\$ (68)	\$ (103)	\$ (103)	\$ (103)	\$ (103)	\$ (103)	\$ (103)
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%
Capital Expenditure		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Implications & Justification

\$1050K includes 2%/year escalation contingency in 2019 for workshop and equipment storage and parking. \$576K @\$1600/m2 therefore 360m2 of equipment storage and workshop area that is currently located in the old Electric Communications Building which is scheduled for demolition. The Parks and Recreation Department is in need of a workshop that is located within its existing compound to effectively supervise personnel and increase productivity. \$411K for 46 staff parking spaces and additional visitor parking spaces are required. Currently staff are parking on access road into Kin Coulee Park which conflicts with vehicle and pedestrian access to the park and has the potential for increased accidents and incidents with pedestrians using the park. There is also insufficient visitor parking which results in vehicles being double parked. Proposed parking plan includes reorganization of staff parking areas and revised storage yard access to reduce vehicle conflict in these areas. Current asphalt pavement is in need of overlay and in some areas replacement.

\$500K in 2017 is additional funding to supplement the 2014 capital budget to complete the expansion of the Parks admin building

Departments Expected to Participate in this Project

1) Parks

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 500	\$ -	\$ 1,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 500	\$ -	\$ 1,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Fleet
Division: Corporate Services
Project Name: Fleet Services AVL System
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	3	3	3	3	3	3	3	3	3
	Debt financing (Principal)	-	8	8	9	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	1	11	11	12	3	3	3	3	3	3
Revenue less Expense		\$ (1)	\$ (11)	\$ (11)	\$ (12)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Define and plan the purchase and implementation of an Fleet AVL system by 31 December 2017 within a budget of \$25,000.

Implications & Justification
Primary Objectives:

1. A requirements report defining Fleet and Department requirements for an AVL.
2. The selection of an AVL program and vendor.
3. A project implementation plan
4. A project implementation budget and schedule
5. A preliminary project charter

What value will be gained?

1. Additional data and analytics to manage the City Fleet assets more effectively.
2. Improved coordination of Fleet resources at the department level
3. Improved safety for City staff through vehicle monitoring/communication
4. Improved Department efficiency in responding to emergency work requirements.

What constraints do we face?

1. Limited ICS resources to assist the project
2. Competition for limited Department project resources
3. Limited project management resources to oversee the project

What requirements must be met?

1. The proposed AVL must integrate completely with the City Works CMMS system

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Fleet
Division: Corporate Services
Project Name: Fleet Services Lifts Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	6	12	12	12	12	12	12	12	12	12
	Debt financing (Principal)	-	23	24	24	24	25	-	-	-	-
	Debt financing (Interest)	-	2	2	1	1	-	-	-	-	-
	Total	6	37	38	37	37	37	12	12	12	12
Revenue less Expense		\$ (6)	\$ (37)	\$ (38)	\$ (37)	\$ (37)	\$ (37)	\$ (12)	\$ (12)	\$ (12)	\$ (12)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Procure and install two lifts to service vehicles and equipment by December 31, 2017 within a budget of \$120,000.

Implications & Justification

Primary Objective:

1. Lifts to service MTCA to maximum GVA #40,000.

What value will be gained?

1. Maintain Service Levels with customer departments.
2. Augment Fleet's service maintenance capacity.
3. Maximize workforce productivity.
4. Reduce the number of work orders outsourced to private dealerships.
5. Ensure floor space is maximized.
6. Appropriate lift to ensure safety and productivity of Fleet mechanics.

What constraints do we face?

1. Unsure of power capacity to feed lifts.

What requirements must be met?

1. Maintain service levels in accordance with SLAs.
2. Commercial Vehicles Inspections.
3. OEM recommended maintenance intervals in order to keep vehicles warranties valid.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Fleet
Division: Corporate Services
Project Name: Fleet Services HAZMAT Shacks
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	3	5	5	5	5	5	5	5	5	5
	Debt financing (Principal)	-	10	10	10	10	10	-	-	-	-
	Debt financing (Interest)	-	1	1	-	-	-	-	-	-	-
	Total	2.5	16	16	15	15	15	5	5	5	5
Revenue less Expense		\$ (3)	\$ (16)	\$ (16)	\$ (15)	\$ (15)	\$ (15)	\$ (5)	\$ (5)	\$ (5)	\$ (5)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ROI %

Description & Purpose

Procurement and install two HAZMAT Shacks by July 1, 2017 within a budget of \$50,000.

Implications & Justification

Primary Objective:

1. The HAZMAT Shacks will permit the proper storage of hazardous materials coming out from lead batteries, glycol, oil fluids and components that are typical byproducts of maintaining mobile assets.

What value will be gained?

1. Contain any oil and glycol spillages.
2. Prevent lead batteries acid dust spreading within Fleet Services maintenance shop.
3. Responding to a sound HSE ISO14001 strategy to meet best industry practices.

What constraints do we face?

1. The physical site has limited space to locate the shacks.

What requirements must be met?

1. Meet HSE directives and policy.
2. Meeting ISO 14001 Fleet Services processes and procedures.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Fleet
Division: Corporate Services
Project Name: Fleet Services Tire Machine Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	2	2	2	2	2	2	2	2	2
	Debt financing (Principal)	-	7	7	6	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	1	9	9	8	2	2	2	2	2	2
Revenue less Expense		\$ (1)	\$ (9)	\$ (9)	\$ (8)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Procure and install one Tire Machine by March 31, 2017 within a budget of \$20,000.

Implications & Justification
Primary Objective:

1. The Tire Machine will permit conducting the rotation, balancing and replacement of tires work in-house rather than outsourcing this service.

Secondary Objective:

1. Responding to immediate mobile assets tire needs to ensure OEM compliance and safety.

What value will be gained?

1. Maintain Service Levels with customer departments.
2. Augment Fleet's service maintenance capacity.
3. Maximize workforce productivity.
4. Reduce the number of work orders outsourced to private dealerships.
5. Ensure floor space is maximized.
6. Appropriate tire balancer and tire changer to ensure safety and productivity of Fleet mechanics.

What constraints do we face?

1. Unsure of power capacity at desired location to feed tire machine.

What requirements must be met?

1. Maintain service levels in accordance with SLAs.
2. Commercial Vehicles Inspections.
3. OEM recommended maintenance intervals in order to keep vehicles warranties valid.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2017-2018

2 YEAR BUSINESS PLAN

Human Resources

Department Head: James Will
Title: General Manager
Phone: 403.529.8239
E-mail: jamwil@medicinehat.ca

Labour Relations and Compensation | Employee Services | Organizational Development | Employment

DEPARTMENTAL OVERVIEW

The Human Resources Department provides professional advice and guidance to the organization in areas such as: labour relations; strategic recruitment; training and development; occupational health, claims management and health promotion; pension, benefits and payroll administration; compensation administration; and general consulting on employee or collective agreement issues.

The department is tasked with providing strategic Human Resource solutions to issues such as recruitment and retention, developing a diverse workforce, managing an aging workforce, developing succession plans, and building on the constructive work culture already undertaken by the organization.



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

- Labour Relations
- Classification, Compensation Administration and Pay Research
- Payroll, Benefits and Pension Administration
- Recruitment and Selection
- Administering Corporate Training Programs
- Disability Management and Occupational Health Support

Total Expenditures



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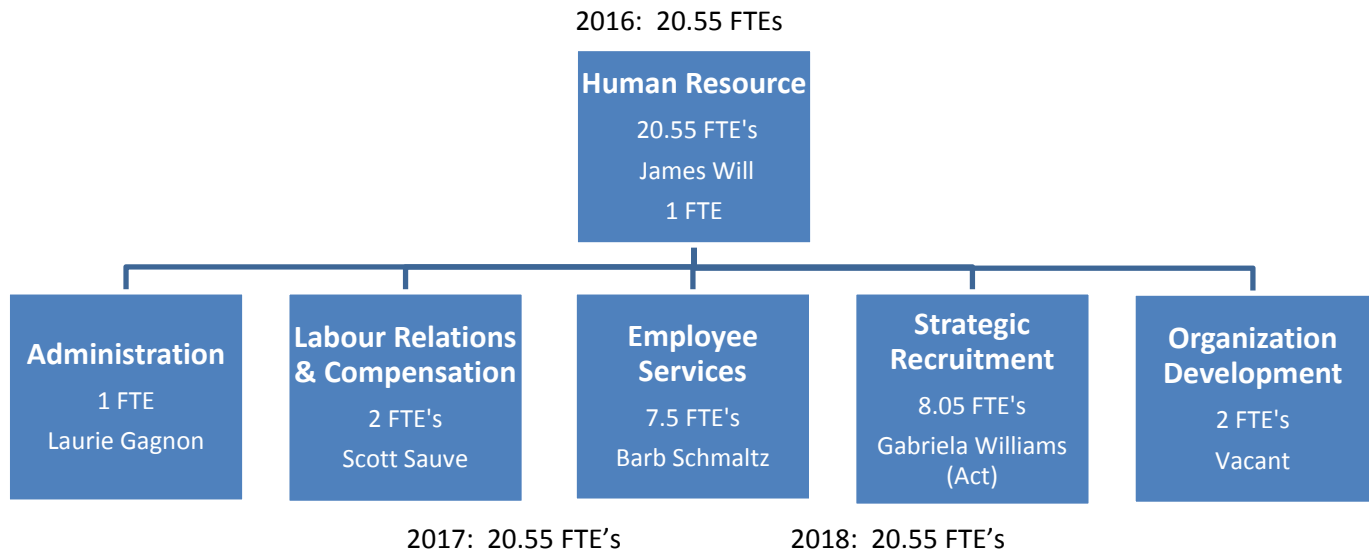
Attachments

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Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart (including FTE headcount)



Core Services & Customers

General Manager/Administration

Aim:

- Provide leadership, planning and communication within HR and to the departments and employees that HR serves.
- Provide support to five work groups within HR and facilitate the needs of the HR managers and staff.

Customers:

- City Council, Senior Management, Organizational Leaders at all levels, Employees, Unions, HR Team and the general public

Labour Relations and Compensation

Aim:

- To provide both strategic and practical labour relations and compensation services supportive of organizational priorities and objectives.
- Areas of responsibility include negotiating and administering the City's six collective agreements; administering employment related Corporate HR policies and provincial legislation; providing support to the organization with day-to-day labour/employee relations issues; representing, or acting as a resource to external legal counsel in front of relevant administrative tribunals; and developing and maintaining "direct pay" compensation systems for all in-scope and out-of-scope employee groups

Customers:

- City Council, Executive Team, Leadership Team, Line Management Team, Employees, and Bargaining Agents.
- External relationships are maintained with the broader labour relations communities in Alberta/Western Canada.

Employee Services**Aim:**

- Provide leadership and support as well as effective and efficient service delivery to departments and employees within the City of Medicine Hat balancing the needs of individual customers/employees with the organization as a whole while complying with legislative regulations, human rights, collective agreements and City policies.
- Areas of responsibility include payroll, benefits, occupational health and wellness, disability management and claims administration.

Customers:

- City Council, Senior Management, Organizational leaders at all levels, Active and Retired Employees and their families, Unions and the HR Team.
- External relationships with Benefit Carriers, Consultants, Medical Professionals, Health Practitioners, WCB, and Government Agencies including the CRA and HRSDC.

Employment**Aim:**

- Deliver efficient and strategic recruitment services, balancing the needs of individual customers with the organization as a whole while complying with legislative regulations, human rights, collective agreements and City policies.
- Provide leadership and support across the organization in all areas of workforce/succession planning, applicant attraction, recruitment, selection and retention. Working closely with Organizational Development to deliver workshops related to onboarding, mentoring and New Supervisor Training.

Customers:

- City Council, Senior Management, Organizational Leaders at all levels, Employees, Unions, HR Team, and the public.
- Maintain relationship with external organizations. (Search Firms, other Municipalities, and Community based organizations, Universities and Colleges, Apprentice Boards etc.)

Organization Development**Aim:**

- The scope of organizational development encompasses activities, programs and initiatives aimed at connecting the efforts of individual employees to the efforts of the larger organization. This includes performance management, training, employee engagement, organization design, management of change, leadership development, succession planning, operational planning, team building and career development.

Customers:

- City Council, Senior Management, Organizational Leaders at all levels, Employees, Unions, and other HR work groups.
- Foster and maintain relationships with external organizations.

Year Service Highlights and Achievements

- Negotiations with Fire and IBEW
- Implementation of Human Resources strategy including workforce planning and leadership development initiatives

Significant Issues and Trends**General Manager/Administration**

- Opportunity to create a more diverse and inclusive workplace through the creation of policies and initiatives.
- Need for formalized job knowledge transfer as employees leave the organization
- Approximately 1335 employees within the City in 2015 (~ 1001 perm and 334 temp).
- Average age of workforce in 2015 was 43 years.
- Reduce turnover and in turn reduce recruitment costs. In 2015, permanent employee turnover rate average was 8.0%.
- Challenge to be involved with front-line issues (administration of policies) but tasked to be focusing on strategic HR issues (long-term planning)

Labour Relations and Compensation

- Continue to provide consultative advisory services to the organization supportive of a harmonious and progressive labour relations climate within the organization.
- Direct and indirect compensation practices impact the organizations ability to attract and/or retain employees with skills and experience critical to the City's long term success.
- Negotiating collective agreements while balancing the austerity expected by the public with the expectations of employees and bargaining agents in a province where the economic landscape has changed dramatically.
- Challenged with managing the public's expectations/perceptions of civil servant compensation.
- Challenged to provide excellent customer service across a diverse and complex organization.

Employee Services

- Absenteeism remains a challenge (i.e. 2015 = Average Rate in Alberta 5.5 vs City of Medicine Hat 6.6 days) driven by increases in mental health illnesses and chronic diseases. This requires the organization to continually review our Disability Management Framework to ensure a balanced focus on prevention/health promotion and management of illness/disability.
- Provide management information/education around the process of accommodation, early return to work and opportunities to provide modified duties.
- Participation in the implementation and administration of the HR/Payroll modules of the ERP to provide a systematic and effective means of capturing, tracking, processing, analyzing and reporting on employee and organizational data to support efficient HR processes to facilitate effective decision-making.
- Higher turnover of employees and growth of the employee population creates an increase in workload.

- Strive to continue to respond promptly to ratification of collective agreements and legislative/regulatory changes to accurately pay employees with existing staff levels.
- Changing demographics and increasing benefit costs requires the City to continually review benefit plans to ensure they are competitive with the market trends in order to assist with the attraction and retention of staff balanced with the need to be cost efficient.

Employment

- Work with Organizational Development group to implement, support workforce/succession planning.
- Continue to develop relationships and provide advice to departments on strategic recruitment strategies (i.e. work traits/value assessments), best hiring practices, legislation, etc.
- Continue to market the Live, Work, Play employment brand. Develop advertising strategies to target specific positions we are hiring for and focus on marketing the City as an 'employer of choice.'
- Educate departments on best hiring practices i.e. New Supervisor/Manager Training.
- Work with Supervisors/Managers to identify workplace initiatives that will help attract, retain and transfer knowledge to Gen X and Gen Y staff. Gen X and Gen Y employees make up a larger percentage of the workforce due to baby boomers retiring.
- ERP initiative will impact work group as 2 staff members will be dedicated to the initiative for the next 1-2 years.
- Continue to develop and foster relationships with external stakeholders such as colleges, universities, high schools, technical institutes and apprenticeship boards to be proactive in our recruitment activities.
- Use of technology in recruitment campaigns is increasing. (i.e. targeted advertising using mediums such as LinkedIn, Facebook, YouTube and Twitter).
- Streamline internal business processes to support a more efficient recruitment process using technology (OnBase, Agresso) and identify cost-saving opportunities.
- Desire to have an inclusive/diverse workforce more reflective of our community demographics which creates the opportunity to promote and support a more diverse workforce.

Organization Development

- Increased turnover and loss of knowledge workers supports need for focus on Organizational Development and Workforce Planning initiatives.
- The need for leadership development that will align management roles with overall corporate strategies and help build collaboration and relationships across teams and departments.
- Interdepartmental silos are barriers to efficiencies and the development of effective and sustainable strategic initiatives.
- Increased amount and speed of change leads to the need to select, modify, design and implement effective human interventions that move the organization from its current state to its desired state.
- New ERP may provide opportunity to reduce maintenance of independent employee training tracking and data capture and/or streamline the registration process.
- Changing demographics increase the need for leadership styles that will unleash human potential and retain the interest and career goals of younger generations.
- Increased need to effectively orient and onboard new hires and introduce new hires to the organization's values and culture

Need to aim for and maintain higher levels of employee engagement in the organization leading to more efficient and effective services for citizens.

CURRENT STRATEGIES & ACTION PLANS

The Human Resources Department has established a list of priorities related to the recruitment, selection and ongoing development of staff. As such, a number of related projects have been planned or already in the works that deal with all aspects of employee engagement and development:

HR/Employment

Goal: Support employee entry into the organization in support of attracting high quality applicants to the organization.

Priorities for Service Enhancement or Improvement:

1. Review requirements and develop Request for Proposals for an online application / resume database system
2. Refresh recruitment branding campaign
3. Develop and distribute comprehensive onboarding program for new employees
4. Develop a policy or protocol that outlines the organization's approach to diversity in the workplace

HR/OD

Goal: Support employee development.

Priorities for Service Enhancement or Improvement:

1. Develop a formalized mentorship program or alternative that meets employee development needs
2. Support employee engagement survey and implementation
3. Implement workforce planning, including the identification of critical positions
4. Career planning / rotational placement initiative development
5. Leadership Coaching and Team Building

HR - All

Goal: Employee turnover is reduced and measureable increases are realized in employee satisfaction.

Priorities for Service Enhancement or Improvement:

1. Formalize a job knowledge transfer program
2. Develop protocols for rehiring retirees
3. Implement workplace wellness initiative
4. Formalize protocols for Occupational Health screening and support
5. Complete a formalized compensation review of non-union salary structure
6. Revise and streamline performance management (e-performance management systems)

HR - All

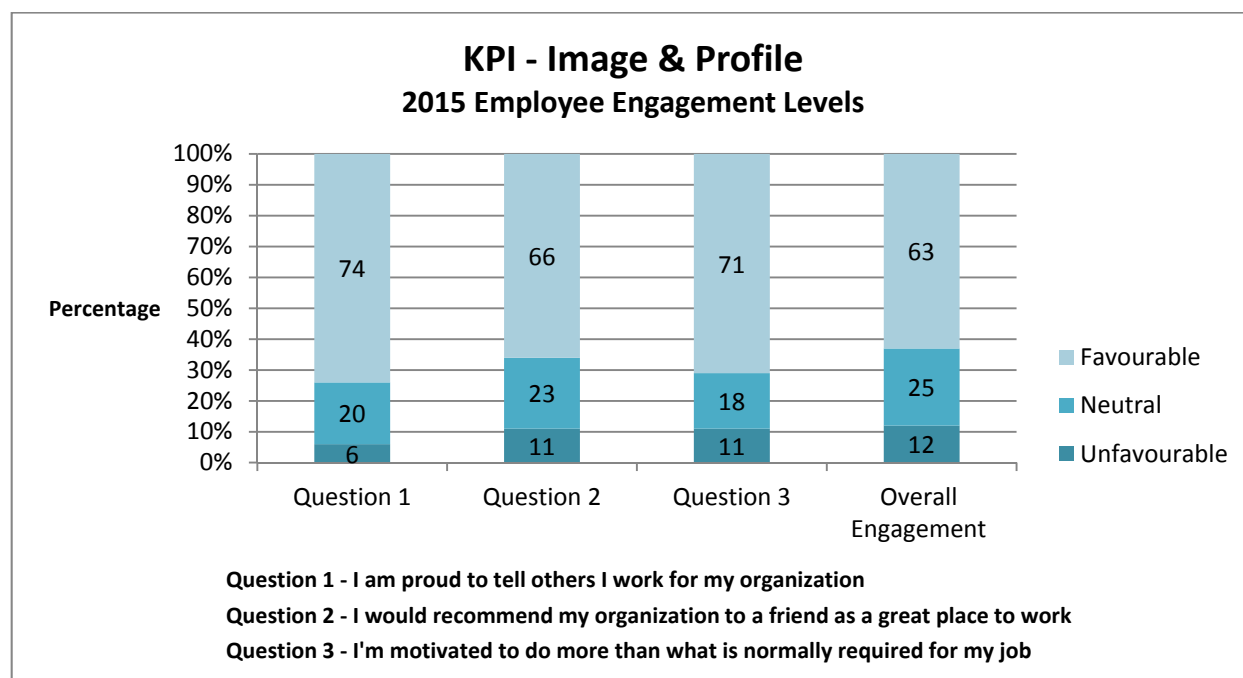
Goal: Process efficiency is realized through the successful implementation of Enterprise Resource Planning (ERP) system and ongoing support.

Priorities for Service Enhancement or Improvement:

1. Support the ongoing training of staff in the various modules of the ERP.
2. Provide ongoing leadership and advice around Human Resources and Payroll modules.
3. Continue to pursue opportunities to improve efficiency and effectiveness through electronic workflows, reporting and paperless options.

Key Performance Measures

Employee Engagement Survey Results:



Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
4			Strategic Priority: Image and Profile We promote our distinctive community and excellent quality of life to our citizens and the world.		
1	4	4.4	Review proposals and generate requirements for the acquisition of an online application/resume database	GW	Y2/Q3
2	4	4.4	Work with internal communications to develop a refresher campaign for the recruitment branding campaign	JW/GW	Y2/Q4
3	4	4.4	Develop and roll out comprehensive onboarding program for departments to use to assist in ongoing orientation of new staff.	GW/GS	Y1/Q2
4	4	4.4	Review and compile best practices related to an organizational approach to diversity.	JW/BS	Y1/Q4
6			Strategic Priority: City Government The City increasingly stands out as a well-governed and Well-organized municipal corporation with a positive corporate culture.		
1	6	6.1	Review the potential impact of a formalized mentorship program and develop a program or alternative solution that addresses the need for on-the-job development	GS/JW	Y1/Q2
2	6	6.3	Review and support employee engagement survey and implementation for departmental engagement plans	GS	Y1/Q1
3	6	6.4	Finalize and roll-out workforce planning initiative to departments	GS/JW	Y1/Q1
4	6	6.1	Develop and roll out comprehensive career planning and rotational placement program.	GS/JW	Y1/Q4
5	6	6.1	Continue to facilitate Senior Leadership Coaching, Team Building and development program for supervisors	GS/JW	Y1/Q2

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
6			Strategic Priority: City Government The City increasingly stands out as a well-governed and Well-organized municipal corporation with a positive corporate culture.		
1	6	6.4	Develop and implement a formalized job knowledge transfer program and integrate it with workforce planning	GS/JW	Y1/Q4
2	6	6.4	Research, develop and implement protocols to address the rehiring of retirees into critical positions	GW/SS	Y2/Q1
3	6	6.4	Develop and roll-out comprehensive wellness program to staff	BS/JW	Y1/Q2
4	6	6.4	Formalize a protocol to address the timing and necessity of occupational health screening and surveillance for various positions.	BS	Y2/Q3
5	6	6.4	Complete and implement the results of a formalized review of non-union compensation	SS	Y1/Q4
6			Strategic Priority: City Government The City increasingly stands out as a well-governed and Well-organized municipal corporation with a positive corporate culture.		
1	6	6.3	Support the ongoing training of employees in the various modules of the ERP system to ensure staff are competent and able to provide both internal and external service effectively.	GS	Y1/Q1
2	6	6.3	Continue to provide ongoing support to the Payroll and Human Resources modules by providing leadership and ongoing advice to departments who experience issues.	GW/BS	Y1/Q1 Ongoing
3	6	6.3	Review, recommend and implement solutions that utilize the electronic capability of ERP to improve process and increase efficiency.	ALL	Y2/Q1

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Other	118	143	188	45	175	(13)	179	182
Total Revenues	118	143	188	45	175	(13)	179	182
Expenses								
Salaries & benefits	2,168	2,493	2,740	247	2,618	(122)	2,696	2,781
Contracted services	399	635	1,022	387	1,012	(10)	1,029	1,045
Materials & Supplies	80	100	93	(7)	91	(2)	92	94
Amortization	150	142	72	(70)	8	(64)	11	11
Internal Charges	(975)	(1,420)	(1,324)	96	(1,321)	3	(1,341)	(1,374)
Total Expenses	1,822	1,950	2,603	653	2,408	(195)	2,487	2,557
Net Operating Costs	1,704	1,807	2,415	608	2,233	(182)	2,308	2,375

Increases in the current year net operating expenses are primarily due to the following factors:

- Salaries and Benefits	\$ 247,000	- step increases
- Contracted Services	\$ 387,000	- employee training and retiree benefits
- other	<u>\$ (26,000)</u>	
Total change	\$ 608,000	

TCA DECISION PACKAGE SUMMARY

Refer to Attachment A for detailed information on each decision package.

2017-2018 TCA Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Operating Impact*	Status
	2018	Online Application System	\$15,000	
	2018	Medgate Software Upgrade	0	

* Impact in first full year of operations (actual impact may occur over a number of years).

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well- organized municipal corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – TCA DECISION PACKAGES

Department: Human Resources
Division: Corporate Services
Project Name: Online Application System
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	15	15	15	15	15	15	15	15	15
	Amortization	-	-	2	5	5	5	5	5	5	5
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	15	17	20	20	20	20	20	20	20
Revenue less Expense		\$ -	\$ (15)	\$ (17)	\$ (20)	\$ (20)	\$ (20)	\$ (20)	\$ (20)	\$ (20)	\$ (20)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Purchase and implementation of an online application system and resume database that allows the recruitment team to efficiently screen applicants for positions.

Implications & Justification

The purchase and implementation of an online application and resume database allows the recruitment team to sort and screen resumes for each competition more efficiently by identifying criteria, screening based on qualifications and sharing resumes with managers.

The system also allows the recruitment team to save resumes, contact candidates about potential jobs matching their interests and search existing resumes for matches to vacancies.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Continue to manually sort resumes - takes considerable time to screen out unqualified resumes when there are 200+ applicants per posting

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Human Resources
Division: Corporate Services
Project Name: Medgate Software Upgrade
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	-	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	2	4	4	4	4	4	4	4
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	-	2	4	4	4	4	4	4	4
Revenue less Expense		\$ -	\$ -	\$ (2)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The Occupational Health Software "Medgate" will need to be upgraded as the current version is no longer supported.

Implications & Justification

An updated version of Medgate will need to be installed to ensure that we are running a supported version. Medgate is used to track Occupational Health Cases that are being supported by the Human Resources Department.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Use the HSE incident tracking system to track Occ Health information - the system that HSE is currently pursuing does not have an Occ Health Component

Changes in FTE headcount

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2017-2018 2 YEAR BUSINESS PLAN

Fire Services

Department Head: Brian Stauth
Title: Fire Chief
Phone: 403-502-8006
E-mail: brista@medicinehat.ca

Support Services | Fire Operations | Prevention Services

DEPARTMENTAL OVERVIEW

Fire Services supports the Corporate Mission Statement, "Deliver value through exceptional public service." We do this through empowerment of employees, and decision making at all levels that adheres to our Department values of Integrity, Pride, and Loyalty and our Corporate Values of Accountability, Integrity, Respect, Courage, and Caring. Service to our residents must be our number one consideration in all aspects of service delivery.



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Fire Operations provides fire suppression, a wide array of rescue services, and dangerous goods response.

Prevention provides fire safety and injury reduction programs that are suited for all segments of the community. Prevention also provides fire investigation and code enforcement, and plans review in support of the Technical Coordinating Committee functions.

Support Services is responsible for all Fire Fighter and Fire Officer training. This branch also provides business support and analytical services to foster the cycle of continuous improvement. Support Services also leads all Health, Safety, and Environment initiatives within Fire Services and provides support for Emergency Management.

Total Budget Expenditures

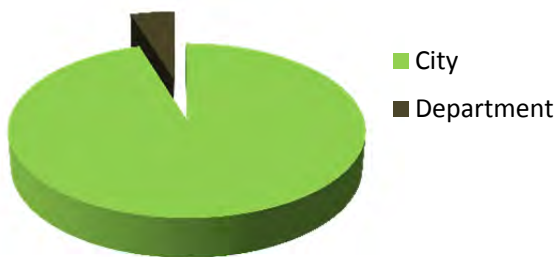


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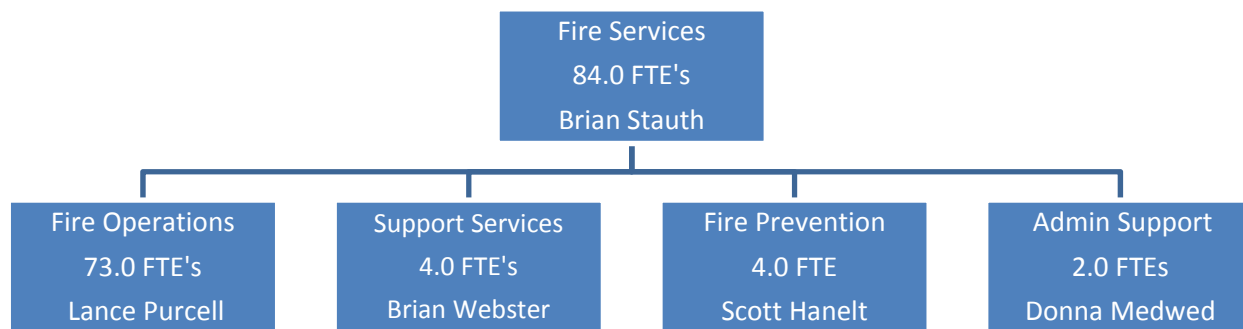
Attachments

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Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart (including FTE headcount)



Core Services & Customers

Fire Operations:

Fire Service personnel are the first responders to fires, disasters, surface and dive rescue, technical rescue, confined space rescue, and dangerous goods incidents. Fire Services' aim is to protect the lives and property of residents, employees, and visitors. The timely delivery of these services enables Fire Services to make significant contributions to the safety of residents and employees while helping to preserve the healthy economic environment of the city and surrounding region.

Customers include residents and visitors of Medicine Hat, employees and contractors of the City of Medicine Hat, industrial and commercial sectors within Medicine Hat, as well as schools and institutions in Medicine Hat.

Support Services:

Support Services delivers fire training to individual members, platoons, and advanced response teams to ensure that service to the public remains exceptional and work is completed safely. Training programs match the pace of retirement/attrition and meet the requirements outlined in the Medicine Hat Fire Service Human Resources Development Program, and City Health, Safety and Environment requirements. Additionally Support Services analyzes data to monitor Key Performance Indicators and garners evidence to recommend operational and administrative improvements. Finally Support Services provides Fire Service support to Emergency Management within the City of Medicine Hat.

Customers include residents and visitors of Medicine Hat, Fire Service's staff, as well as industrial, commercial, and business sectors within Medicine Hat.

Prevention:

The Prevention branch advances public safety through fire prevention, investigation and education programs. The Fire Prevention branch oversees the department's efforts to meet Fire Services' inspection and investigation targets outlined in the Council approved Uniform Quality Management Plan. These efforts are designed to stop fire in its most vulnerable state, before fire starts. In the event these efforts fail and fire does occur, the Fire Prevention branch is instrumental in working with residents and community groups to oversee and advise on evacuation plans. Prevention supports the City's Planning Department through plans review and commentary provided through the Technical Coordinating Committee.

Customers include residents and visitors of Medicine Hat, industrial, commercial, and business sectors within Medicine Hat, as well as schools and institutes in Medicine Hat.

2015 Year Service Highlights and Achievements

- Construction on the Fire Station #2 relocation project began. This is the first phase of a two phase capital project outlined in the Council approved Fire Services Response Coverage Optimization Report designed to provide significant improvements in Fire Services response coverage to residents of Medicine Hat.
- Fire Services developed a comprehensive list of Key Performance Indicators designed to allow Fire Services to make evidence based decisions and continually improve service to residents.
- Pre-Emergency Planning was initiated in late 2015 and continues through 2016. This initiative provides information to officers on complex incident response, assisting them in the development of comprehensive incident action plans to enhance service delivery and safety.
- Fire Services surpassed defined targets in the fleet reduction initiative. Multi-purpose units are now in service, replacing numerous single function units.
- A fire fighter recruitment was held to develop a hiring list for the 2015-2016 period. Five new fire fighters have joined the Medicine Hat Fire Service from that recruitment

Significant Issues and Trends

- The City of Medicine Hat faces challenges to deliver exceptional public service with reduced revenues.
- Residents continue to expect timely delivery of emergency services from highly skilled, well equipped staff.
- Combustion of modern materials continues to provide challenges to suppression operations.
- Transportation incidents involving dangerous goods in our community continue to be of concern.
- The City of Medicine Hat is isolated in the southeastern corner of the province and cannot rely on assistance from larger neighbouring municipalities.
- Fire Services has the opportunity to contribute to improved patient outcomes through medical first response.

CURRENT STRATEGIES & ACTION PLANS

Fire Services:

Goal: Through consultation with community groups and members, promote a higher level of fire safety and injury reduction through direct program delivery to residents.

Priorities for Service Enhancement or Improvement:

1. In collaboration with Senior Services, develop a senior's fire safety and injury reduction program.
2. In collaboration with the Early Childhood Coalition, develop a pre-school fire safety awareness program.
3. Explore options for and deliver an "After the Fire" program for community awareness.
4. Explore alternative funding sources to build and operate a "Home Fire Safety Trailer".

Key Performance Measures

Name	Ref	200X Actual	200X Actual	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Overall Customer Satisfaction	(1)	n/a	n/a	n/a	n/a	n/a	%	%	%

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: Social Wellness					
A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.					
1	3	n/a	Visit senior institutions on a regular basis to educate on fire safety and injury reduction topics.	SH	Q2/17
2	3	n/a	Visit preschools on a regular basis to educate and create a fire safety foundation in children.	SH	Q3/17
3	3	n/a	Canvas nearby homes after a fire to alleviate concerns of residents and provide home fire safety information.	SH	Q4/17
4	3	n/a	Through alternative funding sources, procure a home fire safety simulator trailer to be used in public education events.	SH	Q4/18

Goal: Increase the rate of return on investment for the Corporation from the Prevention Branch.

Priorities for Service Enhancement or Improvement:

1. Develop a fee schedule for provision of specific services from the Prevention Branch.
2. Develop a business case for a regional training center utilizing existing facilities.
3. Examine revenue sources for suppression response.
4. Present an updated Fire Bylaw to Council that defines the jurisdiction of the Medicine Hat Fire Service.

Key Performance Measures

Name	Ref	200X Actual	200X Actual	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Overall Customer Satisfaction	(1)	n/a	n/a	n/a	n/a	n/a	%	%	%

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When

Strategic Priority: Fiscal Management

Responsible financial management focused on the long term ensures a sustainable city.

1	5	5.1	Develop a sustainable fee structure for services provided by the Prevention Branch.	BS	Q4/17
2	5	5.1	Become a regional training center to offset training costs.	BW	Q4/18
3	5	5.1	Consider billing of insurance companies for suppression response.	LP	Q4/18
4	5	5.2	Amend the Fire Bylaw to accurately reflect the jurisdiction of the Medicine Hat Fire Service.	BS	Q4/17

Goal: Broaden service delivery to create value for residents.

Priorities for Service Enhancement or Improvement:

1. Provide medical first response in support of Emergency Medical Service (EMS).

Key Performance Measures

Name	Ref	200X Actual	200X Actual	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Overall Customer Satisfaction	(1)	n/a	n/a	n/a	n/a	n/a	%	%	%

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: Social Wellness A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.					
1	3	n/a	Provide medical first response for Delta/Echo level calls when appropriate.	BS	Q2/2016

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals	Current Year Budget	2017	2016-2017	2018	2017-2018	2019	2020
	2015	2016	Operating Budget	Change Increase/ (Decrease)	Operating Budget	Change Increase/ (Decrease)	Operating Forecast	Operating Forecast
Sale of Services	392	362	387	26	405	18	406	406
Insurance Recovery	3	0	0	0	0	0	-	-
Other Revenue	30	9	0	(9)	21	21	21	21
Government Transfers for Operating	-	-	-	-	-	-	-	-
Total Revenues	425	371	387	17	426	39	427	427
Expenses								
Salaries, Wages & Benefits	11,948	12,342	12,189	(152)	12,759	570	12,552	12,555
Contracted Services	123	307	331	24	333	2	341	348
Materials & Supplies	337	301	298	(3)	298	0	304	308
Other Operating Expenses		0	0	0	0	0	0	0
Interest on Long Term Debt	4	2	0	(2)	0	0	0	0
Amortization and Provision for Abandonment	144	201	140	(61)	185	45	193	186
Internal Allocation	1,153	1,342	1,467	124	1,527	60	1,559	1,572
Total Expenses	13,709	14,495	14,425	(71)	15,103	678	14,948	14,969
Net Earnings/(Loss)	13,284	14,124	14,038	(87)	14,676	639	14,520	14,541

Explain changes in the table above as follows:

2016-2017 Change

- Decreases in the 2017 net operating expenses are primarily as a result of salaries and benefits reducing due to less senior staff and 0% wage settlement.
- Increases in the 2018 net operating expenses are primarily as a result of salaries and benefits increases due to 2% wage settlement.

Capital Revenues & Expenditures

The major capital projects for 2017-2018 Years are:

TCA DECISION PACKAGE SUMMARY

Refer to Attachment A for detailed information on each decision package.

2017-2018 TCA Decision Packages (listed in priority order):*

Ref.	Year	Name	\$Total Capital Cost	\$ Operating Impact*	Status
6.3	2017	Infrastructure Rehab Stn. 1, 2 and 3	100		
3,5,6	2018	Mobile Data Terminals	48		
3.5	2017	PPE Washer	15		
2.1	2018	Asset Management	50		
	2017	Smartboard Stn. 1, 2 and 3	45		
	2017	Replace Photocopier Stn. 1 and 2	20		

* Impact in first full year of operations (actual impact may occur over a number of years).

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – TCA DECISION PACKAGES

Department: Fire Services
Division: Public Services
Project Name: Infrastructure Rehab Stn. 1, 2 and 3
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 6 6.3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	3	8	10	10	10	10	10	10	10	-
	Debt financing (Principal)	-	5	5	5	5	5	5	5	5	-
	Debt financing (Interest)	-	1	1	1	1	1	0	0	0	-
Total		3	13	15	15	15	15	15	15	15	-
Revenue less Expense		\$ (3)	\$ (13)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ 50	\$ -	\$ 55	\$ 60	\$ 60	\$ 65	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

This project is to rehabilitate Fire infrastructure that has met it's life expectancy and/or repairs are no longer cost effective. The rehabilitation program will be phased through a number of years, to replace several types of ancillary equipment in stations and vehicles.

Implications & Justification

Sound infrastructure not only supports the quality of life and safety for residents, it is also the backbone of effective operational management and is fiscally responsible. City Council's priority on sustainable infrastructure encourages the wise expenditure of public funds on replacement initiatives. Not proceeding with this project will result in further deterioration of equipment, accelerating repair costs and eventually removal of the

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Continue to use outdated and worn-out equipment. Not cost effective, unreliable and could create a safety hazard.
- 2) Replace ancillary equipment with vehicle replacement. New ancillary equipment is purchased with a new vehicle however the life cycle of the equipment is far shorter than the life cycle of a vehicle.
- 3) Replace equipment on a defined life cycle schedule. This is not cost effective as some ancillary equipment is used in harsh conditions reducing life cycle while others condition may warrant extending their useable life.

Changes in FTE headcount

NA

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	50	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 50	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Fire Services
Division: Public Services
Project Name: Mobile Data Terminals
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 3, 5, 6
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	3	7	7	7	7	7	7	3	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	3	7	7	7	7	7	7	3	-
Revenue less Expense		\$ -	\$ (3)	\$ (7)	\$ (7)	\$ (7)	\$ (7)	\$ (7)	\$ (7)	\$ (3)	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace the aging Mobile Data Terminals (12 MDT's) that were purchased in 2010 for fire apparatus and forecast for the next replacement cycle.

Implications & Justification

The MDT's were installed in 2010 as part of the Response Optimization plan. The MDT's are reaching the end of life cycle and require replacement. The MDT's are a key component of the Response Optimization plan approved by City Council and a critical component of service delivery. The MDT's provide the ability for response crews to quickly determine the most efficient response route while providing important information about the facility such as; Emergency Response Plans, Pre-Incident Plans, any special hazards thus improving responder and resident safety. As with all electronic systems there is a pre-determined life cycle that indicates the time at which the replacement of the MDTs is more cost effective than continually repairing. Some computer software is not compatible with older computer hardware, therefore replacement is required.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Taking no action could result in failure of the system at crucial times during response and critical information will not be available.
- 2) The MDT's are an integral component of the Mobile CAD system, the FDM RMS system and pre-incident planning. This hardware is consistent with the current operating systems.

Changes in FTE headcount

N/A

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Fire Services
Division: Public Services
Project Name: PPE Washer new Stn. 1
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 3 5
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	2	2	2	2	2	2	2	2	1.5
	Debt financing (Principal)	-	1	1	1	1	1	2	2	2	-
	Debt financing (Interest)	-	0	0	0	0	0	0	0	0	-
Total		1	3	3	3	3	3	3	3	3	1.5
Revenue less Expense		\$ (1)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (2)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Personal Protective Equipment (PPE) Washer

Implications & Justification

Fire fighting turnout gear should be washed after every fire for the health and safety of fire fighters and visitors to the department. The smoke and toxic gases that build up in the fabric of the gear are flammable and many are carcinogens. The PPE Washer would enable the engine companies to remain in their response areas, improving overall compliance with Council approved Fire Service response targets.

Alternatives and Options

1. Status quo will have engine companies continuing to leave their service areas to clean gear or not cleaning the PPE when required.
2. Contracting cleaning of gear. The only contractors capable of cleaning Fire Fighter PPE correctly are in Calgary. The time lost with gear in transit would require addition sets of gear to be purchased and on hand to fill the gap. Cost of Fire fighter PPE is approx. \$3700.

Changes in FTE headcount

N/A

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Fire Services
Division: Public Services
Project Name: Asset Management
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	5	10	10	10	10	5	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	5	10	10	10	10	5	-	-	-
Revenue less Expense		\$ -	\$ (5)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (5)	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Digital tracking and detailed record (data base) of all fire service related assets through the use of bar coding and Radio Frequency Identification (RFID) system.

Implications & Justification

A sound, consistent, asset and record management system which is capable of input for multiple users is required. There are legislated requirements that affect Medicine Hat Fire Services (MHFS), such as OH&S, that obligate MHFS to maintain cradle to grave records that can be easily accessed for auditing purposes. This project will account for all MHFS assets and provide the ability to schedule preventive maintenance, life cycle and ensure administrative oversight to prevent fraud or theft. The City's Strategic Priorities 2,3 and 5 are reflected in this initiative which encourages excellent management, fiscal accountability and wellness of our employees. This project provides the assurance that assets are being accounted for and effectively managed.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Remain status quo, using spread sheets and manual cards to record assets. Labour intensive and is difficult for oversight.
- 2) Data base without electronic or RFID equipment. Labour intensive and provides little ability to modernize process.
- 3) Master Lock would provide their data base and licensing, MHFS would purchase the hardware. Cost prohibitive, high initial cost and high yearly data base and licencing cost.

Changes in FTE headcount

N/A

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2017-2018 2 YEAR BUSINESS PLAN

Community Development

Department Head: Howard Snodgrass
Title: General Manager
Phone: 403-529-8310
E-mail: howsno@medicinehat.ca

911 Communications | Cultural Development | Social Development & Senior Services | Transit Services

DEPARTMENTAL OVERVIEW

Community Development - Our Purpose:
As a 'community of choice', we enhance the livability of residents through inclusive social planning, facilitating community and cultural service connections, providing a single point of access to first responders, fully-accessible public transit, comprehensive services for seniors and an integrated arts and heritage centre. We engage with residents, partners and communities of interest to address immediate needs – and to build the capacity of individuals, families and neighbourhoods for addressing their social and cultural needs.



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Consists of the following lines of services:

- 911 Communications
- Cultural Development
- Social Development & Senior Services
- Transit Services
- FCSS administration
- City liaison to 3 Advisory Boards, 4 Advisory Committees and 1 Standing Committee
- City liaison to Shortgrass Library System and Medicine Hat Public Library
- Emergency Social Services

Total Budget Expenditures

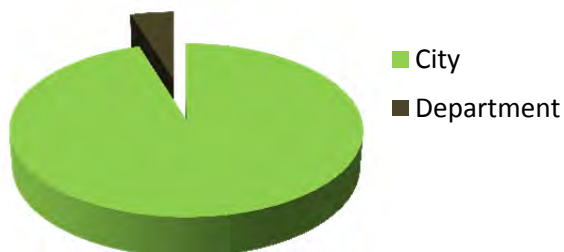


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Attachments

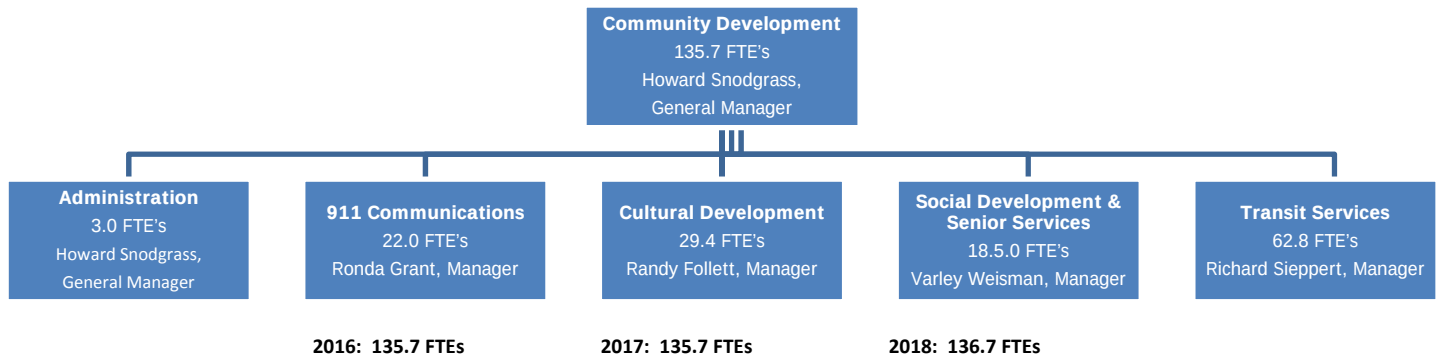
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DEPARTMENT OVERVIEW

Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart (including FTE headcount)



Core Services & Customers

The Community Development Department core activities and customers include the following.

- **Core Services:**
 - Leadership of positive, collaborative and productive relationships and processes with internal and external resources that contribute to enhancing the livability of residents. This includes funding arrangements with various community groups/agencies.
 - Providing complete and comprehensive call-answer and dispatch services, through a centralized/integrated communications center, for a broad range of first responders in the City of Medicine Hat and surrounding region. Includes 9-1-1 emergencies, utility emergencies (City), fire/intrusion alarm monitoring and non-emergent first response calls.
 - Cultural programs and services to the residents and visitors enriching cultural life in the community, thereby connecting everyone with arts and heritage. Programs and services include Cultural Development for the community; Saamis Teepee/site; Ewart Duggan and Sharland houses; Cultural Centre at Medicine Hat College; staff resource to Heritage Resources Committee, Arts and Heritage Advisory Board and Public Art Committee; operation of the Esplanade Theatre, Art Gallery, Education, Museum and Archives.
 - Promote and support the development of personal wellness, independence and sustainability of a healthy and caring community through: the identification of social needs/issues; support for community accessibility and inclusion; facilitation of information, programs, services and resources; support and collaboration of service partners for children, youth, families and older adults; operation of the Seniors Centre; provide Meals on Wheels to housebound seniors and disabled persons of all ages; staff liaison to Social Development Advisory Board, Youth Advisory Board, Senior Citizens Advisory Committee, Advisory Committee on Disability Issues.
 - Provide fully accessible conventional and specialized public transportation services that support a vibrant, healthy, livable community for all residents and visitors. Includes an infrastructure of vehicles, bus stops, shelters and terminals that are accessible and environmentally friendly. Staff liaison to Transit Advisory Committee.

- o Coordinate and/or provide emergency social services (ESS) as required, aligned with the City's emergency management plan. Includes maintaining an updated ESS plan, identified staff for ESS roles and a consistent state of readiness.
- o Administrative liaison for various allied service providers, including Shortgrass Library System and Medicine Hat Public Library.
- **Customers:**
 - o Residents of Medicine Hat; approximately 20,000 residents in the surrounding region; visitors/travelers; community groups and funding partners such as non-profit agencies, Alberta Health, school districts, local Children and Youth Services Authority; theatre users and audiences; education and business partners; user groups and cultural organizations; City Council, Public Services Committee, Advisory Boards and Advisory Committees; Cypress County; Town of Redcliff; County of 40 Mile; Village of Foremost; Medicine Hat Police Service; Municipal Bylaw Enforcement; Medicine Hat Fire Service; Medicine Hat Transit; internal alarm monitoring customers; after hour emergency utility and external alarm monitoring customers; Shortgrass Library System; Medicine Hat Public Library.

Year Service Highlights and Achievements - (2015/16)

- Implementation of eight Transit Services buses that operate on Compressed Natural Gas (CNG)
- Implementation of operational restructuring of the Cultural Development program
- Esplanade Guest Services Relocation
- Implementation of operational merger / restructure of Social Development and Senior Services
- Planning support for the 2017 Alberta Special Olympics Summer Games
- Review of the Public Services Fees and Charges
- Special Transit Dispatch Consolidated Within 9-1-1 Communications
- Grand Opening of Affordable Housing Project
- Esplanade 10th Anniversary Celebrations
- Regular Transit Route 12 (northwest) Implementation
- Special Transit Mobile Data Terminals Implementation
- One-time FCSS Community Development Grants distributed
- GreenTRIP Funding application (2014) approved. Received over \$16M.
- ESS Manual Updated/ICS Training Continued
- Seniors Centre Design Phase Completed (Veiner Centre/Strathcona Centre)
- Saamis Tepee Storyboards refurbishment completed
- Revised Transit Services delivery concept developed (FFI)

Significant Issues and Trends

Community Development:

- **Opportunities:**

- To foster cooperation and collaboration among agencies, organizations and business within the city in addressing community issues/needs.
- To develop a capacity to conduct research into issues/needs, evaluation of services and analysis of delivery strategies.
- To maximize funding (other levels of government, sponsorships, advertising, fees, etc.) to sustain an adequate level of services to residents.
- To implement Community Development “marketing” initiatives that resonate with residents of all ages and backgrounds, promoting inclusion, wellness, capacity-building, cultural amenities, public transportation, access to emergency services.
- To examine and/or implement alternative service delivery options/models that align with City Council’s priorities and address community expectations.
- To improve clarity of expectations and outcomes with agencies/organizations that receives Public Services funding, through updated or new contractual agreements.

- **Trends:**

- The economic downturn, an aging population and changing demographics within Medicine Hat directly impacts service provision, future planning of service delivery/customer care requirements and financial sustainability.
- Continued poverty, child, family and social needs, increased expectation for municipal service/financial support.
- Public trust and expectation of Community Development services grows with generational expectations, increased multiculturalism, regionalization, public awareness and media attention.
- Increased demand for partnerships and collaborations.
- Increased complexity of child, youth, family, senior, community and social issues.
- Reduced acceptance / validation of age-based discounts for public services.

- **Challenges:**

- To meet the growing expectation of residents for access to services/resources and engagement within the Financially Fit framework.
- To meet community expectations for participation in planning and evaluation of service and to foster collaboration among partners.
- To minimize resource requirements in maintaining service levels.
- To develop and/or recruit and retain qualified staff as part of a comprehensive succession plan.
- To maximize the use of information technology to create value and continuously improve service quality.
- To obtain grants, sponsorships, revenue agreements and donations for various programs/services that is operated by the City and/or uniquely operated by the City.
- To complete and open a new seniors centre building and operating programs to meet the needs of older adults.
- To achieve new/updated contractual agreements of expectations with community agencies that receives Public Services funding.

CURRENT STRATEGIES & ACTION PLANS

Community Development:

Goal: Provide leadership and/or support to enhance the community's sustainability capacity during the challenging economic climate.

Priorities for Service Enhancement or Improvement:

1. Implementation of new Public Services fees/charges process, including 'fair entry' policy/process.
2. Evaluate and further pursue successful outcomes from the community-support programs/processes that were funded through FCSS/Community Development Grants (2016).
3. Expand the reach and participation in preventive-social and cultural programs/events/services through campaigns targeting opportunities for intergenerational and generational groups.

Key Performance Measures

Name	Ref	200X Actual	200X Actual	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Number of Residents Utilizing "Fair Entry"	(1) New	n/a	n/a	n/a	n/a	Actuals	actuals	% change	% change
Number of Participants by Age Categories	(3) New	n/a	n/a	n/a	n/a	Actuals	% change	% change	% change

Goal: Provide leadership and change management when balancing the public transportation needs of the community with the 'Financially Fit' initiative.

Priorities for Service Enhancement or Improvement:

1. Pursue a 'transit pass assistance' program, with the provincial government or other sources, similar to the Cities of Calgary and Edmonton.
2. Implement public transit policy and operational adjustments to generate efficiencies, improve system capacity, leverage partnerships and reduce annual operating costs.
3. Implement technology and equipment improvements that will enhance customer access, improve user experience, minimize cash sales, maximize pass holders, provide access to real-time user data and support staffing efficiencies.

Key Performance Measures

Name	Ref	200X Actual	200X Actual	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Number of Passengers Onboarding Regular Transit	(4)	n/a	n/a	1,293,000 (estimate)	1,293,000	Actuals from new equipment	% change	% change	% change
Unit Hour utilization of Special Transit	(5)	n/a	n/a	4.13 passenger per hour	4.0	Actuals from new equipment	Actuals and % change	Actuals and % change	Actuals and % change

Goal: Provide leadership, facilitation and change management to implement operational and funding structures/processes for Community Development services (City operated and/or community-based).

Priorities for Service Enhancement or Improvement:

1. Examine, recommend and implement an operational model/structure for the 'new' Seniors Centre facilities – including food services/meals on wheels.
2. Review, recommend and implement sustainability changes to the operation and/or funding framework of preventive-social and cultural services (City and/or Community) and opportunities overall at the Community Development department level.
3. Engage, initiate and support cultural/community projects and collaborations that promote Medicine Hat as a “destination” for culture and tourism.

Key Performance Measures

Name	Ref	200X Actual	200X Actual	2015 Actual	2016 Est.	2017 Target	2018 Target	2019 Target	2020 Target
Satisfaction percentage of all food services provided	(7)	n/a	n/a	97% (Seniors Centre) 79% (Meals on Wheels)	95% 80%	95% 80%	90% 85%	90% 90%	90% 90%
Number of attendees/users of City-operated cultural amenities	(2)	n/a	n/a	105K	100K	100K	105K	107K	109K

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
3			Strategic Priority: Social Wellness A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.		
1	3	3.1	Engage/participate in the Corbin Lands project as a collaborative cultural leader.	HS/RF	Q1/17
2	3	3.3	Develop and implement intergenerational learning and relationship opportunities/programs.	VW/RF	Q2/17
3	3	3.3	Develop and implement a purposeful marketing strategy to enhance awareness and participation, of a younger community demographic, in cultural and community events/programs.	RF	Q3/17
4	3	3.3	Review Community Support and Inclusion operations and implement opportunities that broaden youth engagement and community inclusion.	VW	Q1/18
5	3	3.3	As various operational and FFI initiatives progress, examine organizational structure opportunities and implement any changes that contribute to greater efficiency and efficacy.	HS	Q3/17

Strategic Priority: Image and Profile

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
4			Strategic Priority: Image and Profile We promote our distinctive community and excellent quality of life to our citizens and the world.		
1	4	4.2	Renew the branding, offerings and marketing of the Esplanade and other cultural events.	RF	Q1/18
2	4	4.4	Seniors Centre facilities renovation/construction is complete and a sustainable operations model is implemented.	HS/VW	Q1/18
3	4	4.4	Implement updates and revisions to public transit policies, operations and technology that are aligned with 'Financially Fit' expectations and customer service practices.	HS/RS	Q2/17
4	4	4.2	Provide support as required to the Alberta Special Olympic Summer Games.	HS	Q2/17

Strategic Priority: Fiscal Management

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
5			Strategic Priority: Fiscal Management Responsible financial management focused on the long term ensures a sustainable city.		
1	5	5.1	Implement new Policy regarding Public Services fees and charges, and Fair Entry.	HS	Q1/17
2	5	5.1	Implement updates and revisions to public transit policies, operations and technology that are aligned with 'Financially Fit' expectations and customer service practices.	HS/RS	Q2/17
3	5	5.1	Develop and implement an intake, output and reporting process for community-based groups/organizations that receive non-dedicated Public Services Division funding from the City.	HS	Q1/17

COMMUNITY DEVELOPMENT - FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change Increase / Decrease	2018 Operating Budget	2017-2018 Change Increase / Decrease	2019 Operating Forecast	2020 Operating Forecast
Revenues								
Sale of Services	\$ 3,780	\$ 4,421	\$ 4,502	\$ 81	\$ 4,627	\$ 125	\$ 4,920	\$ 5,082
Insurance Recovery	28	-	-	-	-	-	-	-
Other Revenue	554	100	225	125	216	(9)	221	222
Government Transfers for Operating	2,260	2,419	2,239	(180)	2,244	5	2,254	2,264
Total Revenues	6,622	6,940	6,966	26	7,087	121	7,395	7,568
Expenses								
Salaries, Wages & Benefits	10,106	10,622	10,561	(61)	10,827	266	11,170	11,437
Contracted Services	2,950	3,023	2,923	(100)	2,903	(20)	2,943	2,996
Materials & Supplies	2,148	1,919	1,727	(191)	1,737	10	1,849	1,857
Bank Charges & Short Term Interest	58	61	61	(1)	61	-	62	63
Grants and Other Transfers	173	310	473	163	443	(30)	450	456
Other Operating Expenses	129	11	11	(0)	11	-	11	11
Interest on Long Term Debt	12	-	44	44	40	(4)	36	33
Amortization and Provision for Abandonment	369	441	386	(55)	551	165	605	589
Internal Allocation	2,704	2,999	3,708	709	3,810	102	3,964	3,998
Total Expenses	18,649	19,387	19,894	507	20,383	489	21,089	21,440
Net Earnings/(Loss)	\$ 12,027	\$ 12,447	\$ 12,929	\$ 481	\$ 13,296	\$ 368	\$ 13,694	\$ 13,873

2016-17 Changes

Revenue:

- Increase in Sales of Service is primarily due to changes resulting from Financial Fit Initiatives for all of Public Services
- Decrease in government grant revenue is primarily due to the absences of the carryover of 2015 FCSS funding into 2016

Expenses:

- In order to address Financially Fit Initiatives and a 0% budget increase for 2017, program areas have reviewed their expenses and made reductions where possible. A variety of nominal reductions/savings are reflected here from the various program areas (\$352).
- Increase in Grants and other Transfers are due to the inclusion of \$30K for Special Olympics and a \$133K increase in FCSS funding.

2017-18 Changes

Revenue:

Increase in Sales of Services revenue is due to anticipated continued increases in Transit Services and increases in Social Development & Senior Services with the opening of the new Seniors Centre in 4th quarter of 2018

Expenses:

Increase is due to 2% increase as per budget guidelines (\$211K) and the addition of (\$50K) for additional staff for the new Seniors Centre scheduled to open later in 2018

Capital Revenues & Expenditures

The Community Development major capital projects (TCA) and major operating expense projects (MOE) for 2017-2018 are listed in summary format in the tables below.

Refer to the Corporate Multi-Year TCA Capital Plan and MOE Plan for a detailed listing of all the proposed capital and operating projects and the related funding plans for the City of Medicine Hat.

MEDALTA - FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Operating Revenues & Expenses Summary:

	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change Increase / Decrease	2018 Operating Budget	2017-2018 Change Increase / Decrease	2019 Operating Forecast	2020 Operating Forecast
Expenses								
Grants and Other Transfers	\$ 279	\$ 280	\$ 230	\$ (50)	\$ 230	\$ -	\$ 230	\$ 230
Total Expenses	279	280	230	(50)	230	-	230	230
Interest on Long Term Debt	50	47	-	(47)	-	-	-	-
Total Expenses	50	47	-	(47)	-	-	-	-
Net Expenses	\$ 329	\$ 327	\$ 230	\$ (97)	\$ 230	\$ -	\$ 230	\$ 230

SHORTGRASS LIBRARY - FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Operating Revenues & Expenses Summary:

	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change Increase / Decrease	2018 Operating Budget	2017-2018 Change Increase / Decrease	2019 Operating Forecast	2020 Operating Forecast
Expenses								
Grants and Other Transfers	\$ 300	\$ 307	\$ 316	\$ 9	\$ 323	\$ 6	\$ 329	\$ 336
Total Expenses	300	307	316	9	323	6	329	336
Net Expenses	\$ 300	\$ 307	\$ 316	\$ 9	\$ 323	\$ 6	\$ 329	\$ 336

MEDICINE HAT PUBLIC LIBRARY - FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Operating Revenues & Expenses Summary:

	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change Increase / Decrease	2018 Operating Budget	2017-2018 Change Increase / Decrease	2019 Operating Forecast	2020 Operating Forecast
Expenses								
Contracted & General Services	\$ 34	\$ -	\$ 33	\$ 33	\$ 35	\$ 2	\$ 36	\$ 38
Materials, Goods & Utilities	5	-	-	-	-	-	-	-
Grants & Other Transfers	1,892	2,139	2,102	(37)	2,145	43	2,224	2,268
Total Expenses	1,931	2,139	2,135	(4)	2,180	45	2,260	2,306
Internal Charges & Transfers	165	165	169	4	169	-	173	174
Total Internal Allocation	165	165	169	4	169	-	173	174
Net Expenses	\$ 2,096	\$ 2,304	\$ 2,304	\$ -	\$ 2,349	\$ 45	\$ 2,433	\$ 2,480

TCA DECISION PACKAGE SUMMARY

Refer to Attachment A for detailed information on each decision package.

2017-2018 TCA Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Capital Cost	\$ Operating Impact**	Status
SP 2,4 KR 5.2	2017	911 Digital Recorder Replacement	\$60		
SP 2,3	2017	911 Intrac Alarm Monitoring System Replacements	\$200		
SP 2,4 KR 4.2	2017	Theatre Projector Replacement	\$25		
SP 2,3,4 KR 4.2	2017	Sound Console Replacement	\$35		
<i>SP 2,4 KR 2.1</i>	<i>2017</i>	<i>Large Fleet Vehicle Wash</i>	<i>\$1,200</i>		
<i>SP 2</i>	<i>2018</i>	<i>Technology Replacement</i>	<i>\$15</i>		
SP 2,4 KR 4.2	2018	Specialized Equipment Replacement Program	\$300		
<i>SP 2,3,6</i>	<i>2021</i>	<i>Museum Permanent Gallery Redevelopment</i>			
SP 2,3	2017	Accessible Bus Stop Program	\$100		
SP 2,3	2018	Accessible Bus Stop Program	\$100		
SP 2,3	2018	Next Bus Software and Infrastructure	\$250		
SP 2	2017	911/Police Com Room Fire Suppression System	\$175		
<i>SP 4 KR 4.4</i>	<i>2017</i>	<i>Emergency Social Services Trailer</i>	<i>\$50</i>		
<i>SP 3,5</i>	<i>2017</i>	<i>Special Transit Software</i>	<i>\$125</i>		

* *Italicized requests are not included in the management (staff) recommended budget.*

** Impact in first full year of operations (actual impact may occur over a number of years).

MOE DECISION PACKAGE SUMMARY

Refer to Attachment B for detailed information on each decision package.

2017-2018 MOE Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Operating Impact**	Status
<i>SP 4 KR 4.4</i>	<i>2021</i>	<i>Equipment Replacement Program</i>	<i>N/A</i>	

* *Italicized requests are not included in the management (staff) recommended budget.*

** Impact in first full year of operations (actual impact may occur over a number of years).

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – TCA DECISION PACKAGES

Department: Community Development - 911 Communications
Division: Public Services
Project Name: 911 Digital Recorder Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 4 KR 5.2
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	10	20	20	10	-	-	-	-	-	-
	Debt financing (Principal)	-	12	12	12	12	12	-	-	-	-
	Debt financing (Interest)	-	1	1	0	0	0	-	-	-	-
	Total	10	32	32	22	12	12	-	-	-	-
Revenue less Expense		\$ (10)	\$ (32)	\$ (32)	\$ (22)	\$ (12)	\$ (12)	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 60	\$ -	\$ -	\$ 65	\$ -	\$ -	\$ 70	\$ -	\$ -	\$ 75
ROI %											

Description & Purpose

The 911 digital recorders have a 3 year lifecycle. Every 3 years, the 2 main digital recorders are replaced, allowing these 2 older systems to be moved to the back-up 911 centre. The back-up systems will be kept as spares in the event that a system fails.

Implications & Justification

911 is contractually obligated to record and archive phone and radio transmissions for varying periods of time for emergency services. The digital recording equipment is operational 24/7, 365 days a year and must be kept in optimal working condition at all times. This equipment is also used in the immediate playback of emergency calls in the 911 centre, should a call get disconnected and/or information gets missed during the dispatching of resources. With approximately 20 year of replacement experience, 3 years has proven to be the best replacement schedule to ensure the equipment does not begin to fail and is still viable to be useful in the back-up environment.

Implications of not proceeding with the upgrades puts the system at risk of failure, and risk to the public if 911 was unable to ensure the recording and/or immediate playback of emergency calls.

Alternatives and Options

- 1) Wait for equipment to fail to replace - Emergency purchase (Not recommended, potentially higher costs for emergency installations and risks to customers if calls are not being captured, and immediate playback capability is not available in 911.)
- 2) Replace 1 recorder every 3 years (Not recommended)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - 911 Communications
Division: Public Services
Project Name: 911 Intrac Alarm Monitoring System Replacements
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 3
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	10	20	20	20	20	20	20	20	20	20
	Debt financing (Principal)	-	39	40	40	40	41	-	-	-	-
	Debt financing (Interest)	-	2	2	2	1	1	-	-	-	-
	Total	10	62	62	62	62	62	20	20	20	20
Revenue less Expense		\$ (10)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (20)	\$ (20)	\$ (20)	\$ (20)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 200	\$ -	\$ 250	\$ -	\$ 250	\$ -	\$ 250	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

In 2015 replacement of 30 Intrac alarm monitoring devices began. This project is to continue replacing the 20 year old Intrac alarm monitoring devices which will be staged over the next couple budget cycles.

Implications & Justification

911 provides immediate response capability, through an alarm monitoring system, to internal and external customers. The equipment is beginning to fail, and has exceeded it's potential life expectancy. This service generates approximately \$50K external revenue, which decreases the reliance on tax dollars to sustain the 911 operation. Replacement of these units will allow 911 to continue providing this service to existing internal and external customers. During the recent 911 renovation, measures were taken to ensure ULC requirements were met to comply with alarm monitoring regulations.

The system directly connects to all City facilities and provides immediate dispatch of resources for situations ranging from Fire, Intrusion, Heating/Cooling, Chlorine Alarms, etc. which protect municipal infrastructure. The risk of this service being provided by an external agency, is an expected increase in response times by 6-10 minutes for emergency services, by adding another layer of notifications.

Not proceeding with replacing the monitors puts the existing systems at risk of immediate failure. The majority of existing alarm monitoring equipment used today is 15-30 years old and is starting to fail.

Alternatives and Options

- 1) Discontinue providing this service to external customers. (Not recommended, result in approximately \$50K loss in revenue)
- 2) Discontinue providing this service to internal and external customers. (Not recommended, result in approximately \$50K loss in revenue, and increase in expenses for internal customers to contract this service out, value unknown)
- 3) Expand the service to new customers. (Recommend investigating this option once the existing equipment has been replaced as a revenue generator for the City.)

Changes in FTE headcount

None

FINANCING SUMMARY

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT) Internal Loans	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - Cultural Development
Division: Public Services
Project Name: Theatre Projector Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 4 KR 4.2
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	3	5	5	5	5	3	-	-	-	-
	Debt financing (Principal)	-	5	5	5	5	5	-	-	-	-
	Debt financing (Interest)	-	0	0	0	0	0	-	-	-	-
	Total	3	10	10	10	10	8	-	-	-	-
Revenue less Expense		\$ (3)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (8)	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 25	\$ -	\$ -	\$ -	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replacement of the Theatre projector which is used during community events (i.e. Remembrance Day, dance competitions) as well as for professional shows.

Implications & Justification

The theatre projector was manufactured in 2008, and has been out of production since 2012 and is therefore no longer serviceable.

A professional grade projector is required to cut through theatre lighting projecting a high resolution image, providing 14,000 - 20,000 lumens as opposed to a good boardroom projector which only provides 3,000 lumens. The content of professional and non-professional shows requires the capability to handle higher HDMI and resolution required in a theatre environment.

Alternatives and Options

- 1) Wait for projector to fail to replace - Emergency purchase. (Not recommended, potentially higher cost to replace in an emergency, as well as incurring additional rental costs, loss of revenue.)
- 2) Seek matching funding from Canada Cultural Spaces Program. (Not recommended as program requires 18 month lead time and equipment is likely to fail before that time.)
- 3) Defer replacement until next budget cycle. (Not recommended, potentially higher cost to replace, as well as incurring additional rental costs, and loss of revenue.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - Cultural Development
Division: Public Services
Project Name: Sound Console Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 3, 4 KR 4.2
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	4	7	7	7	7	4	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	3.5	7	7	7	7	3.5	-	-	-	-
Revenue less Expense		\$ (4)	\$ (7)	\$ (7)	\$ (7)	\$ (7)	\$ (4)	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45
ROI %											

Description & Purpose

Replacement of the Theatre sound console which mixes and controls all sound related production equipment in the main theatre during all productions. The sound console determines the final sound experience for the audience.

Implications & Justification

The existing Theatre sound console stopped supporting software updates in 2012 and is no longer serviceable. The out of date console no longer meets industry standards for sound design, quality or computerized capabilities. Professional touring acts not only expect but require this critical tool at a venue to perform.

Alternatives and Options

- 1) Wait for projector to fail to replace - Emergency purchase. (Not recommended, potentially higher cost to replace in an emergency, as well as incurring additional rental costs if available, and loss of revenue from show cancellations.)
- 2) Seek matching funding from Canada Cultural Spaces Program. (Not recommended as program requires 18 month lead time and equipment is likely to fail before that time.)
- 3) Defer replacement until next budget cycle. (Not recommended, potentially higher cost to replace, as well as incurring additional rental costs, and loss of revenue.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - Cultural Development
Division: Public Services
Project Name: Specialized Equipment Replacement Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 4 KR 4.2
Department Priority Ranking: 2
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	30	60	60	60	60	30	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	0	30	60	60	60	60	30	-	-	-
Revenue less Expense		\$ -	\$ (30)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (30)	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The Esplanade opened in 2005 and now 11 years later there is an opportunity to upgrade systems and equipment through the Canada Cultural Spaces Fund. The project would include the following components:

1. Upgrade to LED lighting in the theatre, for both the stage and house.
2. Light-proof dividers for the galleries to accommodate the growing number of video projection exhibits.
3. A Mila portable wall system for gallery exhibits.
4. A cold storage refrigeration system for the Museum and Archives. This is for the long-term preservation of photography, moving images and audio recordings.

Implications & Justification

1. The installation of LED lighting in the theatre will reduce the cost of electricity and maintenance, will bring the theatre up to industry standards and reduce potential safety hazards for staff because the bulbs do not need to be changed as often.
2. The number of video exhibitions continues to increase annually and permanent light-proof dividers would eliminate the previous requirement of constructing and dismantling temporary walls for each exhibit.
3. A Mila portable wall system is easy to use, requires less storage space, provides flexible wall space for exhibits while saving labour costs because it is less labour intensive.
4. The cold storage refrigeration system for Museum and Archives was in the original plans for the Esplanade but was cut due to construction budget restraints. The life span for current archival media and photography holdings is greatly reduced and the City risks losing significant holdings in the short term without the cold storage refrigeration system.

We have an opportunity to receive grant funding from the Canada Cultural Spaces Fund of the Department of Canadian Heritage. The fund supports the improvement, renovation and construction of arts and heritage facilities as well as the acquisition of specialized equipment. The program can finance up to 50% of the eligible project.

Alternatives and Options

- 1) Consider addressing each component individually. (Not recommended, the Cultural Spaces Fund will support an overall package of improvements.)
- 2) Defer these projects. (Not recommended, potential increase in cost and loss of opportunity for grant funding.)
- 3) Defer some of these projects. (Not recommended, potential increase in cost and not maximizing grant funding available.)

Changes in FTE headcount

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - Transit Services
Division: Public Services
Project Name: Accessible Bus Stop Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 3
Department Priority Ranking: 2
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	2	5	7	7	7	4	-	-	-	-
	Debt financing (Principal)	-	6	6	6	6	6	6	6	7	7
	Debt financing (Interest)	-	2	2	2	2	2	2	1	1	1
	Total	2	13	15	15	15	11	8	8	8	8
Revenue less Expense		\$ (2)	\$ (13)	\$ (15)	\$ (15)	\$ (15)	\$ (11)	\$ (8)	\$ (8)	\$ (8)	\$ (8)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 100	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Continuation of the accessible bus stop program to create a fully accessible transit system including all infrastructure to compliment 100% accessible transit fleet. Infrastructure includes sidewalks, pads, para-ramps, etc. resulting in increased accessibility for those residents with

Implications & Justification

Current transit bus stop infrastructure (400+ stops) is not fully accessible due to lack of para-ramps, sidewalks and pads.

Three phases and 65 stops have already been upgraded.

Lack of accessible infrastructure prevents customers with reduced mobility from using the regular transit system and increases reliance on the Special Transit system.

Potential grant funding may be available through Provincial GreenTrip and Federal Public Transit monies. GreenTrip grant is a 2/3 - 1/3 cost share.

Alternatives and Options

1) Leave remaining bus stops and infrastructure as is. (Not recommended, accessibility issues will not be addressed.)

2) Increase Special Transit services. (Not recommended, this would increase operational expenses because the cost per passenger on Special Transit is substantially higher than on Regular Transit.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	100	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - Transit Services
Division: Public Services
Project Name: Next Bus Software and Infrastructure
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 3
Department Priority Ranking: 2
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	25	50	50	50	50	25	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	25	50	50	50	50	25	-	-	-
Revenue less Expense		\$ -	\$ (25)	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (25)	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%

Capital Expenditure \$ - \$ 250 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -

ROI %

Description & Purpose

Integrated intelligent transit software and infrastructure (LED signs, on board electronics, web application, android app, SMS/text messaging, etc.) to provide next bus arrival information for passengers. Infrastructure would include automated passenger counting hardware.

Implications & Justification

Provides real-time bus schedule and arrival information to customers on route and at terminals.
Smart phone technology provides on the go access to customers for service and route information.
Provides accurate real-time performance and ridership counts.
Reduces customer schedule and service inquiries and associated staff time.
Increases on time performance by providing real-time monitoring.
Anticipated compatibility with existing applications.
Potential grant funding may be available through Provincial GreenTrip and Federal Public Transit monies. GreenTrip grant is a 2/3 - 1/3 cost share.

Alternatives and Options

- 1) Not implement software and infrastructure. (Not recommended, inaccuracy and lack of reporting information and statistics for business)
- 2) Stand alone software applications for each requirement. (Not recommended, due to increased cost and lack of compatibility and integration.)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - 911 Communications

Division: Public Services

Project Name: 911 & Police Communications Room Fire Suppression System

Project Type: TCA (on-going costs)

in thousands of dollars

Reference No: SP 2

Department Priority Ranking: 1

Organization Priority Ranking:

Recommended by Management Team: Yes

(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	9	18	18	18	18	18	18	18	18	18
	Debt financing (Principal)	-	34	35	35	35	36	-	-	-	-
	Debt financing (Interest)	-	2	2	1	1	0	-	-	-	-
	Total	9	54	54	54	54	54	18	18	18	18
Revenue less Expense		\$ (9)	\$ (54)	\$ (54)	\$ (54)	\$ (54)	\$ (54)	\$ (18)	\$ (18)	\$ (18)	\$ (18)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The 911 and Police server and communication room is currently without a dry agent suppression system, but is protected by the building sprinkler system. In the event of a fire, the equipment would be damaged by the sprinkler system, resulting in a substantial (approx. \$2M)

Implications & Justification

Installing a dry agent fire suppression system will protect the equipment and avoid the significant equipment replacement cost and data/functionality loss in the event of a fire and subsequent water damage. The dry agent would minimize the damage not eliminate it entirely.

A dry agent fire suppression system would also permit us to expand our alarm monitoring service by meeting current ULC standards, thus increasing a revenue source.

Alternatives and Options

- 1) Maintain current sprinkler system, and dry agent extinguisher for protection. (Not recommended, this is the current system, and does not provide the optimal level of protection.)
- 2) Deferral of project (Not recommended, potentially higher cost in the future.)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2017-2018 2 YEAR BUSINESS PLAN

Parks and Recreation

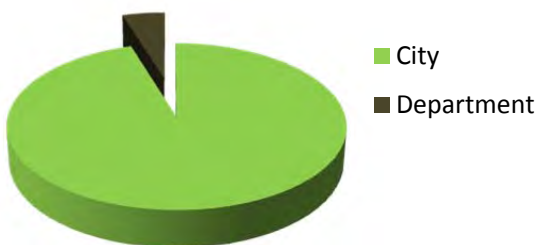
Department Head: Todd Sharpe
Title: General Manager
Phone: 529-8312
E-mail: todsha@medicinehat.ca

DEPARTMENTAL OVERVIEW

The Parks and Recreation Department provides both indoor and outdoor leisure and recreation opportunities by developing and maintaining a diverse urban landscape to the highest possible standards, using the most effective and efficient means possible, with a focus on sound environmental practices and encouraging all residents to be physically active through indoor and outdoor services and programs that are accessible and affordable.



Total Budget Expenditures



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Parks Planning and Development is responsible for planning, detailed design and development of parks infrastructure, including data base management and parks geographic information.

Parks Maintenance is responsible for operation and maintenance of ~ 261 hectares of irrigated turf grass; propagation, planting and maintenance of ~40,000 bedding plants throughout ~42 ornamental flower beds; maintenance of ~541 shrub beds; and management of ~28,000 trees in the City's urban forest.

Parks Operations is responsible for operation and maintenance of a broad range of facilities including maintenance of over 108 km of leisure trails; 19 ball diamonds; 12 soccer pitches; 16 tennis courts; 84 playgrounds, Gas City Campground; Hillside Cemetery and Echo Dale Regional Park. Liaising with user groups and community sports organizations is captured in this service unit as well as the maintenance and protection of ~1204 hectares of Environmental Reserve and natural areas.

Recreation and Leisure Services Division provides accessible and affordable facilities and services that encourage active living opportunities and leisure pursuits for all residents. Facilities include 2 indoor and 4 outdoor swimming pools, 5 rinks, concessions, and Family Leisure Centre. The newly expanded Leisure Center includes an Olympic sized ice surface, 50 meter pool - with water slide and variable floor-, field house with 2 boarded soccer fields, 2 full sized gyms that can accommodate 4 volleyball courts and 10 badminton/pickle ball courts, a fitness area and a 200 meter running/walking track. Liaising with user groups and community sports organizations is a key part of their mandate.

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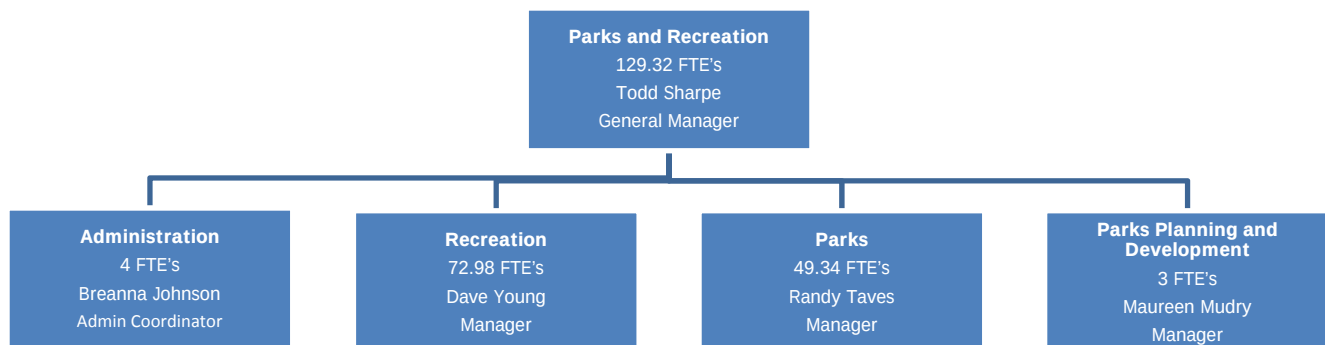
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DEPARTMENT OVERVIEW

Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart (including FTE headcount)



Core Services & Customers

Planning and Development

Aim:

- To plan and develop a sustainable urban landscape, with a focus on sound environmental and horticultural principles, while ensuring a diverse range of leisure and recreation opportunities to meet the current and future community needs
- To facilitate community partnerships for the development of playgrounds and facilities
- To capture and maintain accurate GIS data, as-built drawings, and an inventory of Parks and Recreation infrastructure
- To plan and provide life-cycle asset management for Parks and Recreation infrastructure
- To provide project management services for the planning, design and development / rehabilitation of Parks and Recreation capital projects
- To provide inspection and acceptance of parks developed in new subdivisions to ensure compliance with the Municipal Servicing Standards

Customers:

- Residents, visitors, parks and recreation facility users
- Community groups and organizations
- Internal City of Medicine Hat Departments

Recreation

Aim:

- To provide diverse recreation and leisure activities to residents and visitors
- To ensure that the public has opportunity to participate in accessible recreational opportunities
- To work with community groups and organizations in the delivery of recreation programs and services

Customers:

- Residents, visitors, recreational facility users
- Community groups and organizations
- Internal City of Medicine Hat Departments

Parks

Aim:

- To manage, operate, maintain and deliver a diverse range of outdoor opportunities effectively and efficiently
- To liaise with users and community groups/organizations to facilitate maximum use of Park facilities

Customers:

- Residents, visitors, and outdoor parks and recreation facility users
- Community groups, special interest groups, major outdoor events organizers,
- Internal City of Medicine Hat Departments

2016 Year Service Highlights and Achievements

- Flood Mitigation – Planning and Development worked cooperatively with Municipal Works who designed and constructed the Harlow and Lions Park berms, as well as incorporated a tree planting strategy and community celebration to revitalize these areas that are now protected by berms.
- Ten-year plan for South Saskatchewan River Recreation Opportunities – Planning and Development developed a ten year plan outlining development of recreation opportunities such as viewpoints, picnic areas, multi-purpose natural mountain bike trails, boat launch improvements, non-motorized; and, accessible docks that improve access to the river.
- Facility Optimization Analysis – The purpose of report was to assess and analyze ice arena facilities. The report was completed and provided strategies to ensure that ice facilities are effectively provided and continue to meet the needs of residents and user groups. Analysis will utilized to provide strategic direction in the current and next budget cycle for the operation and development of ice arena facilities.
- Expansion of FLC- The expansion of the Family Leisure Centre has seen the addition of 120,000 square feet of recreation facility space which included a gymnasium, fieldhouse, and fitness area.

- Asset Management Plan – A GIS based inventory of Parks and Recreation assets was undertaken which forms the base for the development of an asset management plan. The asset management plan is a long term plan that identifies priorities and budget requirements for the upgrading of aging infrastructure in order to achieve a stable, long term plan for ongoing replacement.
- Increased Automation (Computerized Irrigation Control System) – The management of irrigation water is important to the integrity of the City’s parks system.
- In an environment that is characterized by limited precipitation, the wise use of this resource is essential. This upgrade will allow for better management of our irrigation system and improve water usage.
- Support to Corporate Initiatives (Agresso, Citiworks - Established Enterprise System Department Liaisons who completed training on the Agresso system and is providing ongoing support to the department. Staff using the new system and learning new ways to collect, store, manage and share data from the many business activities within the Department, including the integration of Perfect Mind- a Parks and Recreation facility Booking Software. Citiworks is an integrated asset management system and will enable efficient decision making for location, maintenance and replacements of assets, and tracking of service requests. This system is GIS based and will leverage the City’s existing investment in GIS technology, Agresso and will also be utilized as a tree inventory system.
- Renewal of Key Agreements (Joint Use Agreement and Southridge Recreation and Wellness Centre) – The Joint Use Agreement is being revised to address the challenges of the previous agreement and provide a consistent, defensible fee structure framework that ensures equity and flexibility for the maximum benefit of the community. The South Ridge Recreation and Wellness Centre Agreement renews the commitment between the partners, and addresses the challenges including shared space, community access and the financial considerations of each. The facility is owned by the City of Medicine Hat and is operated by the YMCA which has allowed the City to economically provide recreational opportunities to residents for more than a decade.

Significant Industry Issues and Trends

- Emerging activities and their participation rates are surpassing traditional sports and recreation activities forcing Administration to closely look at the availability and capability of municipal facilities to meet the needs of its residents.
- *A Renewed Definition of Recreation-* Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. Recreational experiences include participation in physical activity and sport, and in artistic, cultural, social and intellectual activities.
- *A Framework for Recreation in Canada 2015- Pathways to Wellbeing*
Canada’s Diversity- Canada’s population is increasingly rich in diversity. Two demographic trends are particularly relevant: 1) since changes in immigration policies in the 1970s, newcomers to Canada come from all areas of the world; and 2) the Aboriginal community is younger and growing faster than the general population. These populations and other ethno-cultural/racial groups enrich our recreational experiences with multiple languages, historical context and diverse cultural identities, while challenging recreation to respond to their unique needs and strengths.

- **Rapid Urbanization-** Rapid urbanization (80% of Canadians now live in cities) means that people have less exposure to the healing power of nature. They have increased exposure to the human and environmental stresses that accompany urban development, such as high levels of traffic and high-rise housing. Urbanization holds many opportunities but also challenges recreation to develop and nurture programs and places and spaces, which contribute to a high quality of life, both socially and environmentally.
- **Challenges to Health-** Modern lifestyles combined with changes in the social and physical environments have precipitated some negative trends in health. These include increases in high risk behaviors such as sedentary living, and risk factors for disease such as obesity; chronic diseases such as diabetes and heart disease; mental health concerns such as depression and youth suicide.
- **New and Emerging Technologies-** The recreation field is challenged to access and keep up with rapidly changing technologies, which offer opportunities for innovation, communication, improved efficiency and enhanced connections, especially with young people. At the same time, parents and leaders in public health and recreation are concerned about the increasing amounts of time people (especially children and youth) spend in sedentary and solitary digital pursuits, instead of active recreation and unstructured play. New technologies that encourage 24/7 connections have led to reductions in time available to pursue recreational experiences, and to challenges in achieving a balanced lifestyle.
- **Infrastructure Deficit-** Most communities in Canada have significant infrastructure deficits. These deficits include the need to develop walking and cycling routes, facilities, and green spaces in order to meet the recreation requirements of growing communities, and to upgrade existing facilities to make them more functional and energy efficient. There is an opportunity for recreation to contribute to an integrated community design and infrastructure planning process that considers what is built, and where it is located in relation to where people live and how they move through the community to get there.
- **Threats to the Natural Environment-** Failing fish stocks, extreme weather, decreasing biodiversity, new destructive species such as the spruce budworm and mountain pine beetle, the loss of green spaces to urban sprawl, and the warming of northern regions are all indicators of environmental stresses that directly affect the spaces and places where people enjoy recreational experiences. Growing threats to the natural environment have made the role of environmental stewardship increasingly important to the recreation field.

Localized Issues and Trends

There is an increasing reliance on community partnerships to deliver much needed parks and recreation activities and resources. This in turn places added pressure on the finite volunteer resources available in the community.

1. The residents, in general have great expectations for well-manicured traditional landscape places. This is inconsistent with affordable and emerging practices in urban planning such as Xeriscaping principles, smart growth, and multipurpose open space planning and design.
2. There appears to be a dichotomy in our community- on one hand there is high demand for traditional landscaping; on the other hand there seems to be increased interest and insistence on environmentally sustainable practices

3. The public has shifted towards an increasing pursuit of spontaneous recreation opportunities (as opposed to structured and scheduled recreational activities). Furthermore, increasing awareness and benefits of fitness, wellness and active living is creating more demand for programs and services and however design and investment in recreation infrastructure is not congruent with this demand.
4. Increasing expectations and demands for involvement in decision making and requests for information on projects (i.e.) social media. This places additional strain on resources to satisfy this public expectation while still accomplishing the multiple tasks in the department.
5. There are few qualified and capable landscaping contractors; a lack of competitiveness in the marketplace is driving up the cost of contracted services and costing the tax payer
6. Increasing requirements for regulatory approvals from Federal and Provincial agencies has added a significant workload to capital projects

Inclusive recreation programming and support is an emerging trend in Medicine Hat, with increasing need for trained leaders and resources to provide recreation program opportunities.

7. The recreation needs of seniors are evolving. Historically, seniors enjoyed recreating with others like themselves and typically enjoyed more social pursuits. While this is still the case for some, a new generation of seniors has grown up with an active lifestyle, understand the benefits of active living, and seek out opportunities that are multigenerational and involve diverse recreation and physical activity options.

CURRENT STRATEGIES & ACTION PLANS

Goal 1: PROMOTE ACTIVE LIVING:

Priorities for Service Enhancement or Improvement:

1. Achieve steady state operations at expanded Family Leisure Centre.
2. Support and contribute to the campaign to promote the benefits of physical activity and physical literacy.
3. Develop a comprehensive PKRC Marketing Plan.

Key Performance Measures

- Promotional campaign as part of National Recreation Month.
- Preliminary data collection in 2016, followed by MOE budget funding in 2019 for consulting services.
- To provide 25% unstructured spontaneous programming at the FLC which will increase recreation opportunities for the community.

Goal 2: INCLUSION AND ACCESS:

1. Priorities for Service Enhancement or Improvement
2. Continue with accessibility audits and renovate facilities to ensure barrier free access.
3. Finalize Fair Entry (Financial Assistance) Policy and implement in Recreation section.
4. Develop and support adaptive sports opportunities in mainstream recreation programming.
5. Engage in Municipal planning process to ensure recreational needs are met on a geographical basis.

Key Performance Measures

- Complete two accessibility audits per year in consultation with Community Inclusion Coordinator.
- Work with other public services agencies to facilitate and adopt one intake and subsidy policy among all service that maintains dignity for all.
- Offer as a minimum 1 adaptive sports program in the Family Leisure Centre program mix.

Goal 3: CONNECT PEOPLE TO NATURE

Priorities for Service Enhancement or Improvement:

1. Place an emphasis on natural spaces when designing open space.
2. Revitalize spaces that have experienced berm construction.
3. Maximize the use of mobile technology to inform public of recreation opportunities in the City.
4. Develop a comprehensive Parks water usage strategy.

Key Performance Measures

- Develop a manicured naturalized management strategy and incorporate it into landscape design when revitalizing or developing open space.
- Development of an interactive map of recreation amenities.
- Partner with Environmental Utilities to develop a water management strategy that reduces water consumption in public spaces by December 2018.

Goal 4: CREATE SUPPORTIVE ENVIRONMENTS

Priorities for Service Enhancement or Improvement:

1. Upgrades to PKRC infrastructure- parking lots, trails, facility modernization, safety and security.
2. Pursue South Saskatchewan River recreational opportunities.
3. Develop a comprehensive Asset Management Strategy.
4. Develop an annual Metrics Report.

Key Performance Measures

- Implement 2017/2018 capital budget plan for Infrastructure Program that identifies priorities and budget for infrastructure upgrades.
- Development of a building refreshment/modernization program.
- Present an asset management plan for Parks and Recreation assets to Council by June 2017 that achieves a stable, long term plan for ongoing replacement.
- Complete phase two of the facility optimization plan for Aquatics, Parks and Field House Recreation facilities in 2017.
- Develop a community partnership framework.

Goal 5: BUILD CAPACITY AS IT RELATES TO PARKS AND RECREATION

Priorities for Service Enhancement or Improvement:

1. Staff development training and leadership development.
2. Improved volunteer management.
3. Support community based leadership.

Key Performance Measures

- Develop and maintain a training and development plan for each position and continue to identify opportunities.
- Partner with Community Development to develop a volunteer management and recognition plan.
- Support the development of a local Sports and Events Council.
- PKRC will conduct a presentation at ARPA Conference in 2018.
- Develop a community partnership framework that outlines a checklist/procedure for project/funding availability for requests from the community and deliver to the Public by March 2018.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: Promote Active Living					
1	3		Achieve steady state operations at expanded Family Leisure Centre		Dec 2017
2	4		Develop a comprehensive Marketing Plan		Jan 2018
#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: Inclusion and Access					
1	3		Continue with accessibility audits and renovate facilities to ensure barrier- free access		
2	3		Finalize Fair Entry policy		Jun 2017
3	3		Implement adaptive sports opportunities into mainstream recreation programming		
#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: Connecting People to Nature					
1	2	4.4	Place an emphasis on natural spaces when designing open space		
2	2	3.4	Revitalize spaces that have experienced berm construction		Dec 2018
3	4		Maximize the use of mobile technology to inform public of recreation opportunities in the City		
4	2		Develop a comprehensive Parks water usage strategy		Dec 2018

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: Creating Supportive Environments					
			Develop an annual metrics report that will inform staff of important statistics		Dec 2017
1	2		Upgrades to PKRC infrastructure- parking lots, trails, facility modernization, and security		
2	3	3.1	Pursue SSR Recreational opportunities		
3	2	2.1	Finalize a comprehensive Asset Management Strategy		May 2017

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority: Build Capacity					
1	6	6.4	Staff development, training and leadership development		
2	6	3.3	Partner with Community Development to develop a volunteer management and recognition plan		Dec 2017
3	6	3.3	Support the development of a local Sports and Events Council		Dec 2017

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals	Current Year Budget	2017	2016-2017	2018	2017-2018	2019	2020
	2015	2016	Operating	Change	Operating	Change	Operating	Operating
			Budget	Increase/ (Decrease)	Budget	Increase/ (Decrease)	Forecast	Forecast
Sale of Services	3,886	5,587	5,088	(499)	5,437	349	5,604	5,743
Insurance Recovery	(628)	11	43	32	43	0	44	45
Other Revenue	2850	105	124	20	122	(3)	123	125
Government Transfers for Operating	900	-	-	-	-	-	-	-
Total Revenues	7,008	5,702	5,255	(447)	5,601	346	5,771	5,913
Expenses								
Salaries, Wages & Benefits	8,942	9,684	9,895	211	10104	209	10,305	10,512
Contracted Services	3,042	2,546	2,863	317	3000	138	3,053	3,114
Materials & Supplies	1,856	1,781	1,759	(23)	1757	(2)	1,789	1,822
Bank Charges & Short Term Interest	35	26	28	2	26	(2)	27	27
Grants and Other Transfers	0	209	231	22	211	(20)	215	217
Other Operating Expenses	204	10	17	7	17	0	17	18
Interest on Long Term Debt	251	460	426	(34)	402	(23)	402	402
Amortization and Provision for Abandonment	4,179	4,741	10,591	5,850	13870	3,280	14944	14879
Internal Allocation	5,492	4,362	4,553	191	4601	91	4,708	4,723
Total Expenses	24,001	23,820	30,362	6,543	33,988	3671	35461	35714
Net Earnings/(Loss)	16,993	18,117	25,107	6,990	28,387	3,282	29,690	29,801

Increases in the current year net operating expenses are primarily due to the following factors:

- Sales of Services decreased revenue by \$499K- primarily attributable to reduced Family Leisure Centre revenues- More accurate revenue projections and understanding of this new business operation;
- Salaries, Wages, and benefits increased expense (\$211K) consistent with CBA
- Contracted Services expense increase due to Pound Services Contract (\$306K)

2017-2018 TCA Decision Packages (listed in priority order):*

Ref.	Year	Year	Name	\$ Capital Cost	\$ Operating Impact	Status
3.4	2017		Community Partnership Requests	\$ 160		
3.4		2018	Community Partnership Requests	\$ 135		
2.1	2017		Parks Infrastructure Program	\$ 2,040		
2.1		2018	Parks Infrastructure Program	\$ 2,040		
2.1	2017		Parks and Facility Accessibility Program	\$ 200		
2.1		2018	Parks and Facility Accessibility Program	\$ 200		
2.2	2017		Tree Replacement Strategy (Berms)	\$ 50		
2.2		2018	Tree Replacement Strategy (Berms)	\$ 50		
2.1	2017		Recreation Infrastructure Program	\$ 250		
2.1		2018	Recreation Infrastructure Program	\$ 250		
4.4	2017		South Ridge Rec & Wellness Centre	\$ 60		
2.1	2017		Outdoor Lighting Program	\$ 35		
2.1		2018	Outdoor Lighting Program	\$ 575		
2.1	2017		Gershaw Interchange Landscaping Redev	\$ 200	\$214 saving	
2.1		2018	Gershaw Interchange Landscaping Redev	\$ 200	\$214 saving	
3.1	2017		SSR Recreational Opportunities	\$ 525		
3.1		2018	SSR Recreational Opportunities	\$ 410		
4.4		2018	MHES Fieldhouse Turf Replacement	\$ 250		
2.1	2017		Drainage and Erosion Program	\$ 75		
2.1		2018	Drainage and Erosion Program	\$ 75		
3.4	2017		Open Space Redevelopment	\$ 50		
3.4		2018	Open Space Redevelopment	\$ 100		
6.3	2017		Hillside Cemetery Capacity Development	\$ 50		
6.3		2018	Hillside Cemetery Capacity Development	\$ 50		
3.4	2017		Shrub Bed Removal Program	\$ 250	\$35 saving	
3.4		2018	Shrub Bed Removal Program	\$ 250	\$70 saving	
2.1	2017		Computerized Irrigation System Upgrade	\$ 50		
2.1		2018	Computerized Irrigation System Upgrade	\$ 75		
4.2	2017		Parking Lot Development	\$ 200		
3.1		2018	Leisure Trail Development	\$ 250		
4.4	2017		Southlands School On Site Development	\$ 125		
4.2	2017		Storage Sheds	\$ 15		
4.2		2018	Storage Sheds	\$ 50		
2.1		2018	Ball Diamond Dugout Replacement	\$ 150		
2.1		2018	Water Treatment Plant Infrast. Upgrades	\$ 100		
TOTAL				\$ 9,545	\$533 savings	

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well-organized Municipal Corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Community Partnership Requests
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #3, KR3.4
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	8	23	30	30	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	8	23	30	30	-	-	-	-	-	-
Revenue less Expense		\$ (8)	\$ (23)	\$ (30)	\$ (30)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 160	\$ 135	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The projects identified below were brought forward by the various sports groups.

Group	Project	3rd Party Funding	City	Year	Cost
Accommodation Association	Police Point Interpretive Centre Upgrades	100% third party	\$0	2017	
Rotary Club	Trail Markers	100% third party	\$0	2017	\$100
AB Marlin Swim	FLC Scoring and Timing Equipment Upgrades	50/50	\$20	2017	\$40
Skateboard	Skate spots	50/50	\$10	2017	\$20
Kinettes	Upgrade Kinetite Kitchen	\$75	\$25	2017	
Track and Soccer Assoc	Rotary Track and Soccer Complex Building Addition for Soccer and track	\$275 Third party	\$325	2018	
Big League Baseball	Jefferies Park backstop, score clock	100% third party	\$0	2018	\$25
Little League Baseball	Lions Score booth and Score Clock	100% third party	\$0	2018	\$80
Tennis Club	Overlay Club Courts	100% third party	\$0	2018	\$30
Tennis Club	Additional Courts	100% third party	\$0	2019	\$300

Implications & Justification

The department works with a variety of partners and sports organizations to either facilitate or develop recreational facilities and amenities that to meet the recreational needs of the community. These recreational needs were identified as part of the 2011 Recreation Master Plan as well as meeting with groups and organizations to understand their needs and the trends in their sport. These projects are a partnership with the sports group (chart identifies level of third party funding) in the community and will improve service delivery with a high impact on social, recreational and public service. These projects leverage CMH funding by maximizing third party investment.

Medicine Hat Accommodation Association - The Police Point Interpretive Centre was built in 1982 and there have been only minor improvements since the original development. The improvements include upgrades to the main interpretive area, upgrades to the front entrance and washroom to make it accessible and replacement of the "Prairie Viewpoint/seating area. The improvements will improve visitor access and improve the visitor "experience". The improvements are 100% funded by the Medicine Hat Accommodation Association as a visitor/tourism initiative.

Rotary Club of Medicine Hat - The design and installation of trail markers will provide direction, informational and interpretive signage as well as improve way finding. The Club is sponsoring the project as part of their "100th anniversary". The Heritage Trail system is well used by all age groups as well as tourists and visitors to the City. The project is being funded 100% by the Rotary Club.

AB Marlin Aquatic Club trains and hosts swim meets at the FLC. The scoring and timing equipment has reached the end of its life cycle and requires replacement in order to ensure accuracy and reliability. The club has grown hosts several meets each year.

Project Name: Community Partnership Requests

Skateboard Association - Skate spots are small informal asphalt areas that integrated throughout the community, in low conflict zones that allow skateboard enthusiast to incorporate the principles of street skateboarding while drawing individuals away from private property, businesses and high traffic areas and making the activity safer for skaters and pedestrians. This pilot project is an opportunity for skateboarders to display their Kinettes - The Kinetite Kitchen was constructed in the 60's or 70's and requires modernization and improvements in order to be more fully functional to serve the families that use the facility and use the park. The Kinettes are willing to fund the improvements to the building and add an open- air picnic shelter to the facility to make it more functional. The City's contribution would include infrastructure improvement to the site and existing washroom. The Recreation Master Plan was completed in 2011 and picnic and kitchen areas ranked in the top 10 for community priorities.

Rotary Track and Soccer Complex - partnership between Soccer, Track Association and City includes additional change rooms for Soccer and additional space for track for storage, medical and volunteers along with a second floor for photo timing at the finish line. The additional change rooms for soccer will make the building the hub for soccer tournaments and increase the club's capacity to host tournaments and events. The additional space for track will replace the tents that are set up for track events that are uncomfortable and inconvenient in cold and rainy weather. In addition, the second floor timing will allow the timer to line up with the finish line providing more accurate timing and scoring. Utilization includes over 5,000 individuals who participate in local, zone and Provincial track meets as well as over 1500 outdoor soccer participants

Big League Baseball - Improvements to the Kinsmen Ball Complex include extending the backstop and replacing the score clock. Kinsmen Ball Complex at Jefferies Park is the hub for adult baseball and the association have made improvements to the facilities over the years and this is a continuation of that program. These improvements are funded 100% by Big League and will allow the association to provide a facility that is comparable to other facilities in their league.

Little League Baseball - Improvements to the Lions Park include installation of a score clock and replacement of the scorekeepers booth. Lions Park is the hub for Little League Baseball and the association have made improvements to the facilities over the years and this is a continuation of that program. These improvements are funded 100% by Little League in order to meet Little League's needs and ultimately provide improved recreation

Tennis Club - Improvements to the Tennis Facility include overlay of 2 tennis courts that are operated and maintained by the club. The Tennis Association have made numerous improvements to the facilities over the years including the funding of the construction of the courts and clubhouse. The overlay in 2018 and construction of additional courts in 2019 are funded 100% by the Tennis Club in order to meet their increasing needs and ultimately provide improved recreation facilities. The agreement between the tennis club and the City addresses public use.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not proceed with the improvement/upgrades (not recommended as you would lose the opportunity to leverage third party funding- in some cases 100% funded by third
- 2) Make all sports groups contribute 100% of the funding (not recommended as the asset is owned by the City and the improvements have community benefit)
- 3) Contribute to the partnership to the levels indicated (recommended to leverage third party funding and optimize the use of City funds)

Changes in FTE headcount

None

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ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Parks Infrastructure Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	51	153	204	204	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	51	153	204	204	-	-	-	-	-	-
Revenue less Expense		\$ (51)	\$ (153)	\$ (204)	\$ (204)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		-0.01%	-0.02%	-0.03%	-0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 2,040	\$ 2,040	\$ 2,060	\$ 2,080	\$ 2,100	\$ 2,120	\$ 2,145	\$ 2,165	\$ 2,185	\$ 2,210
ROI %											

Description & Purpose

Parks Infrastructure Program for replacement of irrigation systems , trail overlays, playgrounds upgrades and asphalt infrastructure overlays such as parking lots and internal roadways.

Implications & Justification

The rehabilitation program is based on a long term infrastructure plan that is tied to the department's asset management plan. Planned rehabilitation of the assets are required and this program is critical to maintain existing service levels in order to provide active and passive recreational opportunities to multiple users. The majority of the infrastructure was constructed in the 1970's and 1980's that has met its life expectancy and continues to deteriorate, resulting in increased operating and capital costs. A long term infrastructure plan allows for the management of the asset that supports City Council's strategic priority which in turn provides sustainable infrastructure and amenities.

The existing infrastructure continues to deteriorate as it is pasted its original life cycle, resulting in increased operating and capital costs to repair and rehabilitate. The park system is served and supported by this infrastructure. Without the infrastructure upgrades amenities (such as trails and playgrounds) may have to be closed as they do not meet the basic service level. Properly functioning irrigation systems are critical for turf and trees to survive in our climatic conditions.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the infrastructure continues to deteriorate)
- 2) Reduce funding level of program (not recommended will result in increased operating and capital costs)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants MSI)	\$ 1,290	\$ 1,290	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OP)	Operating / Working Capital	750	750	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 2,040	\$ 2,040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Parks and Facility Accessibility Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR 2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	5	15	20	20	-	-	-	-	-	-
	Debt financing (Principal)	-	-	11	12	12	12	12	13	13	13
	Debt financing (Interest)	-	-	4	4	4	4	3	3	3	3
	Total	5	15	36	36	16	16	16	16	16	16
Revenue less Expense		\$ (5)	\$ (15)	\$ (36)	\$ (36)	\$ (16)	\$ (16)	\$ (16)	\$ (16)	\$ (16)	\$ (16)
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
ROI %											

Description & Purpose

Modification and upgrade of washrooms and PKRC areas to make them barrier free facilities.

Implications & Justification

The purpose of the program is to upgrade recreation and park facilities to make the facilities more accessible in order to meet the barrier free guidelines. The program would include upgrades to washrooms, public areas, picnic areas to make them more accessible which will also benefit the community as a whole. The accessibility program is based on the recommendations in the accessibility audits completed in co-operation with the Advisory Committee on Disability Issues (ACDI). The reinvestment into modifying and renovating facilities supports Council's priorities to have high quality sustainable infrastructure and promotes our distinctive community and excellent quality of life for our citizens by providing an inclusive and improved customer service environment.

The standards for accessibility have changed since the facilities were originally constructed and this limits the opportunities for people to participate in recreational activities in our facilities.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Defer program to future years (not recommended as this results in facilities below standard and limits opportunity for people with disabilities to access City facilities)
- 2) Reduce funding level of program (not recommended will result in increased operating and capital costs as life cycle is extended)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement and standards)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (GTF)	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	-	200	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Tree Replacement Strategy (Berms)
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	3	4	4	-	-	-	-	-	-
	Debt financing (Principal)	-	3	3	3	3	3	3	3	3	3
	Debt financing (Interest)	-	1	1	1	1	1	1	1	1	1
	Total	1	7	8	8	4	4	4	4	4	4
Revenue less Expense		\$ (1)	\$ (7)	\$ (8)	\$ (8)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ 50	\$ 50	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Tree planting to replace tree canopy that was removed as part of the flood mitigation berms.

Implications & Justification

The construction of the flood mitigation berms resulted in a decrease in tree canopy in the City. A tree replacement strategy was presented to City Council that included planting trees and seeding over a 4 year period. Approximately 1,000 trees were removed and in accordance with Tree Preservation Bylaw #4218, the service standards state that trees should be replaced on a 3:1 basis. Current berm construction funding does not allow for tree replacement as part of the overall project, as adding tree replacement to the construction costs would result in additional budget. The City needs to keep pace with the replanting of trees in order to maintain a tree canopy.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not proceed with the tree replacement (not recommended - contravention of the tree preservation bylaw)
- 2) Defer the project to a future year or extend the program over several more years (not recommended - program is already reduced to a basic)
- 3) 4 year planting plan (recommended in order to develop in a systematic basis)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (MSI)	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	50	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 50	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Recreation Infrastructure Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	6	19	25	25	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	6	19	25	25	-	-	-	-	-	-
Revenue less Expense		\$ (6)	\$ (19)	\$ (25)	\$ (25)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
ROI %											

Description & Purpose

Recreation Infrastructure Program includes such infrastructure as facility lighting and flooring

Implications & Justification

The majority of our recreation facilities (7 aquatic facilities, 2 dry facilities and 6 arenas) were constructed in the 1970s and 1980s. The rehabilitation is based on an infrastructure plan and identification of priorities. The rehabilitation is required to maintain existing service levels which allows for the provision of indoor and outdoor (pools) recreational opportunities. The reinvestment into and rehabilitation of recreation infrastructure supports City Council's strategic priorities by providing high quality, sustainable infrastructure and amenities along with management of assets and ongoing maintenance. This project is an ongoing program to rehabilitate recreation facilities infrastructure that has met its life expectancy and repairs are no long cost effective. This rehabilitation program will cover a variety of recreational infrastructure that is essential in order to provide recreational programs and services.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the infrastructure continues to deteriorate)
- 2) Reduce funding level of program (not recommended will result in increased operating and capital costs)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation

Reference No: Council Priority #4, KR4.4

Division: Public Services

Department Priority Ranking:

Project Name: South Ridge Recreation and Wellness Centre YMCA Improvements

Organization Priority Ranking:

Project Type: TCA (on-going costs)
in thousands of dollars

Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	2	4	4	4	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	2	4	4	4	-	-	-	-	-	-
Revenue less Expense		\$ (2)	\$ (4)	\$ (4)	\$ (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 60	\$ -	\$ -	\$ 60	\$ -	\$ 60	\$ 15	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The addition of 4 basketball systems (\$60,000 in 2017), trail access between the YMCA and the school, refurbish gym floor for future years

Implications & Justification

The facility is owned by the City and is operated by the YMCA as part of a contractual agreement. There has been no investment by the City in the past and this represents a long term plan to fulfill its obligations and provide a facility that meets the needs of the community and the users of the facility.

The SRRWC partnership and the subsidy provided in the form of capital and operating grants has allowed the City to economically provide recreational opportunities to residents for more than a decade.

The addition of the basketball systems to increase user group and individual usage

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Defer the project to a future year (not recommended as project is necessary)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (GTF)	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Outdoor Lighting Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	11	20	20	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	1	11	20	20	-	-	-	-	-	-
Revenue less Expense		\$ (1)	\$ (11)	\$ (20)	\$ (20)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 35	\$ 575	\$ 500	\$ 200	\$ 600	\$ 200	\$ 200	\$ 250	\$ -	\$ -
ROI %											

Description & Purpose

The project includes the development of an infrastructure lighting replacement program (Moose 2018). 2017 Budget includes the installation of lighting on the toboggan Hill (\$35) and 2018 for lighting thru the Kin coulee tunnel (\$30).

Implications & Justification

The project is an ongoing program to replace sports field (ball diamond, tennis) and park lighting that has exceeded its life expectancy. The lighting levels are sub standard and the wooden light standards have reached the end of its life cycle. The existing infrastructure will continue to deteriorate, resulting in increased operating and capital costs. Pole testing has been completed in conjunction with the Electric Department and results are incorporated into the life cycle plan. a long Term infrastructure plan supports City Council's strategic priorities by providing sustainable infrastructure and amenities. The Gas City slow-pitch Association will partner with the City and apply for a third party grant in the amount of \$125,000 in order to optimize the use of public funds and show their support for the project.

The installation of lighting to Kin Coulee Toboggan Hill and thru the Kin Coulee tunnel will increase the service level and will allow the facility to be more appealing to rent thru the winter months as presently there is no lighting in place. Lighting will also make the area safer for those visiting and those who use the park daily. A sub standard level of service also results in a lack of utilization of the facilities that are served and can be improved by lighting.

- 1) Not proceeding with the replacement (not recommend as it does not keep pace with a life cycle replacement program)
- 2) Defer rehabilitation to a future year (not recommended as the asset is already beyond its life cycle)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG	Government Grants (GTF:17; N	\$ 35	\$ 575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 35	\$ 575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Gershaw Interchange Landscaping Redevelopment
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	(856)	(10)	(10)	(10)	(10)	(10)	(10)
	Amortization	4	12	16	16	-	-	-	-	-	-
	Debt financing (Principal)	-	39	40	40	40	41	-	-	-	-
	Debt financing (Interest)	-	2	2	2	1	1	-	-	-	-
	Total	4	54	58	(798)	32	32	(10)	(10)	(10)	(10)
Revenue less Expense		\$ (4)	\$ (54)	\$ (58)	\$ 798	\$ (32)	\$ (32)	\$ 10	\$ 10	\$ 10	\$ 10
Tax Impact		0.00%	-0.01%	-0.01%	0.12%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 200	\$ 200	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Redevelop turf area into a combination of manicured and natural area as a cost saving initiative and to demonstrate the value of "desert"

Implications & Justification

The Gershaw/Trans Canada Highway Interchange consists of over 19 acres of manicured turf and irrigation with numerous operational issues (aging irrigation infrastructure, undesirable plant material in harsh environmental conditions and build up of sediment along the curbs). Rather than redevelop the area to the same development standard, it is proposed to revitalize the area into a combination of manicured grass and naturalized areas that would be more reflective of a "desert" landscaping. The redevelopment concept will focus on maintaining an aesthetically pleasing highway entrance with a rest area, while developing other areas with a naturalized landscape concept to decrease future operating cost (saving \$10,000 in mowing costs per year) and conserve irrigation water. In addition this project would also save \$856,000 in one time capital costs to replace the existing irrigation system as the current system does not function well and the replacement of the irrigation infrastructure system is impending.

The redevelopment plan supports City council's strategic priorities of image and profile by providing an aesthetic pleasing entrance to Medicine Hat while reducing the emphasis on manicured turf and irrigation in less impacted areas, while being fiscally responsible.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Redevelop turf and irrigation system to current Class A standard (not recommended as not cost effective from Operating and Capital budget)
- 2) Redevelop to a natural area only with no manicured grass and irrigation (not recommended as the interchange is an entrance to the City)
- 3) redevelop with a combination of manicured and natural areas (recommended as most cost effective option)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants (MSI)	\$ -	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	200	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: SSR Recreational Opportunities
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #3, KR3.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	13	37	47	47	-	-	-	-	-	-
	Debt financing (Principa	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	13	37	47	47	-	-	-	-	-	-
Revenue less Expense		\$ (13)	\$ (37)	\$ (47)	\$ (47)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 525	\$ 410	\$ 378	\$ 275	\$ 250	\$ 275	\$ 425	\$ 375	\$ 300	\$ 350
ROI %											

Description & Purpose

Development of recreational opportunities adjacent to the South Saskatchewan River

Projects proposed for 2017 include accessible boat dock at Strathcona Island Park, next phase of multi-use natural trail in Burnside, picnic and river access in Kiwanis River Park and a river access and picnic area in Police Point Park.

Projects proposed for 2018 include additional parking at the Strathcona Island Park boat launch and river access and viewpoint at Parkview Close NE. It also includes the preparation of a conceptual plan for Riverside Veterans Memorial Park.

Implications & Justification

The South Saskatchewan River is an asset with recreation, commercial and tourism generating potential that will be utilized by both residents and visitors. The development of recreational opportunities adjacent to the South Saskatchewan River supports City Council's strategic priority that the river valley be developed as an aesthetic and recreation feature. An assessment was completed in 2014 which resulted in the development of a 10 year plan for development opportunities. The development would increase service levels by improving access to the river and supporting the redevelopment of existing infrastructure to further improve recreational opportunities. The development plan is based on extensive public engagement that addresses community values and priorities. Riverside Veterans Memorial Park and Devonian trail is one of the anchoring nodes of the South Saskatchewan Recreational Opportunities 10 year plan with recreation, commercial and tourism generating potential that will be utilized by both residents and visitors.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not proceed with the development (not recommended - does not meet City Council key result 3.1 and loss of opportunity to develop and promote a recreational asset)
- 2) Defer the project to a future year (not recommended - does not meet City council key result 3.1 and loss of opportunity and loss of momentum generated)
- 3) long term development plan (recommended in order to develop in a systematic basis)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 525	\$ 410	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 525	\$ 410	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation

Division: Public Services

Project Name: Medicine Hat Exhibition Stampede Fieldhouse Turf Replacement & Netting

Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #4, KR4.4

Department Priority Ranking:

Organization Priority Ranking:

Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	5	10	10	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	5	10	10	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ (5)	\$ (10)	\$ (10)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replacement of the synthetic turf and netting at the Cypress Centre Fieldhouse.

Implications & Justification

The synthetic turf and netting have deteriorated and reached the end of its life. The deterioration of the turf puts players at risk of injury because it does not stay flat in the playing area, the edges are curling, and there is movement or shifting during activities. As the carpet is lifting and the seams are separating, safety as well as the inability to allow for the sports-lines on the fields to align properly to accommodate the various sporting activities - i.e. soccer and tennis is an issue. The drop down netting, used for separating the fields is tearing and wearing out. Should it no longer function as required it will not allow the flexibility of programming in the facility. It could also be hazardous if it separates and falls onto the field. This will also no longer allow the field to split into three separate components used for the various programs. The spectators may be at risk if the netting fails to keep objects from the viewing areas.

The Fieldhouse is utilized for a variety of sports from September until May, during which time the turf and netting are put in and out of service to accommodate the other events sponsored by the Medicine Hat Exhibition & Stampede such as trade shows and indoor rodeos. The installation and un-installation causes additional wear and tear and decreases the life expectancy of the equipment.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not replace the turf and netting. (Not recommended, the Cypress Centre Fieldhouse will continue to be used, therefore the turf and netting needs to be replaced to protect the users and spectators from injury and maintain the existing standard for the facility.)
- 2) Defer the replacement of the turf and netting. (Not recommended, potentially higher cost in the future and risk of injury.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (GTF)	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Drainage and Erosion Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR 2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	2	6	8	8	-	-	-	-	-	-
	Debt financing (Principal)	-	2	2	2	2	2	2	2	2	2
	Debt financing (Interest)	-	2	2	2	2	2	2	2	2	2
	Total	2	9	11	11	4	4	4	4	4	4
Revenue less Expense		\$ (2)	\$ (9)	\$ (11)	\$ (11)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
ROI %											

Description & Purpose

Development of an ongoing program to rehabilitate parks areas with erosion and drainage problems that require rehabilitation to alleviate potential damage to City infrastructure. Examples of projects to be rehabilitated under this program include:

Erosion of the access road into Echo Dale Regional Park where the road is beginning to be undermined due to the erosion of the bank.

Erosion of the river bank in Echo Dale adjacent to the wetlands facility which handles the discharge from the water treatment plant prior to entering the river.

Kin Coulee cave located in coulee wall that requires geotechnical and engineering expertise in order to excavate and eliminate the cave and ensure public safety.

Implications & Justification

There are numerous park areas that have developed erosion and drainage problems due to existing soil structure and groundwater. The development of an ongoing program to rehabilitate the erosion and drainage problems is required in order to alleviate damage to City infrastructure. The program has been developed in consultation with Development Engineering and criteria to prioritize projects include potential damage to Parks and Recreation infrastructure and public safety.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the infrastructure continues to deteriorate)
- 2) Reduce funding level of program (not recommended will result in increased operating and capital costs)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (MSI)	\$ -	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	75	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 75	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Open Space Redevelopment
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #3, KR3.4
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	5	8	8	-	-	-	-	-	-
	Debt financing (Principal)	-	3	3	3	3	3	3	3	3	3
	Debt financing (Interest)	-	1	1	1	1	1	1	1	1	1
	Total	1	9	11	11	4	4	4	4	4	4
Revenue less Expense		\$ (1)	\$ (9)	\$ (11)	\$ (11)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
ROI %											

Description & Purpose

Upgrades and redevelopment of park areas that are outdated and do not meet users needs.

Implications & Justification

This project addresses City Council strategic priority of Social wellness by identifying opportunities to enhance existing green space and redevelopment of those park areas (Key Result 3.4) as well as redeveloping park and open space areas that are no longer functional or do not meet users needs. Redevelopment would provide recreational opportunities in existing park areas to meet user's current and future needs while looking for development opportunities that are more cost effective. In addition it would address projects identified in redevelopment plans (North Flats, Downtown, Herald)

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of redevelopment to future years (not recommended, as this does meet City Council Key result 3.4)
- 2) Reduce funding of project (not recommended will limit redevelopment options)
- 3) long term redevelop (recommended - allow to identify priorities and plan in a systematic manner as opposed to adhoc development)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (MSI)	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	50	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 50	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Shrub Bed Removal Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	(25)	(50)	(75)	(75)	(75)	(75)	(75)	(75)	(75)
	Equipment	-	(10)	(20)	(35)	(35)	(35)	(35)	(35)	(35)	(35)
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	5	15	20	20	-	-	-	-	-	-
	Debt financing (Principal)	-	49	98	99	101	102	51	-	-	-
	Debt financing (Interest)	-	3	6	4	3	2	1	-	-	-
	Total	5	32	54	14	(6)	(6)	(58)	(110)	(110)	(110)
Revenue less Expense		\$ (5)	\$ (32)	\$ (54)	\$ (14)	\$ 6	\$ 6	\$ 58	\$ 110	\$ 110	\$ 110
Tax Impact		0.00%	0.00%	-0.01%	0.00%	0.00%	0.00%	0.01%	0.02%	0.02%	0.02%
Capital Expenditure		\$ 250	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Removal of shrub beds as a cost saving initiative

Implications & Justification

The City currently has over 500 shrub beds that require weeding, mulching and pruning, all work that is labor -intensive. Reducing the number of shrub beds, retaining the trees and reseeded the area to turf will save operating costs as it is more cost efficient to mow an area with large equipment then to manually maintain the beds. Shrub beds will be limited to high profile areas and as entrance features. The estimated cost saving is \$110.000 per year.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Do not proceed or defer the program (Not recommended - lost opportunity for a operating cost saving measure)
- 2) Complete all of the work in one year as opposed to phasing it out over 3 years (not recommended - need to phase it in order to manage the contracted work)
- 3) Proceed with the systematic removal of a portion of the shrub beds (recommended as a cost saving initiative)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Computerized Irrigation System Upgrade
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	4	6	6	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	1	4	6	6	-	-	-	-	-	-
Revenue less Expense		\$ (1)	\$ (4)	\$ (6)	\$ (6)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ 75	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Computerized irrigation system upgrade for various parks.

Implications & Justification

The first phase of the centrally controlled computerized irrigation system was installed in the late 1990's and typically has a life expectancy of 10 years. Parts are no longer available for the first generation system of irrigation controllers and the system is encountering more communication problems. Upgrading the irrigation control system with the newest generation supports City Council's strategic priorities for infrastructure and amenities by providing infrastructure and financial sustainability. The system allows operators to manage and control the irrigation control system thereby managing water consumption as well as providing energy and resource efficiencies.

Not proceeding with this project may result in an inability to replace irrigation controller units that have failed resulting in increased operating costs, reduced water conservation opportunities, and increased service requests when irrigation systems are inoperable for extended periods of time.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not proceeding with the replacement of components (not recommended - loss of opportunity for water management as units are replaced with non-computerized controllers)
- 2) Defer the replacement program to a future year (not recommended - loss of opportunity for water management as units are replaced with non-computerized controllers)
- 3) replace controllers as they fail in the field (not recommended as not cost effective and could result in extended downtime waiting for delivery)
- 4) long term replacement program (recommended in order to keep pace with life cycle replacement plan)

Changes in FTE headcount

None

FINANCING SUMMARY	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG) Government Grants (GTF:17/MSI:18)	\$ 50	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 50	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Parking Lot Development
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #4, KR4.2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	2	4	4	4	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	2	4	4	4	-	-	-	-	-	-
Revenue less Expense		\$ (2)	\$ (4)	\$ (4)	\$ (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Pave the gravel parking lot at the Family Leisure Centre

Implications & Justification

The expansion of the FLC will result in an increase in the number of customers at the facility which translates into an additional parking requirement. Currently there is an existing gravel parking lot that is being used for parking which has created additional work inside the facility to keep it clean and maintained to the existing standards of cleanliness. The gravel parking lot gets muddy, snow drifts in and is difficult to clear, has inadequate storm water drainage and is not accessible. Investing in this infrastructure aligns with Council priorities 2 and 4.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Do not proceed with the development of paved parking for the FLC (not recommended as the current parking area is undersized to accommodate the increased number of users to the facility)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (GTF)	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Leisure Trail Development
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	5	10	10	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	5	10	10	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ (5)	\$ (10)	\$ (10)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 250	\$ -	\$ 125	\$ -	\$ -	\$ 125	\$ -	\$ -	\$ 175
ROI %											

Description & Purpose

Continuing leisure trail development to improve connectivity among various trails in the City

Implications & Justification

The first phase of the Heritage Trail system was constructed in the mid 1980's and is one of the City's most well used amenities by residents and visitors. A Leisure Trails Future Development Plan was developed in 2010 which identified gaps in the connectivity of the current trail system. The McCutcheon Trail connector is identified in 2018 and is a high priority for development as it provides trail connection between 12 St NW and the existing trail on McCutcheon Dr NW and the trail leading to the Family Leisure Centre. The connection was identified as part of the future trail development plan and the department continually gets one or two inquiries each year as to when the trail connection will be developed. In addition, this connection was identified as a high priority due to conflicts with cyclists and vehicles along the portion of McCutcheon Dr that does not have a trail. A comprehensive leisure trail network has many benefits to the community, including enhancing outdoor experiences, providing recreational opportunities which service the entire population year round. Trail development needs to keep pace with residential subdivisions, otherwise you lose the connectivity between neighborhoods and communities.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Defer the development to a future year (not recommended - lost recreational opportunity to meet future trail needs)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Southlands School On Site Development
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	4	8	8	5	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	4	8	8	5	-	-	-	-	-	-
Revenue less Expense		\$ (4)	\$ (8)	\$ (8)	\$ (5)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Relocation of Southlands School Site playground in order to accommodate the construction of a new school

Implications & Justification

The Catholic Board of Education has started the construction on an elementary school in Southlands. An information item was prepared for City Council that highlighted this obligation.

Local and historical precedents have shown that the Province does not provide adequate capital budget to address all on-site and offsite

The playground at the Southlands school site was installed as part of the original subdivision development in order to meet the playground needs of the community. There was no indication at that time that a school would be built on this site for years to come, The playground needs to be relocated within the school site in order to accommodate the footprint of the proposed school.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) School Board to fund the relocation of the playground (not recommended - Province does not provide funding to schools for playground or sports field development)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants (GTF)	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation

Division: Public Services

Project Name: Storage Sheds - Echo Dale Regional Park & Family Leisure Centre

Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #4, KR4.2

Department Priority Ranking:

Organization Priority Ranking:

Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	3	4	4	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	1	3	4	4	-	-	-	-	-	-
Revenue less Expense		\$ (1)	\$ (3)	\$ (4)	\$ (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 15	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Storage shed for Echo Dale Regional Park and replacement of Family Leisure Centre storage shed.

Implications & Justification

There is little to no storage space at these facilities. Permanent storage is required to protect equipment and supplies from the elements, theft and damage causing an earlier replacement cycle. The storage sheds will not only keep items protected, but also out of sight, maintaining the professional, clean and tidy image of our city.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Request the budgets in future years. (Not recommended, this request is a place holder for future requests & planning.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (GTF)	\$ 15	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 15	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Ball Diamond Dugout Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	3	6	6	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	3	6	6	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ (3)	\$ (6)	\$ (6)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 150	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replacement of in-ground dugouts with above ground dugouts at Lions Park and Kin Coulee Park

Implications & Justification

Lions Park is the hub for Little League baseball. The current dugouts are installed below grade resulting in ongoing drainage problems as storm water drains into the dugouts during the season resulting in unsanitary conditions. In the winter snow melt drains into the dugouts and it is a maintenance problem to clean out the dugouts in the spring prior to the start of the season. In addition the dugouts are small and don't have enough room for an entire baseball team. The dugouts were built in the 1960's or 1970's and don't serve the current users and are sub-standard compared to other facilities.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not replacing the dugouts (not recommended as the current dugouts do not serve the current users)
- 2) Defer the replacement to a future year (not recommended as the current dugouts do not serve the current users)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants (GTF)	\$ -	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Water Treatment Plant Infrastructure Upgrades
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 100	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Infrastructure upgrades to the Echo Regional Park Water Treatment Plant

Implications & Justification

Echo Dale Regional Park was opened in 1986 and included the construction of a swimming and boating lake that is fed from a water treatment plant on site. The water is drawn from the South Saskatchewan River, treated then circulated to the swimming lake which then overflows from the boating lake. The system is a cost efficient means of providing water for recreational purposes as well as for irrigating the turf. The operation of the water treatment plant is critical to the operation of the park and requires regular preventive maintenance and infrastructure upgrades. An infrastructure audit is being proposed in the 2017 MOE Budget and the infrastructure upgrades will be based on that engineering assessment.

Planned rehabilitation of the assets are required to maintain existing service levels in order to provide active and passive recreational opportunities to multiple users. The water treatment plant was built in 1985 and portions of the plant have met its life expectancy and will continue to deteriorate, resulting in increased operating and capital costs. A long term infrastructure plan allows for the management of the asset that supports City Council's strategic priority which in turn provides sustainable infrastructure and amenities.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the infrastructure continues to deteriorate)
- 2) Reduce value of program (not recommended will result in increased operating and capital costs)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Hillside Cemetery Capacity Development
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #6, KR6.3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	2	2	2	-	-	-	-	-	-
	Debt financing (Principal)	-	1	1	1	1	1	1	1	1	1
	Debt financing (Interest)	-	1	1	1	1	1	1	1	1	1
	Total	1	4	4	4	2	2	2	2	2	2
Revenue less Expense		\$ (1)	\$ (4)	\$ (4)	\$ (4)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ -	\$ 100	\$ 450	\$ 50	\$ -	\$ 125	\$ 500	\$ -	\$ -
ROI %											

Description & Purpose

Development of additional capacity for burial plots thru redevelopment of carriageways, installation of columbariums and development of new blocks of burial plots. Redevelopment of carriageways are planned in 2017 and 2018

Implications & Justification

The planning for additional burial and columbarium space is crucial to meet the cemetery's interment needs. In order to maintain sufficient capacity for burials and enough lead time for the establishment of turf and landscaping, the Cemetery is planning its capacity needs for the next 10 years. The removal of the century-old carriage-ways is also recommended in 2017 and 2018, which will aid in the increase of capacity in a cost effective manner as the carriageways are redundant and can be easily converted to burial plots. Cemetery interments are an essential public service.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Defer the capacity development to a future year (not recommended as the redevelopment of carriageways is a cost effective option)
- 2) Reduce the value of the program (not recommended as the economies of scale will be lost)
- 3) Recommended option selected is cost effective

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (MSI)	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	50	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 50	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2017-2018 2 YEAR BUSINESS PLAN

Planning & Development Services

Kent Snyder
General Manager
403.529.8376
kensny@medicineha.ca

DEPARTMENTAL OVERVIEW

The aim of the Planning & Development Services department is to provide leadership to the Corporation and the community in achieving its Municipal Development Plan vision as a "Community of Choice" by facilitating the continued development of a safe, attractive, and sustainable community which meets the needs of all segments of the population.



Total Budget Expenditures



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

1. Administrative Support
2. Development Engineering
3. Planning Services
4. Safety Code Services

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Attachments

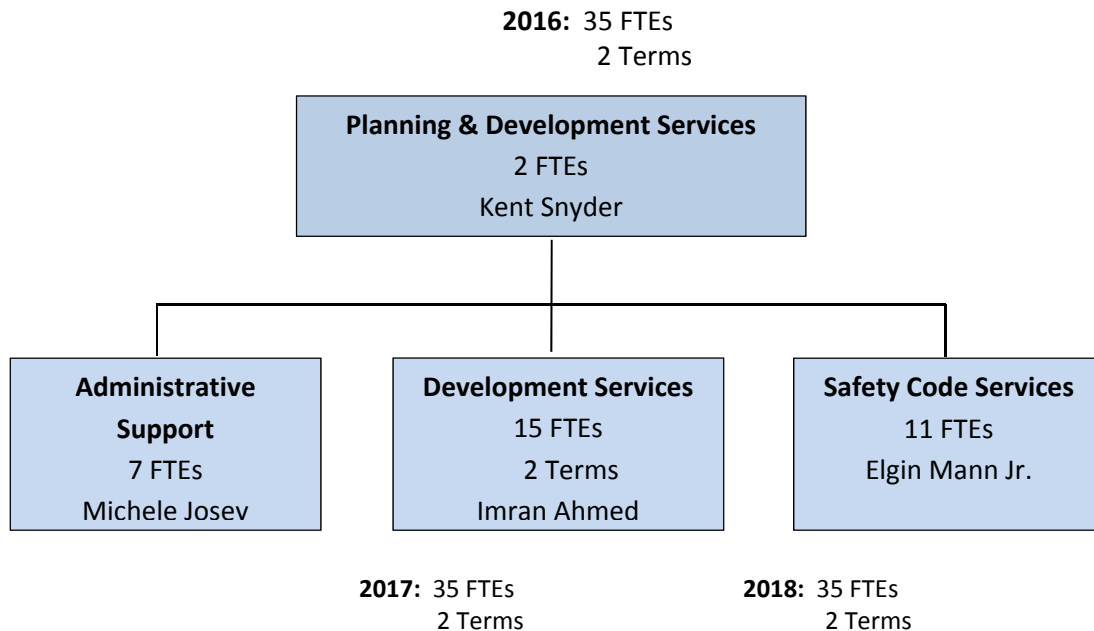
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DEPARTMENT OVERVIEW

Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart



Core Services and Customers

1. Administrative Support

Deliver customer service in support of processing various applications, issuing permits and licenses, scheduling inspections and responding to inquiries. Process all fees and charges, manage departmental records and systems and provides administrative support to the Municipal Planning Commission (MPC), Technical Coordinating Committee (TCC), and development industry meetings.

Primary customers include the general public, contractors, construction industry, homeowners, builders, developers, real estate community, engineering and land planning consultants, Planning and Development Services sub-departments, and other City departments.

2. Development Engineering

Facilitate the engineering related aspects of land development in Medicine Hat while ensuring municipal servicing standards are maintained. Update and maintain current, relevant Municipal Servicing Standards (MSSM) and a sound framework for engineering design, review and approvals that is consistent with industry standards, legislation and City bylaws and policies. Work with our customers in an open, timely, creative and courteous fashion regarding technical reviews, inspections, and approvals. Ensure that developments are serviced and built to the approved standards. Provide leadership and support to other departments by chairing TCC to facilitate/coordinate a quick and smooth land development process.

Primary customers include the general public, land developers and builders, construction industry, real estate community, engineering and land planning consultants, businesses, Land & Business Support, and other City departments.

3. Planning Services

Ensure that a sound and current land planning and development framework exists through policy documents, such as the Municipal Development Plan and technical planning documents such as the Land Use Bylaw. Planning Services further ensures that these documents are consistent with City Council's priorities for a safe, sustainable and diverse community. Administer all aspects of the land planning and approvals process through open, timely and courteous service to customers with a focus on problem solving. Administer the Land Use Bylaw (including enforcement), Off-Site Levy Bylaw and Business Licensing Bylaw.

Primary customers include the general public, land developers and builders, construction industry, real estate community, engineering and land planning consultants, businesses, and Land & Business Support.

4. Safety Code Services

Meet all requirements under the Safety Codes Act and administer the Safety Code requirements as required by the Uniform Quality Management Plan. This includes plan reviews, permits and inspections for all construction activity relative to building, plumbing, water, sewer, gas and electrical disciplines. Deliver services to customers through open, timely, helpful and courteous service.

Primary customers include the general public, contractors, construction industry, homeowners, builders, developers, real estate community, architectural firms, engineering and land planning consultants.

2015 Year Service Highlights and Achievements

- Provided excellent customer and technical service in supporting development projects; deliverables included:
 - o 27 Subdivisions Approved
 - o 741 Development Permits Issued
 - o 902 Building Permits Issued
 - o 3,355 Mechanical Permits Issued
 - o 3,829 New and/or Renewed Business Licenses
 - o 8,611 Customer Calls Received
 - o 14,637 Safety Code Inspections Conducted
 - o 657 Compliance Letters Issued
 - o Coordination of 69 Technical Coordinating Committee circulations for assistance in development Work
- Provided City Council with the Urban Chicken Pilot Program Information and Decision Items.
- Revised the residential Land Use Bylaw No. 4168 regulations.
- Provided City Council with an update regarding the:
 - o Tri-Area Municipal Development Plan.
 - o Herald Area Redevelopment Plan.
 - o UBER regulations and trends.
 - o Taxi License lottery.
- City Council adoption of the Off-Site Levy Bylaw No. 4157 – 2016 Rate Update.
- City Council adoption of the Off-Site Levy Municipal Development Subsidy.
- Coordinated with Canada Post and land owners the installation of Community Mailboxes.

- Collaborated with industry and City Council to establish higher development security requirements to better protect ratepayers while not discouraging development activity.
- Implemented the 2014 Alberta Building Code which came into force May 1, 2015.
- Completed stakeholder consultations for the Municipal Servicing Standards Manual and Servicing Agreement template with City departments and industry.

Significant Issues and Trends

The reality of low energy prices effects the department in several ways. Firstly, our local development economy is generally slower, which can translate into:

- Smaller and fewer development projects;
- Increased number of pre-application meetings that do not result in development applications (no fee revenue); and,
- Pressure from developers to deviate from standards to improve the financial viability of their projects.

Secondly, the low energy prices affect City budgets and require our department to stretch to realize efficiencies, and may mean the consideration of a reduction in service levels.

Another significant trend is the continued move into the digital world. Our customers are accustomed to submitting requests (applications) online, paying for services online, providing their input digitally, and are well versed in social media. Our jump into the digital world will come with the expectation for quicker approvals and/or responses.

Our customers and residents will become more interested and involved in development statistics and will desire reporting that is friendly, modern and accessible.

The introduction by the province in 2016 of new Energy Codes to improve energy efficiency standards for building construction codes supports Alberta's Climate Change Strategy. This Strategy identifies energy efficiency and conservation as one of the three main approaches to reducing greenhouse gas emissions and reducing demand on Alberta's energy resources.

Lastly, and potentially most significantly, there are upcoming changes in provincial legislation and regulations, which will be a challenge to implement as a number of City policies and plans will need to be amended. In particular, proposed changes to the *Municipal Government Act (MGA)* could have significant impacts on the City of Medicine Hat. Furthermore, provincial regulatory requirements are ever increasing, which will demand more time and resources from our department to ensure conformance.

Planning & Development Services

1. Economic Development

Goal: Create a regulatory review environment that offers technical competence and customer service excellence with the mission to support the growth of our community.

Continue to facilitate the ongoing redevelopment of the Downtown and priority intensification areas in accordance with the Municipal Development Plan.

Priorities for Service Enhancement or Improvement:

1. Continue to provide core approving authority services (i.e. permits and approvals) in a timely and technically competent manner.
2. Enhancement of the development approval process through the implementation of the new E-permitting system.
3. Improve communication with our customers and stakeholders through concise and broad messaging via traditional and emerging media.
4. Maintain open and positive relationships with the development industry stakeholders (i.e. Urban Development Institute, Canadian Home Builders Association, Medicine Hat Construction Association, Medicine Hat Real Estate Board, and the Chamber of Commerce).
5. Advocate for intensification and redevelopment through support for incentives and review of the policies and regulations to encourage quality investment.
6. Prepare policies and plans to support and remove barriers for infill redevelopment.
7. Prepare policies and plans to the efficient growth of greenfield areas.
8. Ensure consistency with the Modernized *Municipal Government Act* and re-confirm the City's long-term community vision through the review of the Municipal Development Plan.

Key Performance Measures

1. Applications are reviewed to a decision within timeline targets of 90% of the time while retaining an overall 90% customer satisfaction rating.
2. Better reporting of the City's demographics and development trends to support land use decisions, economic development and resident engagement.
3. Increased levels of involvement and collaboration with the development industry stakeholders.
4. Adoption of an Area Structure Plan(s) for the southwest sector area of the City.
5. Adoption of one Area Redevelopment Plan per year (currently proposing Riverside area and Hospital area in the 2017 – 2018 business plan timeframe).
6. Commencement of a major revision to the Inter-municipal Development Plan.
7. Adoption of a major review of the Municipal Development Plan.

Strategy and Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
	1	#	Strategic Priority: Economic Development	Name	Quarter
1	1	1.2	Applications are reviewed to a decision within timeline targets of 90% of the time while retaining an overall 90% customer satisfaction rating.		2017/2018
2	1	1.2	Better reporting of the City's demographics and development trends to support land use decisions, economic development, and resident engagement.		Q1 2017
3	1	N/A	Increased levels of involvement and collaboration with the development industry stakeholders.		2017/2018
4	1	1.2	Adoption of an Area Structure Plan(s) for the southwest sector area of the City.		Q4 2017
5	1	1.2	Adoption of an Area Redevelopment Plan for Riverside.		Q4 2017
6	1	1.2	Commencement of a major revision to the Inter-municipal Development Plan.		Q1 2018
7	1	1.2	Adoption of a major review of the Municipal Development Plan.		Q4 2018

2. Infrastructure and Amenities

Goal: Lead City departments in the development process review and manage the City's municipal servicing standards.

Utilize development expertise to assist residents, City departments, and other agencies with projects that support Council's priorities.

Priorities for Service Enhancement or Improvement:

1. Provide leadership to the Technical Coordination Committee (TCC), and review/adjust the development review process to attain an efficient and effective development approval process.
2. Continually update the Land Use Bylaw, the Municipal Servicing Standards Manual, and the Business License Bylaw to address best practices, development trends, and City Council policies.

Key Performance Measures:

1. Plans and drawings are approved, adopted and implemented with a high level of consistency with City policy documents and standards.
2. The Land Use Bylaw, the Municipal Servicing Standards Manual, and the Business License Bylaw are amended regularly to reflect a dynamic development industry.

Strategy and Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
	2	#	Strategic Priority: Infrastructure and Amenities	Name	Quarter
1	2	N/A	Plans and drawings are approved, adopted and implemented with a high level of consistency with City policy documents and standards.		2017-2018
2	2	N/A	The Land Use Bylaw, the Municipal Servicing Standards Manual, and the Business License Bylaw are amended to reflect a dynamic development industry.		2017-2018

3. Social Wellness

Goal: Facilitate the continued development of designing and building a healthy community.

Priorities for Service Enhancement or Improvement:

1. Advocate to industry stakeholders and City departments the importance of designing a healthy and walkable community.
2. Assist or lead other departments in the review or preparation of City policies and bylaws which improve the health and livability of the City.
3. Provide coordination and development expertise to support the Heritage Resources Committee.

Key Performance Measures:

1. Increasing number of subdivisions and developments which have pedestrian orientated designs and encourage healthy lifestyles.
2. Continue to lead a multi-department team in addressing chronic unsightly properties.
3. Additional properties receive the municipal resource heritage designation.

Strategy and Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
	3	#	Strategic Priority: Social Wellness	Name	Quarter
1	3	3.4/3.5	Increasing number of subdivisions and developments which have pedestrian orientated designs and encourage healthy lifestyles.		2017-2018
2	3	N/A	Continue to lead a multi-department team in addressing chronic unsightly properties.		Q1 2017
3	3	N/A	Additional properties receive the municipal resource heritage designation.		2017-2018

4. Image and Profile

Goal: Continue to seek and act on opportunities to promote the City as a “Community of Choice” for personal and business investment.

Priorities for Service Enhancement or Improvement:

1. Continually strive to listen to customer feedback and work to improve the development approval process.
2. Provide professional, consistent and purposeful messaging, which is in alignment with the City’s Community Visual Standards.

Key Performance Measures:

1. Complete a review and implement changes to how we receive customer and community feedback.
2. Department communication across all media platforms is consistent and matches the Corporate Communication’s standards.

Strategy and Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
	4	#	Strategic Priority: Image and Profile	Name	Quarter
1	4	4.4	Complete a review and implement changes to how we receive customer and community feedback.		Q3 2017
2	4	4.1	Department communication across all media platforms is consistent and matches Corporate Communication's standards.		Q2 2017

5. Fiscal Management

Goal: Support the achievement of the City's fiscal sustainability objectives in order to demonstrate prudent management of tax dollars.

Priorities for Service Enhancement or Improvement:

1. Support the implementation of the ERP/Unit 4 project, which will provide improved financial tracking and reporting
2. Continue to monitor the City's development risk and security requirements.
3. Continue to manage and track the payment of development related monies, offsite levies, and security.
4. Continue to record and analyze the development status and potential risk for each major development node.

Key Performance Measures:

1. ERP/Unit 4 is implemented,
2. Complete the annual reviews (2018 and 2019) of the Off-Site Levy rate.
3. Maintain accurate financial records in the collection and payment of developer monies related to cost sharing, offsite levies, and securities.
4. Maintenance of a map highlighting the current development status and risk for each major development area.

Strategy and Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
	5	#	Strategic Priority: Fiscal Management	Name	Quarter
1	5	N/A	ERP/Unit 4 is implemented.		Q1 2017
2	5	N/A	Complete the annual reviews of the Off-Site Levy rate.		Q4 2017 Q4 2018
3	5	5.1	Maintain accurate financial records in the collection and payment of developer monies related to cost sharing, offsite levies, and securities.		2017- 2018
4	5	N/A	Maintenance of a map highlighting the current development status and risk for each major development area.		2017- 2018

6. City Government

Goal: Ensure the department meets or exceeds all applicable federal and provincial legislation.

Establish a high performing team that consistently delivers high value and demonstrates leadership for the betterment of the City.

Priorities for Service Enhancement or Improvement:

1. Update policies and regulations to be in alignment with the Modernized *Municipal Government Act* and subsequent changes to provincial regulations.
2. Update the Safety Code Bylaws to ensure they are in conformance with the provincial Safety Codes Act and associated regulations.
3. Further develop staff's knowledge and skills to be ready to assist in potential future emergency events.
4. Further develop the Department's health and safety program.
5. Accelerate the transition from paper hard copy records to a cataloged digital library.

Key Performance Measures:

1. City plans and policies comply with the Modernized *Municipal Government Act*.
2. The City's Safety Code Bylaws comply with the Safety Codes Act.
3. Select staff have Incident Command System (ICS) training.
4. Achieve conformance with the City's health and safety targets.
5. Over 80% of new records in the library are digital and 50% of the existing hard copy library has been scanned and cataloged in the City's digital library.

Strategy and Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
	5	#	Strategic Priority: City Government	Name	Quarter
1	6	6.3	Major City plans and policies comply with the Modernized <i>Municipal Government Act</i> .		Q4 2018
2	6	6.3	The City's Safety Code Bylaws comply with the Safety Codes Act.		Q4 2017
3	6	6.3	Select staff trained in the Incident Command System (ICS).		2017-2018
4	6	6.1	Achieve the City's health and safety targets.		2017-2018
5	6	6.3	Over 80% of new library records are digital and 50% of the past hard copy library has been entire department's files have been scanned and cataloged in the City's digital library.		Q4 2018

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Sale of services	32	6	206	200	256	50	6	7
Licenses, Fines & Penalties	2,265	2,262	2,262	-	2,262	-	2,308	2,354
Other	56	5	44	39	44	-	44	43
Total Revenues	2,353	2,273	2,512	239	2,562	50	2,358	2,404
Expenses								
Salaries & benefits	3,725	4,040	4,048	8	4,196	148	4,333	4,475
Contracted services	255	254	279	25	227	(52)	230	234
Materials & Supplies	79	137	122	(15)	122	-	125	127
Amortization	11	60	85	25	133	48	182	232
Internal Charges	278	353	374	21	387	13	403	404
Other	116	-	-	-	-	-	-	-
Total Expenses	4,464	4,844	4,908	64	5,065	157	5,273	5,472
Net Operating Costs	2,111	2,571	2,396	(175)	2,503	107	2,915	3,068

Increases (decreases) in the net operating expenses are primarily due to the following factors:

2016-2017

Sales of services increase of \$200K:

- Approval of the 2017-2018 fees and charges schedule will result in an increase in revenue.

2017-2018

Sales of services increase of \$50K:

- Approval of the 2017-2018 fees and charges schedule will result in an increase in revenue.

Salaries and Benefits increase of \$148K:

- Increase of 2% in wages as well as staff Step increases.

Contracted Services decrease of \$52K:

- Department Financially Fit Initiative to reduce costs.

Capital Revenues & Expenditures

The P&DS major capital projects (TCA) and major operating expense projects (MOE) for years 2017-2018 are listed in summary format in the tables below.

There will be no operating impact relating to P&DS major capital projects (TCA) or major operating expenses (MOE) for the years 2017-2018.

Refer to the Corporate Multi-Year TCA Capital Plan and MOE Plan for a detailed listing of all the proposed capital projects and operating projects and the related funding plans for the City of Medicine Hat.

MOE DECISION PACKAGE SUMMARY

Refer to Attachment B for detailed information on each decision package.

2017-2018 MOE Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Capital Cost	\$ Operating Impact*	Status
6.1.1.2	2018	Intermunicipal Development Plan	\$150,000	\$0.00	
7.1.1.2	2017	Municipal Development Plan	\$210,000	\$0.00	
7.1.1.2	2018	Municipal Development Plan	\$40,000	\$0.00	

* Impact in first full year of operations (actual impact may occur over a number of years).

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well- organized Municipal Corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter.

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Fiscal Management Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – MOE DECISION PACKAGES

Department: Planning & Development Services
Division: Development & Infrastructure
Project Name: Intermunicipal Development Plan
Project Type: MOE (one-time cost)

in thousands of dollars

Reference No: 6.1.1.2
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Debt financing (P&I)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

Requirement of the modernized *Municipal Government Act*. Specialized consulting services required.

Implications & Justification

Detail why the project or program is being recommended. What are the benefits?

Compare costs and benefits; demonstrate that the benefits outweigh the costs.

- Provincially required to have in place three years after proclamation of modernized *Municipal Government Act*.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Consultant to complete entire project (estimated \$200K).

Provincial requirement to be in place by January 1, 2019. Chosen approach utilizes external facilitator to gain support of regional partners.

Changes in FTE headcount

None.

ATTACHMENT A - MOE DECISION PACKAGES

Department: Planning & Development Services
Division: Development & Infrastructure
Project Name: Municipal Development Plan
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 7.1.12
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Debt financing (P&I)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

Major review of the Municipal Development Plan as the City is required to conform with the modernized *Municipal Government Act*.
 Specialized consulting services required.

Implications & Justification

Detail why the project or program is being recommended. What are the benefits?
 Compare costs and benefits; demonstrate that the benefits outweigh the costs.

- Provincial requirement to be in place by January 1, 2019.
- Meet provincial legislation.
- Confirmation of long-term community vision.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Consultant to complete entire project (estimated \$500K).
- 2) Complete entire project in-house which would require additional staff resources.

Recommended approach efficiently uses existing resources and compliments with external specialized knowledge and skills.

Changes in FTE headcount

None.

2017-2018 2 YEAR BUSINESS PLAN

Municipal Works

Department Head: Dwight Brown
Title: General Manager
Phone: 403.529.8162
E-mail: dwibro@medicinehat.ca

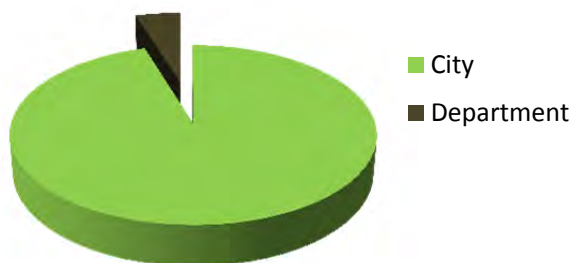
DEPARTMENTAL OVERVIEW

Our mission is to provide value through exceptional public service.

Our services focus on developing, maintaining, and expanding our municipal transportation network, storm water management system, flood protection system, and airport to meet the needs of our community.



Total Budget Expenditures



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Administration: Administrative support, payroll, timekeeping, and customer service.

Airport: Provision and development of airside services and ensuring regulatory compliance to support commercial and private flights as well as related ancillary businesses.

Engineering: Regulatory and compliance approval, technical support, network planning, asset lifecycle management, and capital program delivery.

Operations: Maintain and manage our transportation and storm water systems to a safe and functional level for the public.

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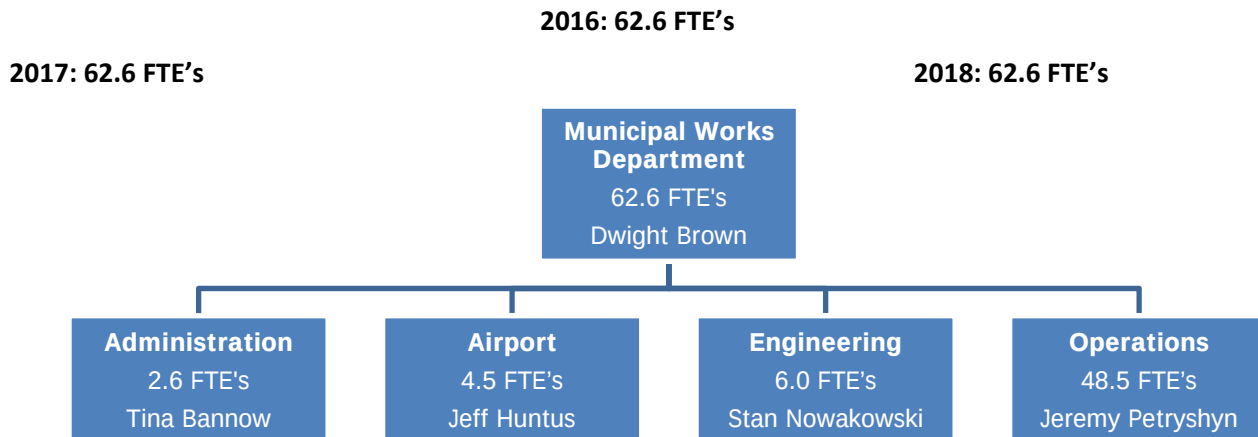
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Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart (including FTE headcount)



Core Services & Customers

Core Services encompass the following aspects:

- Roads, boulevards, bridges, and sidewalks maintenance.
- Provision and maintenance of permanent and temporary overland flood mitigation measures.
- Storm system and dam maintenance.
- Provision and maintenance of a rail spur line.
- Provision and maintenance of street lights.
- Traffic and pedestrian management including approval of traffic accommodation and maintenance of related traffic signals and traffic control devices (signs and road markings).
- Network planning, capital project delivery, and asset lifecycle management of our (approximate \$ 2 Billion) municipal infrastructure.
- Over dimensional load permit administration.
- Ensuring regulatory compliance as the road authority, storm water outfall license holder, airport authority, and municipal authority responsible for our rail spur line, and rail (CPR) road crossings.
- Management and operation of the Regional Airport certified under Transport Canada.
- Development planning review and approval in relation to our municipal (transportation, storm systems, flood protection, and airport airside infrastructure).
- Customer service support in relation to our municipal services and infrastructure.
- Emergency services in support to our community and corporate needs.

Our customers include the following internal and external groups:

- Other city departments principally related to operating departments.
- All residents and community members.
- Schools and school boards.
- City Centre (Downtown) Development Agency.
- Transportation network users.
- Commercial air carriers, other government and private aircraft operations, airport tenants, residents and business community.

Current Year Service Highlights and Achievements

Highlights for 2016 are as follows:

- Meeting and/or exceeding our service levels including completing our spring street sweeping operation by May 2016 (target mid-June) and lane grading completed by June 2016 (target end July).
- Continued provision of maintenance programs to meet our municipal asset management strategy.
- Completion of our overland flood protection efforts with the completion of the storm outfall program, and the Riverside Berm with design in place to commence construction of the Industrial Avenue Berm in 2017.
- Full implementation of the School and Playground Zone Implementation Plan and installation by September 1, 2016.
- Completion of the Transportation and Dangerous Goods Bylaw Review for Council Bylaw consideration and Provincial approval by September 2016.
- Completion of the updated Roads Bylaw for Council consideration.
- Completion of the Airport Zoning Regulation Bylaw for Council consideration.
- Implementation of a City Works (software) application tool well underway to support our asset management and work order needs.
- Council endorsed plan for the future Southwest Connector Route.
- Submission of application to Transport Canada for future funding consideration to upgrade our airport main runway through the Airport Capital Assistance Program (ACAP).
- Submission and acceptance by the Province for consideration in 2017 additional Alberta Communities Resiliency Program funding (ACRP) for our flood mitigation efforts.
- Establish meaningful Key Performance Indicators (KPI's) for the Municipal Works Department in coordination with corporate direction.
- Provision of a facility to protect our flood temporary protection assets is well underway.
- Implementation of a Safety Management System for our City owned Rail Spur Line.

Significant Issues and Trends

Significant issues and trends are considered to be as follows:

- Increasing demands and requirements related to regulatory compliance and due diligence in relation to Occupational Health and Safety, Environmental Management and Stewardship, Commercial Vehicle Compliance, Air Service Development, Security and Airport Regulations.
- Increasing public and community expectations, demands, expectations and scrutiny through social media.
- Demands for same or increased service levels with expectations to reduce expenditures.
- Greater reliance and demands (need) to be fully functional with (paperless) software systems and applications (ie: Agresso, City Works, On-Base, etc.), including our customer service interface.
- Increasing levels of stress to our staff, systems, and processes as we look to cut expenditures, and minimize risk while still maintaining and/or exceeding levels of service.
- Likely tendency at a corporate level and by our public to have less risk tolerance under the current economic times.
- Diverse and more extreme weather patterns (drought/flood) which will challenge our resources and ability to manage and deliver services.

CURRENT STRATEGIES & ACTION PLANS

GOAL 1: Advocate for, and pursue new air service opportunities while continuing work to retain and enhance existing services.

Priorities for Service Enhancement or Improvement:

1. Regularly update air travel data and prepare business case (the opportunity) to support the advocacy role, and to identify and target potential carriers and routes.
2. Monitor industry trends both current and future and adjust the marketing plan as required.
3. Implement maintenance and capital programs to ensure that our airside infrastructure meets our needs, including advocating with Transport Canada to fund our primary runway (03-21) through ACAP funding, and seek Provincial or Federal infrastructure funding for the rehabilitation of the secondary (09-27) runway.

Key Performance Measures:

Retain and grow existing service level by flight frequency, number of passenger movements, and presentation of enhanced service or new destination opportunities to current and potential carriers.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
1			Strategic Priority: Economic Development We foster a sustainable, growing and diverse economy with a strong industrial base and vibrant downtown.		
1	1	1.2	Identify and pursue new air service opportunities, and retain/enhance existing services.	Airport Manager	2017/2018
2	1	1.2	Provide clear direction for the continued operation, growth and development of the airport.	Airport Manager	2017/2018
3	1/2	1.2/2.1	Ensure there is sound infrastructure to meet the air service and air carrier needs.	Airport Manager	2017/2018

GOAL 2: Improve upon how we manage and maintain our municipal infrastructure assets.

Priorities for Service Enhancement or Improvement:

1. Maintain and upgrade our infrastructure in a timely and on-going manner to maximize the life and performance of the asset.
2. Address our infrastructure backlog in systematic manner.
3. Grow our asset to meet community needs and growth in accordance with our municipal and industry standards and guidelines.

Key Performance Measures:

Refer to Annual Asset Management Report prepared for Council in accordance with our Storm and Transportation Aging Infrastructure Policy (#0154).

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
2 Strategic Priority: Infrastructure and Amenities					
We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.					
1	2	2.1	Continue to implement the asset management strategy within approved budgets and specified levels of service.	General Manager/ MW Management Team	2017/2018
2	2/5	2.1/5.2	Continue to implement our asset management tool (City Works) to better track, monitor, and manage our infrastructure.	Manager of Engineering	2017/2018
3	2/6	2.1/6.3	Develop Key Performance Measures based on our current asset management infrastructure indicators to better assist senior executive and Council to monitor how we are addressing our infrastructure service levels and backlog.	General Manager	2017

GOAL 3: The overland flood mitigation strategy is fully implanted.**Priorities for Service Enhancement or Improvement:**

1. Complete the current \$33M Flood Mitigation Capital Plan.
2. Continue to seek provincial and federal funding to support the current plan and future mitigation measures.
3. Update and adjust the flood mitigation strategic plan subject to our funding and risk assessments.

Key Performance Measures:

There is a flood plan in place utilizing temporary and permanent measures to protect the city to a least a 1:100 flow event.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
2 Strategic Priority: Infrastructure and Amenities					
We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.					
1	2/3	2.2/3.1	Install permanent flood protection for all segments of the city subject to appropriate funding and approvals.	Manager of Engineering	2017/2018
2	2	2.2	Ensure that the city is prepared to provide temporary flood protection for areas where permanent protection is not in place subject to corporate approval and direction.	General Manager	2017/2018
3	2	2.2	Prepare a flood response plan in concert with the Director of Emergency Services, and monitor/adjust on an annual basis that encompasses how the city will respond to a flood threat in combination with our temporary and permanent measures.	Manager of Operations	2017/2018

GOAL 4: Reduce operating costs through new technologies and efficiencies.

Priorities for Service Enhancement or Improvement:

1. Complete the conversion of the remaining 5100 streetlights to LED through a capital program (estimate: \$2.3M).
2. Continue to monitor and operate through “Time of Day” to garner best pricing for utility (power consumption) costs.

Key Performance Measures:

To be developed.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
5			Strategic Priority: Fiscal Management Responsible financial management focused on the long term ensures a sustainable city.		
1	5/2	5.1/2.1	Develop improved bench marking and monitoring of our street light operation and maintenance to ensure we are best managing the asset in terms of financial sustainability and lifecycle performance.	Manager of Engineering	2017

GOAL 5: Improve how we manage the road right of way so as to ensure we protect the road asset to maximize life cycle costs and performance, and minimize disruption to our community and the travelling public.

Priorities for Service Enhancement or Improvement:

1. Identify construction standards for any and all road repairs and utility installs and/or repairs for all internal city departments and private sector developers and contractors.
2. Prepare a consultation and engagement strategy and execute.
3. Prepare a road right of way management structure that addresses standards, approvals and inspections, traffic accommodations and programing of work.

Key Performance Measures:

To be determined and incorporated in to our asset management strategies.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
5			Strategic Priority: Fiscal Management Responsible financial management focused on the long term ensures a sustainable city.		
1	5/2	5.1/2.1	Prepare a project charter and get Administrative Committee endorsement.	General Manager	2017
2	5/2	5.1/2.1	Work with internal and external stakeholders, including Technical Coordinating Committee (TCC).	Manager of Engineering	2017
3	5/2	5.1/2.1	Prepare an implementation plan.	Manager of Engineering	2017

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Special Assessments	131	125	136	11	136	-	136	136
Sale of services	1,132	1,061	967	(94)	960	(7)	977	995
Insurance Proceeds	112	-	-	-	-	-	-	-
Other	2	7	1	(6)	1	-	1	1
Provincial Transfers from Operating	302	128	128	-	128	-	131	134
Internal Recovery	4,974	4,599	4,527	(72)	4,542	15	4,576	4,609
Total Revenues	6,653	5,920	5,759	(161)	5,767	8	5,821	5,875
Expenses								
Salaries & benefits	5,075	5,672	5,738	66	5,968	230	6,087	6,208
Contracted services	2,856	2,420	2,448	28	2,453	5	2,504	2,556
Materials & Supplies	2,190	1,911	1,845	(66)	1,845	-	1,882	1,909
Debenture Interest	594	544	508	(36)	527	19	527	527
Amortization	12,256	12,223	14,748	2,525	16,525	1,777	17,588	18,166
Other	68	6	6	-	6	-	6	7
Internal Charges	5,465	5,891	6,147	256	6,276	129	6,365	6,432
Total Expenses	28,504	28,667	31,440	2,773	33,600	2,160	34,959	35,805
Net Operating Costs	21,851	22,747	25,681	2,934	27,833	2,152	29,138	29,930

Increases in the current year (2016-2018) net operating expenses are primarily due to the following factors:

2017

Sales of Service decrease by \$94k:

- Decrease Hospital on-street meter parking = -\$100k
- Decrease rail track spur line rentals = -\$20k
- Decrease Airport landing fees = -\$16K
- Decrease Airport land and facility rental = -\$27k
- Increase in Airport passenger fees = +\$60k
- Increase in Airport Service Revenue = +\$9k

Internal Recoveries decrease by \$72k:

- Adjustment of to better reflect actuals and operational activities = -\$43k
- Decrease in Equipment Usage Revenue = -\$29k

Salaries and Benefits increase by \$66k:

- Changes in corporate salaries and benefit calculations = +\$46k
- Adjustment of standby budget for Municipal Works Operations = +\$20k

Materials and Supplies have a reduction by \$66k:

- Fleet allocation for fuel, oil and parts = -\$86k
- Reallocation of budget from Contracted Services into Materials and Supplies = +\$20k

Internal Charges increase by \$256k

- Allocations to ICS increase by \$164k
- Allocations to Corporate Asset Management (Fleet) increase by \$165k
- City of Medicine Hat utilities decrease by \$132k
- Other various Internal Charges increase by \$59k

2018

Salaries and Benefits increase by \$230k:

- Increase of 2% in wages and an additional payroll day.

Internal Charges increase by \$129k

- Allocations to Corporate Asset Management (Fleet) increase by \$84k
- City of Medicine Hat utilities increase by \$25k
- Other various Internal Charges increase by \$25k

TCA - Street Light LED Conversion operating impact of \$-200k to City of Medicine Hat utilities:

- Is not included, as confirmation of rate reduction is to be identified in early 2017. An operating budget reduction will be completed at that time.

Capital Revenues & Expenditures

The major capital projects for 10 Years are listed in summary format in the table below.

TCA DECISION PACKAGE SUMMARY

Refer to Attachment A for detailed information on each decision package.

2017-2018 TCA Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Capital Cost 2017 / 2018	\$ Operating Impact* 2017 / 2018	Status
2	2017-2026	Infrastructure Rehabilitation Program	\$4,700 / \$5,000		
2	2017-2026	Storm Sewer Replacement & Renewal	\$3,500 / \$3,700		
2,3	2017-2026	Sidewalk/Pathway Accessibility & Connectivity	\$300 / \$300		
2,3	2017-2026	Various Intersection & Signalized Corridor Improvements	\$375 / \$375		
1,2,3	2017	Runway 09-27 Design and Engineering	\$250 / 0		
2,5	2017	Street Light LED Conversion	\$2,300 / 0	0 / (\$200)	
2,3	2017-2026	Traffic Signal Controllers & Related Infrastructure	\$60 / \$60		

* Impact in first full year of operations (actual impact may occur over a number of years).

MOE DECISION PACKAGE SUMMARY

Refer to Attachment B for detailed information on each decision package.

2017-2018 MOE Decision Packages (listed in priority order):*

Ref.	Year	Name	MOE Cost 2017 / 2018	\$ Operating Impact*	Status
2,3	2017-2026	Infrastructure Rehabilitation	\$265 / \$100		
1,2	2017-2021	Air Service Attraction, Retention & Development	\$0 / \$50		

* Impact in first full year of operations (actual impact may occur over a number of years).

2014-2018 COUNCIL STRATEGIC PRIORITIES AND KEY RESULTS

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter.

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Infrastructure Rehabilitation Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	-	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	78	240	412	593	785	987	1,198	1,420	1,652	1,893
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	78	240	412	593	785	987	1,198	1,420	1,652	1,893
Revenue less Expense		\$ (78)	\$ (240)	\$ (412)	\$ (593)	\$ (785)	\$ (987)	\$ (1,198)	\$ (1,420)	\$ (1,652)	\$ (1,893)
Capital Expenditure		\$ 4,700	\$ 5,000	\$ 5,300	\$ 5,600	\$ 5,900	\$ 6,200	\$ 6,500	\$ 6,800	\$ 7,100	\$ 7,400
ROI %											

Description & Purpose

Rehabilitation Program as part of the City's asset management strategy focusing mainly on roads, lanes and sidewalk rehabilitation and resurfacing. The program consists of road overlays, road structural rehabilitation, and associated concrete work.

Implications & Justification

Infrastructure rehabilitation is an important part of the City's asset management strategy, which is aimed at providing a safe environment and high quality of life to residents, while supporting economic development. As part of asset management, infrastructure rehabilitation provides the opportunity to achieve overall operating cost savings by identifying deterioration early on and taking action to rehabilitate or renew the infrastructure.

This project is an ongoing program based on informed and strategically sound decisions that will optimize investments, better manage risk (ie: infrastructure failure), and take into account the potential impact of other factors (ie: damage due to extreme weather, resulting in excessive potholes).

Each year, the City completes evaluation activities of its road and pedestrian network through an established pavement management system and sidewalk assessment program. This evaluation compares the infrastructure condition with established triggers that prioritize where work needs to be completed. Once a list of areas is identified, in the spring of each year, a validation review of the previous year's evaluation is completed to insure the appropriate work areas have been identified.

The City takes into consideration established key performance indicators as well as service level targets during the identification and prioritization of deteriorating infrastructure. This optimizes the benefits achieved by the program and insures that the appropriate infrastructure deficiencies are being addressed at the appropriate time.

Infrastructure rehabilitation includes full or partial reconstruction, overlays, crack sealing and related treatment of pavement surface. This program supports Council's Strategic Priority #2 for Infrastructure and Amenities by providing high quality, sustainable infrastructure. The project is also a key component of the City's Asset Management Plan.

Alternatives and Options

Option 1 - Delaying the program is not recommended as infrastructure rehabilitation completed at an earlier stage of deterioration will prolong the infrastructure life, defer the need for costly rebuilds, and maintain a higher level of service and safety to the residents. Not proceeding with this program will lead to continued deterioration of the transportation infrastructure network, poor levels of service, vehicular/pedestrian safety concerns and may impede economic growth by discouraging private investment and development.

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 3,050	\$ 3,350	\$ 5,300	\$ 5,600	\$ 5,900	\$ 6,200	\$ 6,500	\$ 6,800	\$ 7,100	\$ 7,400
OP)	Operating / Working Capital	1,650	1,650	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 4,700	\$ 5,000	\$ 5,300	\$ 5,600	\$ 5,900	\$ 6,200	\$ 6,500	\$ 6,800	\$ 7,100	\$ 7,400

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Storm Sewer Replacement and Renewal
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	23	71	123	177	235	295	359	427	496	565
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	23	71	123	177	235	295	359	427	496	565
Revenue less Expense		\$ (23)	\$ (71)	\$ (123)	\$ (177)	\$ (235)	\$ (295)	\$ (359)	\$ (427)	\$ (496)	\$ (565)
Capital Expenditure		\$ 3,500	\$ 3,700	\$ 4,000	\$ 4,200	\$ 4,400	\$ 4,700	\$ 4,900	\$ 5,200	\$ 5,200	\$ 5,200
ROI %											

Description & Purpose

This program includes the renewal & replacement of storm water infrastructure (ie: pipes, catch basins, manholes & outfalls) that has exceeded its useful life and/or no longer meets the current level of service.

Implications & Justification

The recent implementation of a Municipal Works storm water asset management system has identified that approximately \$45M worth of storm sewer infrastructure has exceeded its useful life of 75 years, 40% of which have surpassed 100 years. In recent years, failure of old storm infrastructure has resulted in emergency response to address storm issues during rain events, such as River Heights storm replacement or periodic response to sinkholes resulting from failed catch basin leads. In addition, old storm infrastructure has been deemed as undersized and is not capable of addressing major storm events, resulting in localized flooding.

This program will utilize standard replacement techniques and give consideration to trenchless options such as pipe lining and pipe bursting where appropriate. Combining useful life with CCTV inspection data and our stormwater asset management system allow us to confidently prioritize pipe replacement projects with appropriate scope and extents.

This program will include such things as replacement or renewal of the storm mains within the downtown core (100+ years old). Projects will be prioritized based on health and safety to the public, impact to surrounding areas, impact to emergency services and proximity to bodies of water.

This project will allow Municipal Works to address problems within the storm system network at appropriate times to extend or renew the life of the infrastructure and allow for synergies with other City projects. Replacement of aged storm water assets supports Council's Strategic Priority #2 for Infrastructure and Amenities to have high quality and sustainable infrastructure, with attention on deep utilities. This project is also a key component of the City's Asset Management Program.

Alternatives and Options

Option 1 - Not programming replacement of ageing storm water infrastructure. This is not recommended as the risk of pipe failure increases with time. \$45M backlog of ageing storm water infrastructure will continue to increase, resulting in a need for higher operating budgets to maintain a failing system. Storm system failure could result in risk to public health and safety, increased capital cost, and impacts to the environment.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$2,900	\$ 3,100	\$ 4,000	\$ 4,200	\$ 4,400	\$ 4,700	\$ 4,900	\$ 5,200	\$ 5,200	\$ 5,200
OP)	Operating / Working Capital	600	600	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$3,500	\$ 3,700	\$ 4,000	\$ 4,200	\$ 4,400	\$ 4,700	\$ 4,900	\$ 5,200	\$ 5,200	\$ 5,200

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Sidewalk/Pathway Accessibility and Connectivity
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	5	15	25	35	45	54	63	71	79	88
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	5	15	25	35	45	54	63	71	79	88
Revenue less Expense		\$ (5)	\$ (15)	\$ (25)	\$ (35)	\$ (45)	\$ (54)	\$ (63)	\$ (71)	\$ (79)	\$ (88)
Capital Expenditure		\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
ROI %											

Description & Purpose

Installation of new pedestrian sidewalks, pathways, and wheelchair ramps to improve connectivity and accessibility for pedestrians and cyclists.

Implications & Justification

Some areas of the city were originally constructed without appropriate pedestrian infrastructure in place. As a result, it is often necessary for pedestrians to find their own short cut, walk on the road, or even private property, creating a potential safety hazard to both pedestrians and vehicles.

This project will improve connectivity within the pedestrian network by constructing sidewalks in these areas. \$100,000/year funds approximately 1-2 blocks of new sidewalk construction. Priority areas include the hospital area and school zones. This project will also improve accessibility with construction of wheelchair ramps. In order to make our existing sidewalk network accessible over the next 20 years, approximately 20 wheelchair ramps (\$50,000) need to be constructed each year through this program. The addition of sidewalk and pathway infrastructure will increase the walkability of the affected areas and improve the health and safety of residents.

City Council adopted the 2010 Cycling Master Plan (CMP), which identified \$1.8 million in pathway connections between 2010-2020. Since 2010, approximately \$1.05M has been spent, leaving \$750,000 over the next five years. Programming \$150,000 per year for the next five years would support the recommendation. Beyond 2020, \$150,000 per year is sufficient to support projects identified in the CMP for the 20+ year timeframe.

Alternatives and Options

Option 1 - Not installing new sidewalks and wheelchair ramps. Pedestrians are then forced to walk on the street because there is no sidewalk on either side of the road, and those in wheelchairs will have to travel on the roadway as ramps are not in place to give them access to the sidewalk. This is not recommended as it increases risk to pedestrians and motorists in locations where these pedestrians are forced to travel on the

Option 2 - Not installing new pathways. This is not recommended because it is not in line with Council's Strategic Priority #2 for Infrastructure and Amenities, as well as Council's adopted Cycling Master Plan or Municipal Development Plan.

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
FINANCING TOTAL		\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works - Airport
Division: Development & Infrastructure
Project Name: Runway 09-27 Design and Engineering
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 1,2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	13	25	25	25	25	25	25	25	25	25
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	13	25	25	25	25	25	25	25	25	25
Revenue less Expense		\$ (13)	\$ (25)	\$ (25)	\$ (25)	\$ (25)	\$ (25)	\$ (25)	\$ (25)	\$ (25)	\$ (25)
Capital Expenditure		\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Design, engineering for rehabilitation of runway 09-27 at the Medicine Hat Airport.

Implications & Justification

Municipal Works is responsible for the safe and efficient operation of the Medicine Hat Regional Airport. Runway 09-27 is the crosswind or secondary runway at the Medicine Hat Airport. This runway is used primarily by general aviation and light commercial aircraft when wind conditions are such that light aircraft are prevented from safely operating from the main runway. Key users include flight training organizations and medivac aircraft. The runway is used 5,000 times annually (20% of all departures and landings).

Runway 09-27 rehabilitation is based on a pavement analysis completed in October 2013. Runway 09-27 is deemed to be in fair to poor condition with significant cracking due to age, structure and frost heaving. Completion of the design and engineering will allow the project to be ready for construction in 2019/2020, subject to funding approval. This project supports Council's Strategic Priority #1 for Economic Development, Priority #2 for Infrastructure and Amenities, and Priority #3 for Social Wellness.

The benefit to determine scope and cost is that it will allow the City to be in a position to seek Federal and Provincial funding.

Alternatives and Options

Option 1 - Should design and engineering not be completed the runway rehabilitation cannot proceed. This will result in continued degradation of the surface and structure resulting in potentially unsafe conditions for users and implications for airport certification.

Option 2 - Increased maintenance as opposed to rehabilitation. The runway will require extensive maintenance, including spot repairs to asphalt and subgrade and significant crack sealing, resulting in higher maintenance costs in the short term and increased risk of damage to infrastructure and aircraft.

Option 3 - Close runway 09-27. This is not recommended as the runway supports general aviation and medi-vac flights when cross wind conditions make the primary runway inaccessible.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Various Intersection and Signalized Corridor Improvements
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	6	19	31	44	56	69	81	94	106	119
	Debt financing (Principal)	-	-	11	11	11	12	12	12	13	13
	Debt financing (Interest)	-	-	10	10	10	9	9	9	8	8
	Total	6	19	52	65	77	90	102	115	127	140
Revenue less Expense		\$ (6)	\$ (19)	\$ (52)	\$ (65)	\$ (77)	\$ (90)	\$ (102)	\$ (115)	\$ (127)	\$ (140)
Capital Expenditure		\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375
ROI %											

Description & Purpose

Intersection and corridor improvements to improve traffic flow, ease congestion and enhance mobility for pedestrian and cyclists.

Implications & Justification

Municipal Works is responsible for traffic management on the City's transportation network. Intersection design and traffic management techniques are predicated on the volume of traffic using the transportation network. Growth and new developments in the city will increase traffic volumes on the City's transportation network. As the city population grows, the road network and intersections in particular experience an increase in vehicle/pedestrian traffic and congestion. Key intersections begin to reach maximum capacity and require improvements in order to reduce delays and maintain an acceptable level of service for roadway users.

Currently, the city has 60 intersections with traffic signals and 18 signalized pedestrian crossings. These signals are at varying stages of their lifecycles and will eventually require upgrading or replacement. In addition, optimizing traffic management may include adding infrastructure to existing signal equipment or surface treatments in order to improve traffic movement efficiency.

These capital infrastructure improvements include new traffic signals, traffic signal coordination/optimization/synchronization along roadway corridors, traffic preemption devices, geometric improvements with minor land acquisition, pedestrian crossing signals, and wheel chair ramps. Intersection upgrades are critical in order to maintain and increase pedestrian and vehicular safety.

The risk of vehicle collision is lowered by reducing traffic congestion, improving accessibility and sightlines and improving the geometric design of intersections. Upgrading the city's key intersections supports Council's Strategic Priority #2 for Infrastructure and Amenities, Priority #3 for Social Wellness and aligns with the City's Roadway Systems Master Plan and Asset Management Program.

Alternatives and Options

Option 1 - Deferring the intersection upgrades is not recommended as it increases risk to both pedestrians and motorists, plus increases congestion and reduces the road user's level of service. It is also not in line with Council's Strategic Priority #2 for Infrastructure and Amenities, or the City's Roadway Systems Master Plan. By not upgrading the intersections and/or bringing existing infrastructure up to current standards, levels of service will decrease due to traffic congestion. Risk of pedestrian/vehicle accidents will also increase as the city's traffic/pedestrian volumes increase.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 375		\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375
INT)	Internal Loans	-	375	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Street Light LED Conversion
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2,5
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	(200)	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	38	77	77	77	77	77	77	77	77	77
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	38	(123)	77	77	77	77	77	77	77	77
Revenue less Expense		\$ (38)	\$ 123	\$ (77)	\$ (77)	\$ (77)	\$ (77)	\$ (77)	\$ (77)	\$ (77)	\$ (77)
Capital Expenditure		\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace existing High Pressure Sodium (HPS) street light with energy efficient Light Emitting Diode (LED) fixtures.

Implications & Justification

Of the City's total 8,300 street lights, approximately 3,200 were converted to LED luminaires and about 5,100 street lights remain using the old high pressure sodium (HPS) lamp technology. In general, costs associated with operating LED streetlights are about half the cost of HPS fixtures due to a significant reduction in energy consumption. Annual energy cost when all streetlights were HPS (pre-2013) was approximately \$400,000 per year. In 2015 (present day), with 40% of the City's streetlights converted to LED, energy costs were approximately \$196,000. Annual energy costs are anticipated to be approximately \$103,000 if the remaining streetlights are converted to LED. This represents a savings of \$93,000 per year when compared to present day.

In addition, operationally, the life span of LED fixtures ranges between 15 to 20 years versus the average 5 year life span for HPS technology. Therefore, HPS fixtures need to be replaced up to five times before LED's require replacement; translating to a maintenance cost savings of about \$100,000 per year. The use of LED fixtures will also reduce the City's Carbon Footprint through the reduction in energy consumption.

When taking into account the anticipated operational energy cost savings of \$93,000 plus the maintenance savings of \$100,000, a total annual savings of around \$200,000 would be realized when compared to present day costs.

Municipal Works initially intended to complete the conversion from HPS to LED fixtures over a five year phased project. To date two phases of the conversion program were funded and completed in 2013 and 2014. Results of an online survey conducted by Municipal Works indicated that 87% of the survey responses support LED streets light installation. Additional public feedback indicates a desire for LED street lights in areas still using HPS technology.

Based on the information reviewed, the City would achieve significant financial, public and environmental benefits from the full conversion of its streetlights to LED technology. This project supports Council's Strategic Priority #2 for Infrastructure and Amenities and Priority #5 for Fiscal Management.

Alternatives and Options

Option 1 - Continued long-term use of HPS fixtures is not recommended as it will result in higher operations and maintenance costs. Operating resources that could be diverted to other priorities would be required to keep the HPS street lights operational.

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Traffic Signal Controllers and Related Infrastructure
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	3	5	7	9	11	13	15	17	19
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	1	3	5	7	9	11	13	15	17	19
Revenue less Expense		\$ (1)	\$ (3)	\$ (5)	\$ (7)	\$ (9)	\$ (11)	\$ (13)	\$ (15)	\$ (17)	\$ (19)
Capital Expenditure		\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60
ROI %											

Description & Purpose

Lifecycle replacements of traffic signal infrastructure, including controllers, cameras and uninterrupted power supplies (UPS).

Implications & Justification

The City currently has 60 signalized intersections with equipment of varying age and condition. Some traffic controllers are nearing (or exceeding) their expected life of about 30 years. Older signals are also typically not capable of retrofit to accept current technology. For example, some existing controllers are not able to sense smaller vehicles such as motorcycles. In addition, some older controllers do not have adequate equipment (communications) to allow for traffic signal coordination along a corridor.

Budgeting to replace the infrastructure at two locations per year would allow the City to plan for replacement if/when they fail with the most current traffic signal technology. Replacing two per year for the next 30 years would cover all 60 locations. Budget for two cameras and two UPS per year would allow the City to fill in existing gaps to bring all signals to current technology, and plan for future replacements. This will allow the City to use current technology and provide a higher level of service related to traffic management.

Depending on life-cycle needs, this budget may also be able to cover the replacement of assets that become damaged or otherwise need replacement before their end-of-life. This TCA supports Council's Strategic Priority #2 for Infrastructure and Amenities to have high quality and sustainable infrastructure, as well as Priority #3 for Social Wellness insuring safe traffic control.

Alternatives and Options

Option 1 - Do nothing and deal with failures as they occur is not recommended, as more of the City's traffic signals will reach their end of life and fail. Repairs and maintenance requirements to keep traffic signals operational will rise and the reliability will decrease. Potential traffic safety concerns and congestion will result from failed signals.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60
FINANCING TOTAL		\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60

ATTACHMENT B – MOE DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Infrastructure Rehabilitation
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Major Operating Expense		\$ 265	\$ 100	\$ -	\$ 250	\$ -	\$ 100	\$ -	\$ 300	\$ -	\$ 150

Description & Purpose

Provide inspection and repair maintenance of City bridge, storm system, sidewalk and streetlight infrastructure.

Implications & Justification

The Municipal Works Department implemented infrastructure asset management programs for City bridge, storm system, sidewalk and streetlight infrastructure. The programs include the condition assessment and prioritization of work required to maintain the current levels of service for the infrastructure. In addition, this project includes required repairs such as sidewalk trip hazard removal, storm system repairs (e.g. catchbasin lead repairs), minor bridge repairs (guard rails), and streetlight pole repair/replacements.

The repair or replacement of aging infrastructure will reduce the risk of claims against the City such as tripping on public sidewalks, flooding of private property due to localized storm system failure, bridge accidents or reduced streetlighting due to failures.

Condition assessments of City infrastructure is a key component in the successful implementation of the City's asset management program. The assessment condition information is used to plan future projects, prioritizing where improvements are most needed as well as optimizing funding to complete the repairs/replacements efficiently and cost effectively.

This program supports Council's Strategic Priority #2 for Infrastructure & Amenities and Priority #3 for Social Wellness by providing safe and sound public infrastructure and has been identified in the City's Development & Infrastructure Water, Sewer, Storm and Transportation Aging Infrastructure Policy.

Alternatives and Options

Not inspecting or maintaining our sidewalk, storm, bridge, or streetlight infrastructure. This is not recommended as it does not support planning an effective asset management program, increases the legal risk to the City, allows for further deterioration of our infrastructure and would result in a lowered level of service to the community

Changes in FTE headcount

None

FUNDING SOURCES	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 265	\$ 100	\$ -	\$ 250	\$ -	\$ 100	\$ -	\$ 300	\$ -	\$ 150
TOTAL FUNDING SOURCES	\$ 265	\$ 100	\$ -	\$ 250	\$ -	\$ 100	\$ -	\$ 300	\$ -	\$ 150

ATTACHMENT B - MOE DECISION PACKAGES

Department: Municipal Works - Airport
Division: Development & Infrastructure
Project Name: Air Service Attraction, Retention and Development
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 1,2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Major Operating Expense		\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -

Description & Purpose

Market analysis, strategic planning, communication and incentive support to retain existing and attract new air service to Medicine Hat.

Implications & Justification

The Airport regularly collects air travel data from various sources including residents and the business community. Data is gathered by a variety of means such as telephone survey, regular passenger surveys and by purchasing it from airline data processing firms. Current market data is essential when dealing with air carriers and presenting air service opportunities.

In the past, the Airport has made regular representations to WestJet, Air Canada, and several smaller regional air service providers. Continued funding of these market development programs helps ensure accurate and timely passenger travel data is available to present to existing and potential air carriers. Regular communication with air service stakeholders and air service providers is critical to preserving existing air service, expanding routes or attracting new carriers.

The Air Service Attraction, Retention and Development program also supports incentive programs to encourage new and existing carriers to add destinations and frequencies. Developing materials and programs to support air service attraction initiatives and to integrate air service availability and development into future economic development strategies for the City is also part of this program. This project supports Council's Strategic Priority #1 for Economic Development and Priority #2 for Infrastructure and Amenities.

Alternatives and Options

Option 1 - Leave air service development to the air carriers. This is not recommended as Medicine Hat competes for air service with airports across the country and air carriers expect Airports and communities to make market data available.

Option 2 - Air Service Development is a fundamental element of airport growth and development. Coordination is required with economic development leaders both government and business community led. Greater reliance on Airport/economic development partnership may deliver comparable results but takes some of the control and leadership out of City hands. The City, through the Airport, should retain its leadership role and invite stakeholders and others to participate as may be required.

Changes in FTE headcount

None

<u>FUNDING SOURCES</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -

Police Services

Department Head: Andy McGrogan
Title: Chief of Police
Phone: 403-529-8416
E-mail: Andy.McGrogan@mhps.ca

DEPARTMENTAL OVERVIEW

OUR MISSION

► Serving and protecting our community with pride through professional and progressive policing;

OUR VISION

► To optimize the safety and security of our community;

OUR VALUES

► We achieve our mission and vision through commitment to and demonstration of our organizational core values:

Integrity
Respect
Accountability
Courage

These core values serve as an anchor for the MHPS and represent a clear articulation of our continuing commitment to professionalism and the highest standards all of our employees use as they serve their community with pride.



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

Operational Services Division:

Patrols, Traffic, Bylaw Enforcement

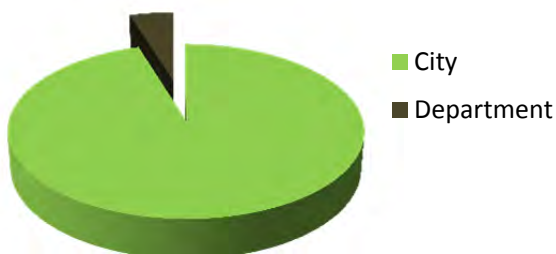
Support Services Division:

Organized Crime, Major Crimes, Community Safety, Alberta Law Enforcement Response Teams (ALERT), Victim Assistance

Administrative Services Division:

Information Management Services, Information Technology, Professional Standards, Training

Total Budget Expenditures



MEDICINE HAT POLICE SERVICE

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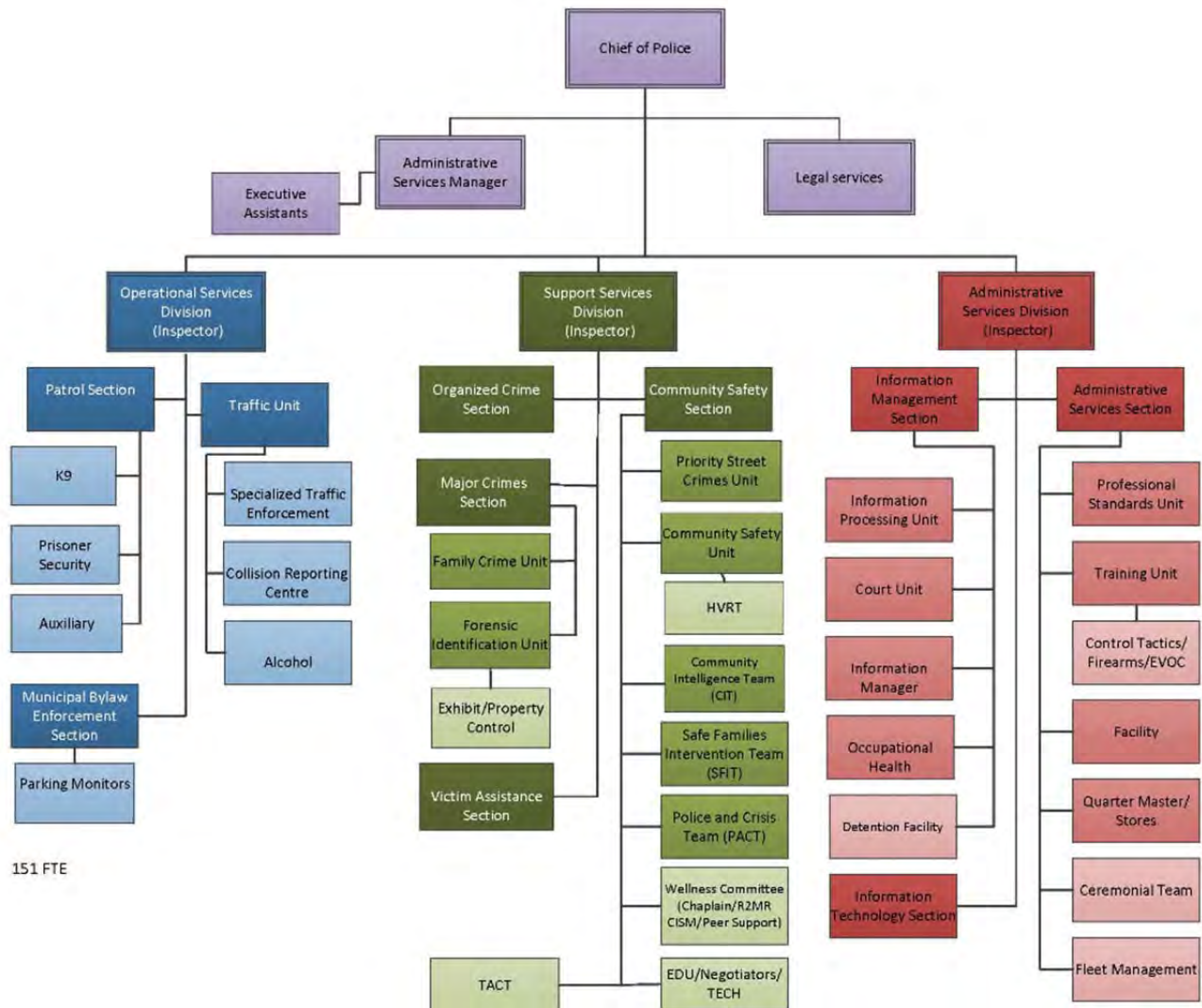
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DEPARTMENT OVERVIEW

MHPS Mission Statement

“Serving and Protecting our Community with pride through professional and progressive Policing”

Organizational Chart (including FTE headcount):



Core Services & Customers

The Medicine Hat Police Service provides professional policing services to the citizens of Medicine Hat and its visitors. The Service is engaged with numerous stakeholders while focusing on our priorities of; Community Safety, Community Engagement, Officer Safety and Human Resources and Technology. Some of our partners include the Medicine Hat Woman's Shelter Society, Child and Family Services, Alberta and Federal Crown Prosecutors, Alberta Health Services, Community Corrections, the Alberta Sheriffs, ALERT and the RCMP.

Year Service Highlights and Achievements

Report on Progress of 2015-2018 Strategic Business Plan

Priority #1: Community Safety

A. Safe Family Intervention Team:

In the fall of 2015, the MHPS in collaboration with the Medicine Hat Women's Shelter Society, implemented the Safe Families Intervention Team, with a mandate to assist families involved in domestic conflict situations early after initial involvement with police, so as to help prevent further violence within the family. In June 2015, SFIT received the Alberta Justice and Solicitor General Community Justice Award for Service Enhancement. Feedback from clients confirms the success of the new program; "I didn't know where to go for help, and glad that someone cared enough to contact me". "I wish I had somewhere to go before, thank you". And lastly, "I am glad the police are involved in this, I feel more comfortable calling them now." Currently a project is underway in collaboration with Lethbridge Community College to further evaluate the process and outcomes.

B. Police and Crisis Team:

In 2016 the MHPS reached an agreement with Alberta Health Services to partner resources and implement a Police and Crisis Team (PACT). The PACT mandate will be to work directly with community partners to divert individuals experiencing mental health crisis away from the criminal justice system and towards appropriate support and treatment services. The goal is to reduce repetitive contacts with police and emergency services. An early start agreement has been drafted between the two agencies. The first step toward a Memorandum of Understanding will allow for optimum care for those experiencing mental health crises.

C. Emergency Preparedness:

As part of the MHPS commitment to emergency preparedness, in 2015 the Service purchased an Armored Rescue Vehicle (ARV). The ARV is utilized under a clearly defined mandate, that includes training and standards, to assure safe, pragmatic use of the vehicle especially during armed "stand-off" situations. The use of the ARV provides enhanced officer and public safety by allowing a platform of tactics that can help resolve an incident in a safe and timely manner. The Service recognizes that by restoring safety and order in a neighborhood quickly, the community develops greater trust and confidence in the Service to respond to dangerous situations.

D. Community Intelligence Team:

The MHPS Community Intelligence Team (CIT) was created in 2016 and is responsible for the collection and dissemination of strategic and tactical intelligence to relevant entities. These entities include various sections and units within the MHPS, as well as dissemination to Criminal Intelligence Service Alberta (CISA) and other partner agencies. CIT is responsible for ensuring that criminals and criminal activity that create a risk to the safety and security of our community are identified monitored and that actionable intelligence products are created for enforcement activity. Since its inception, CIT has been able to identify crime trends surrounding several different residences / areas within the city. This has prompted task assignments to Patrols, Bylaw and the Priority Street Crimes Unit resulting in the reduction and displacement of calls for Service.

E. Body Worn Cameras:

The MHPS is participating in a Body Worn Video Working Group, created by the Standing Committee on Prosecutions and Enforcement (SCOPE). This provincial group, is comprised of representatives from several municipal police services and RCMP, who are tasked with examining the multitude of issues surrounding body worn video. The goal is to come to a consensus on an objective standardized approach that satisfies both police and prosecutors. It is anticipated to be a lengthy process as the group recognizes the multitude of challenges that must be overcome to assure pragmatic and legally grounded guidelines.

F. Proactive Directed Patrols:

The MHPS Patrol Team Proactive Policing Plan was updated in 2015 from the original plan developed in 2012. The foundation of the plan are six key pillars, each with a number of policing activities focused on enhancing public safety. The updates to the plan took into account the increasing frequency on mental health calls and the role of the Safe Families Intervention Team. It also emphasizes the value of foot patrols, offender accountability and licensed premise checks. The Service began capturing the frequency of these activities in work activity reports which are used as a tool for supervisors and officers to hold themselves accountable to the plan.

Priority #2: Community Engagement

A. Community Inclusion:

The MHPS believes that all people, regardless of their abilities, disabilities, or health care needs, can contribute and have the right to be respected and appreciated as valuable members of this community. As part of our commitment to collaborate and engage with the community, the MHPS community inclusion initiative provides meaningful opportunities for individuals with developmental disabilities join the police service and contribute to the community either through volunteering activities or through paid positions. Since starting the program, three individuals have been aligned with tasks suited to their abilities, as a fleet assistant, a vehicle detailer and a front counter greeter. These partners enjoy spending time in a welcoming environment that fosters friendship, builds connections with community, and recognizes their strengths and talents.

B. Embedded Probation Officer:

Recognizing that integration between law enforcement and government agencies is an effective way to enhance communication and increase efficiency, in 2015 the MHPS entered into a partnership with Community Corrections, in which a probation officer works with the MHPS Priority Street Crimes Unit. The probation officer compliments investigations by identifying the highest risk individuals in our community and those involved in emerging crime trends. This partnership also allows both agencies to work cooperatively as plans are developed to assist individuals with reintegration into our community.

C. Victim Services Facility Dog:

In the spring of 2016, the MHPS Victims Assistance Unit obtained a facility dog through the Dogs with Wings program, to work with victims of crime. “Mulder” attends police interviews, court proceedings, and police calls with his trained handler to provide short-term animal therapy for victims to reduce symptoms of stress, anxiety, and other emotions that can come from high-stress situations. Victim Services dogs like Mulder are especially a great comfort to children. Mulder’s training and certification allows him to function unobtrusively in public places, to ignore distractions, and to be attuned to people’s emotions.

D. Parks and Trails:

In 2015 the Bylaw Enforcement Section developed and provided oversight for the Parks and Trails Ambassador Program. The program is in partnership with the Parks and Recreation Department and included a total of six volunteers who provided over 300 hours of service. The volunteers promote responsible pet ownership through modelling appropriate behaviors in the city parks and trails.

Priority #3: Human Resources and Technology

A. Succession Planning:

The Police Service leadership structure continually changes and develops. The MHPS is working in partnership with Lethbridge Police Service to develop leadership depth through the International Association of Chiefs of Police leadership training program. The Service is also working with Seven Edges Success to develop and maintain an executive leadership succession plan.

B. Barcoding:

Property Management is a critical component of law enforcement and MHPS currently inventories property by manually issuing tags and entering the items into the Records Management System. As the amount of evidence and property that MHPS must maintain grows, it is extremely important to maintain continuity, data integrity and accurate property control going forward. The best way to accomplish this is to automate and integrate with the Property module of RMS as much as possible. The Service is presently working on implementing a barcoding system that will catalogue and organize all evidence/property in our exhibit areas which will save time and ensure the critical function of property control is maintained accurately, and in a timely manner.

C. Livescan:

On May 23, 2013, the MHPS was advised by the National Police Information Services Advisory Board that effective, July 1, 2014 all agencies would be required to submit C-216 fingerprint forms electronically to the Canadian Criminal Real-Time Identification Services. Electronic fingerprint submissions benefit the entire Canadian law enforcement community because they contribute to more accurate, complete and timely criminal record information. Electronic fingerprint submissions also form the basis for all further automation including electronic charge and disposition updates. The shift from paper to electronic submission was an ambitious project leveraging the most up-to-date technology. After hundreds of hours of work by staff in the Information Technology and Information Processing Section, the MHPS is now fully integrated with Livescan and the electronic submission of fingerprints.

D. Fleet Review:

Operating a cost-effective and efficient fleet requires relying on the knowledge and expertise of fleet managers and the strategic direction from management. The MHPS completed a review of the various elements of the police fleet with a view of maintaining an appropriately sized and efficient fleet that reduced future operating costs. The main elements of the review centered on reducing the number of fleet vehicles to realize a net decrease in overall fleet operating costs as well as examining the lifecycle costs by reducing the frequency of the vehicle replacement schedule which is anticipated to result in future cost savings.

E. Alberta Pound and Rescue Centre:

The Alberta Pound and Rescue Center (APARC) began providing pound services in Medicine Hat in 2016 that includes the reception of surrendered, rescued, found and seized pets. The service also includes programs that focus on pets being returned to their owners or adopted. Thus far, APARC has provided outstanding service to the City and has proven to be an enthusiastic and productive community partner. The Center has engaged local and social media, conducted market research to bolster adoption programs and developed positive relationships with stakeholders, particularly with the MHPS Bylaw Enforcement Section.

F. Cadet Class:

In 2015, the Service conducted its own police cadet training program in partnership with Lethbridge College and the Canadian Pacific Police Service. The training model was unique and was a great growth experience for the entire organization as the majority of our course instructors came from within the police service. At the conclusion of the seventeen week training program, eight cadets were hired as police officers with MHPS and ten were hired by the Canadian Pacific Railway Police.

Priority #4: Officer Safety

Officer Wellness Program:

The MHPS has introduced and enhanced several programs internally for the well-being of our officers and staff. Under the umbrella of a Wellness Committee, six distinct programs exist to treat and monitor employee wellbeing. The current programs include: Critical Incident Stress Management, Employee Assistance Program, The Road to Mental Readiness, Connecting Police Families, Chaplaincy and Nutrition and Physical Fitness.

Significant Issues and Trends

Economic

The MHPS is sensitive and aware of the current economic climate. The Police Service is funded primarily by the Medicine Hat tax payer and secondarily through provincial grants related to the Municipal Policing Grant, Police Officer Grant and the Alberta Law Enforcement Response Team through the Government of Alberta. Any changes to future provincial funding as it relates to the Police Officer Grant Program, Municipal Policing Assistance Grant, School Resource Officer, ALERT and publically funded positions would result in reductions of staff and proactive programs which would negatively impact community safety.

In a recent Specialized Traffic Enforcement review conducted by the Police Commission a recommendation was put forward to have the City collect fine revenues and not divert the funds to the Police Service budget. This is principally and ethically a very solid recommendation. Ultimately it is Police Commission and Council that are responsible to ensure adequate funding is provided and it is the Services responsibility to serve and protect citizens as efficiently and effectively as possible so that they can thrive peacefully and safely in the community.

Equipment and Technology

As advancements in technology are made available, there is an expectation and a necessity for MHPS to adopt and remain current with new advancements. Advanced technology allows the Service to improve on how efficiently data is stored and secured. It also allows us to be more transparent and accountable. Technology such as electronic fingerprinting, video evidence, records management renewals and storage as well as body worn cameras and in car video are expectations of a modern and progressive police service.

Some other areas the MHPS is working towards ways to provide improved service to the community through; online reporting, online payment, e-ticketing and renewal of animal licenses. Upgrades for equipment for forensic electronic crime investigation are also required as an increase in cybercrime is an ongoing reality and appropriate software and equipment is needed to investigate these crimes.

The cost of this specialized equipment and technology is significant and must be carefully planned, researched and budgeted.

Social Community Issues

The MHPS has identified a number of emerging social issues that have resulted in increased calls for service. Calls relating to mental health, addictions and domestic violence in particular are on the rise, and the MHPS remains committed to working with community stakeholders to look for ways to proactively respond to these complex social issues. A proactive approach will result in a safer community and a less reactive approach.

The abuse of illicit drugs, in particular, methamphetamine and fentanyl have emerged in the community and these highly addictive and dangerous drugs are creating further social issues in relation to mental health and the increase in crime.

City of Medicine Hat Strategic Priority 3: Social Wellness

To provide leadership and support for a safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Priorities for Service Enhancement or Improvement:

Priority #1: Community Safety

A. Upgrade of Specialized Enforcement Equipment:

Specialized Traffic Enforcement is an essential element of the MHPS Traffic Safety Plan. In 2005 the Service purchased new photo radar equipment which was then upgraded in 2010 with a lifespan of 7-10 years. Given the vigorous and daily use of the equipment, and in order to maintain seamless operation; new equipment will be required in 2018 and \$168,000 has been designated for replacement of both photo radar units.

B. Incident Management & Emergency Preparedness:

The MHPS will continue to remain an active partner on the City of Medicine Hat Emergency Management Program. Two senior officers are active Emergency Management Directors and work regularly with other City Officials to continually develop the ability to prepare for and manage major incidents. The officers have participated in extensive training and are prepared to respond to incidents that require an active Emergency Operations Center. With the elimination of the full time Director of Emergency Management in 2015, and the growing frequency of major disasters in the province, the contribution and commitment of the Service to Emergency Management will continue to grow. This growth will include continuing to offer staff opportunity for Incident Command Structure (ICS) training, and to contribute to major incidents in other communities within the Province.

C. Proactive Directed Patrols:

Intelligence Lead Policing is one of the key pillars of the 2015 Patrol Team Proactive Policing Plan. The Patrol Section and Community Intelligence Team are committed to developing strategy that transforms crime analytics and intelligence into active investigation, prevention and enforcement. Initial development of this partnership has generated positive results by reducing crime in high frequency “hot spots”. There is great potential for further development of strategies and systems that will allow the Patrol Section to leverage work product from the Community Intelligence Center and ultimately enhance public safety.

D. Integrated Approach to Organized Crime:

The MHPS Alberta Law Enforcement Response Teams (ALERT) have a mandate to investigate serious and organized crime. Investigations into organized crime groups and members will be based on intelligence gathered from our Community Intelligence Team (CIT) in order to disrupted these groups and decrease victimization of vulnerable people. Our relationships with the RCMP and other policing organization make this a provincial initiative to avoid jurisdictional issues.

Priority #2: Community Engagement

A. Police Communications:

The MHPS is committed to providing accurate, timely & consistent information to the community in a professional manner, in accordance with laws regarding public information. Utilizing all forms of media enables a high degree of transparency and enhances ability to provide timely information to the public. The MHPS remains committed to continually exploring and incorporating new and effective ways of communication.

B. Public Survey:

Input from the community is important for the MHPS to ensure that services provided are aligned with community expectations. A policing and community safety survey will be conducted in 2018 and will be compared to previous survey results as a means to gauge overall satisfaction with the MHPS, identify community safety concerns and determine where the MHPS can make improvements to meet future community safety needs.

C. Citizens Police Academy:

MHPS will host a Citizen' Police Academy (CPA) in the fall of 2016. This new outreach program is intended to provide members of the community an opportunity to learn more about their local police service, gain awareness of current policing issues and community safety concerns. The CPA will be delivered through a series of lectures, hands on learning and practical demonstrations. The eight weeks of presentations will be interactive and provide insight into the diverse nature of policing, with topics including; an overview of uniformed operations, specialty teams, major crime investigation, community safety initiatives, and emerging crime trends.

D. School Resource Officers:

School Resource Officers (SRO's) provide valuable proactive response to issues that arise in each of the local school divisions. An increase of one SRO position was tentatively scheduled for the 2017 / 2018 school year to accommodate the growing student population, however due to the current economic climate this initiative has been postponed for the time being.

Priority #3: Human Resources and Technology

A. Human Resource Development:

Development of personnel is essential to ensure that the MHPS is a dynamic and growth-oriented organization. The Training Unit develops and identifies opportunities for all our employees to train in the most up to date learning environments with courses to develop their personal and organizational skills, knowledge, and abilities.

B. Mobile Data Terminal Refresh:

Mobile Data Terminals (MDT) are a critical resource for officers in the field providing access to the most up-to-date information that the dispatch center and records management system can provide, while increasing user independence, capabilities, and safety. Using an intuitive interface, the MDT provides its users with a comprehensive array of tools for managing dispatches, communicating with the dispatch center and other units or apparatus, performing call-related activities, and querying various databases. Officer safety is paramount and ensured by providing meaningful real-time and historical data for calls and locations, before officers and fire personnel engage in an event. Mapping and querying capabilities provides situational awareness related to supporting units in the area. The MDT can also provide dispatchers with continuous updates on unit status, location, and the ability to provide assistance whenever needed. Setting aside funds to ensure a continuous refresh of mobile technology is a critical component of both officer and public safety.

C. Information Technology Data/Storage Infrastructure Refresh:

Modern policing requires a solid foundation of computing and storage technology. The world continues to evolve and become more information-based. As the proliferation of devices such as smartphones, surveillance video and other electronics continue to grow exponentially, the MHPS needs a way to retrieve, consume, store and analyze this data. Additionally, both the Computer-Aided Dispatch and our Records Management systems rely heavily on a high performance, resilient and highly available computing platforms. Based on current trends, the MHPS accumulates between 10 and 15 terabytes of operational and evidentiary data per year. This trend is expected to only increase over time. The current compute and storage infrastructure will reach the end of serviceable life between 2017 and 2018 (for compute and storage respectively). Maintaining funds to enable Information Technology to provide a modern, serviceable and high performance compute and storage platform is a critical component of maintaining public safety.

As the current storage technology and capacity reach end of life, MHPS is exploring technologies such as cloud computing for both IaaS (Infrastructure as a Service) and SaaS (Software as a Service) for components of the compute and storage capacity that makes sense both economically and operationally. At this time, no compute or storage technology in the Cloud would be considered where any downtime or unavailability would affect public safety or officer safety. A potential use for cloud storage that would be ideal is for the storage of evidentiary data such as video and photographs.

D. Online Reporting:

Most police agencies in North America now offer the ability for individuals to file an online report. Through a user friendly interface individuals able to report minor incidents 24 hours a day, 7 days a week. A temporary report number is assigned upon submission, which is traceable in the online system as well as in our Records Management System. Upon approval, reports are issued a permanent case number and an email is sent to the citizen with a pdf attachment of the report that is suitable for insurance claims. The MHPS anticipates that online reporting will be offered as a service enhancement by July 2016.

E. Radio System Replacement:

The current handheld and mobile radios in use by first responders in Medicine Hat are beyond end-of-life and require replacement to ensure future public and police safety. Additionally, Police are limited to the number of channels they can utilize for daily operations, tactical, training and special operations. A P25 Trunked radio system would address the need for additional talk-groups (channels) which would allow First Responders to better utilize mobile communication technology.

The implementation of Alberta First Responder Radio Communications System (AFRRCS) a new P25 trunked two-way radio network designed for use by first responders in municipal, provincial and First Nations agencies is already well underway. The primary objective of the initiative is to drive interoperability amongst currently disparate systems that will enable first responders from different services to be able to communicate and exchange data through a unified radio communications system.

The cost of the new police radio hardware and the implementation of moving to AFRRCS is expected to be a significant cost to the MHPS however the specific costs is yet to be determined. The City of Medicine Hat ICS department is overseeing the project city wide and anticipate being able to identify the cost for the police portion of this new system by July 2016.

F. Cadet Class 2018:

Building upon the success of the police cadet training model that was implemented in 2015 the MHPS Training Unit is working with members of the Lethbridge College and other policing partners to review the curriculum of the Cadet Recruit Training Program and intends to host another Cadet Training class in 2018. The College intends to implement a recruit program with a strong emphasis on the Problem Based Learning Model and is wanting to develop a complete program that would include the following components:

- Diploma Program (theory)
- Recruit Training (Competency based and/or Problem based learning models)
- Field Officer Training (practical)

Once the components are complete it is hoped that it will support the process of professional policing designations in the future.

G. Body Worn Camera:

There are many benefits of a Body Worn Camera (BWC) system, however there are also many factors to be considered such as cost, usability, safety, storage capacity and privacy. In 2016 a Provincial committee was formed in Alberta comprised of various members of law enforcement to examine the benefits, drawbacks, lessons learned and best practices of the implementation and use of body worn cameras. The MHPS has determined it is prudent to wait for the final report and recommendations that will come out of this committee's work before moving forward with a BWC program as we will better appreciate the storage capacity requirements of such a program.

Priority #4: Officer Safety

A. Legal:

The MHPS engaged legal services through contract in 2013 due to an ever changing and litigious environment. Legal Services provides advice on a broad range of policing issues encountered by administrative and operational sections within the Service and monitors, reviews and responds to legislative change and new case law impacting police operations.

In addition, legal reviews of existing internal procedures particularly in the areas of complaints, civil litigation and privacy were initiated, with a view to improving the efficiency and effectiveness of those processes where possible. Legal services also contributed to police training in the Cadet Training Program and the MHPS Search Warrant Supervisor's Workshop, as well as by being part of an Alberta Association of Chiefs of Police Working Group on Provincial Policing Standards and Police Act Review Committee.

B. Taser Transition:

First responders use various tools to enhance community safety and police officer safety. As these tools age they need to be replaced either because they are at the end of their life cycle or because the manufacturer has moved to a new model and will no longer service the older models. In 2016 the MHPS began to transition half of the existing Tasers to a newer model as the existing equipment was no longer warranted by the manufacturer. The second half are scheduled for replacement in 2017.

C. Carbine Upgrade:

The Canadian Military have a surplus of carbines which are the same make and caliber as our Service Carbines and are offering them to Police Services at no cost. The MHPS has applied for enough carbines to supply all of our patrol officers. If successful this would eliminate our need to purchase carbine sights budgeted for purchase in 2017.

D. Psychological Services:

The MHPS is conducting a review of psychological services, including an environmental scan of other policing wellness programs in Canada. A service enhancement requirement has been noted in pre-employment psychological evaluations.

Key Performance Measures

Crime Severity / Stats Canada survey results / Traffic Unit Performance Tickets issued

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
		3	Strategic Priority - Social Wellness Refer to Medicine Hat 2015-2018 Police Strategic Plan for details		
1	3	na	Community Safety		
2	3	na	Community Engagement		
3	3	na	Human Resources and Technology		
4	3	na	Officer Safety		

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

Revenues	Prior Year Actuals	Current Year Budget	2017	2016-2017	2018	2017-2018	2019	2020
	2015	2016	Operating Budget	Change	Operating Budget	Change	Operating Forecast	Operating Forecast
Sale of services		10	10	-	10	-	10	10
Licenses, Fines & Penalties	4,015	4,203	138	(4,065)	138	-	138	138
Internal Recovery	183	143	162	19	163	1	163	163
Other	1,842	1,844	1,732	(112)	1,875	143	1,827	1,853
Governemnt Transfers for Operating	1,527	1,528	1,529	1	1,529	-	1,529	1,529
Total Revenues	7,567	7,728	3,571	(4,158)	3,715	144	3,667	3,693
Expenses								
Salaries & benefits	19,835	20,198	19,861	(337)	20,630	769	21,371	21,889
Contracted services	2,399	2,059	2,183	124	2,300	117	2,206	2,115
Materials & Supplies	914	1,127	882	(245)	882	-	888	875
Amortization	97	89	125	36	147	22	139	139
Internal Charges	1,496	1,657	1,349	(308)	1,371	22	1,388	1,401
Other	15	2	2	-	2	-	2	2
Total Expenses	24,756	25,132	24,402	(730)	25,332	930	25,994	26,421
Net Operating Costs	17,189	17,404	20,831	3,428	21,617	786	22,327	22,728

Explain changes in the table above (last column) as follows:

Increases in the current year net operating expenses are primarily due to the following factors:

- Fine Revenue moved to City General Municipal Revenue \$4,065
- Reduce ALERT recovery \$ 112
- Other \$ 20

TOTAL Change in Revenue in 2017 \$4,158

- Salaries & Benefits – eliminated 2 positions, classification changes \$ 337
- Contracted Service – increased fleet repairs, prisoner security & insurance \$ 124
- Materials & Supplies – reduced fleet fuel / parts & sublet services \$ 245
- Amortization \$ 36
- Internal Charges – reduced fleet lease and ICS charges \$ 308

TOTAL Change in Expenses in 2017 \$ 730

- Increase ALERT recovery \$ 143
- Other \$ 1

TOTAL Change in Revenue in 2018 \$ 144

- Salaries & Benefits – anticipated wage increase & classification changes \$ 769
- Contracted Services – inflation adjustment \$ 117
- Amortization/Internal Charges \$ 44

TOTAL Change in Expenses in 2018 \$ 930

Capital Revenues & Expenditures

The major capital projects for 2017-2018 Years are: (list in summary format in tables below)

Refer to the capital funding envelope and comment on the level of funding and any related plans included in the budget to increase/decrease (cross reference to decision package).

Direct the reader to refer to Section X of the Corporate Multi-Year Capital Plan for a detailed listing of the proposed capital projects and the related funding plans.

TCA DECISION PACKAGE SUMMARY

Refer to Attachment A for detailed information on each decision package.

2017-2018 TCA Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Operating Impact*	Status
3.3	2017	Police Ancillary Equipment \$45,000	\$0	
1.3	2017	EDU Robot Replacement \$65,000	\$14,000	
	2017	IT Data Sever Refresh \$140,000	\$29,000	
3.3	2018	IT Data Storage Refresh \$125,000	\$56,000	
1.3	2018	Specialized Traffic Enforcement Equipment \$168,000	\$35,000	
1.3	2018	Police Ancillary Equipment \$35,000	\$0	

* Impact in first full year of operations (actual impact may occur over a number of years).

MOE DECISION PACKAGE SUMMARY

Refer to Attachment B for detailed information on each decision package.

2017-2018 MOE Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Operating Impact*	Status
4.3	2017	MDT Refresh \$40,000	\$40,000	
3.3	2017	Taser Transition \$30,000	\$30,000	
3.3	2018	MDT Refresh Tough books \$40,000	\$40,000	
3.3	2017	In Car Camera Pilot	\$13,000	

* Impact in first full year of operations (actual impact may occur over a number of years).

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well- organized municipal corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September, 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – TCA DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: Police Ancillary Equipment
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	2	6	10	14	18	22	26	30	34	38
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	2	6	10	14	18	22	26	30	34	38
Revenue less Expense		\$ (2)	\$ (6)	\$ (10)	\$ (14)	\$ (18)	\$ (22)	\$ (26)	\$ (30)	\$ (34)	\$ (38)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-0.01%	-0.01%
Capital Expenditure		\$ 45	\$ 35	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40
ROI %											

Description & Purpose

In order to support Police Service Operations, numerous pieces of ancillary equipment are required. This program is to provide funds to acquire new and replace existing pieces of ancillary equipment as required.

Implications & Justification

2017 = Forensic Workstation Upgrade \$15,000, Remote Tracking \$10,000, TACT Night Vision \$20,000

2018 = Remote Tracking \$10,000, Fuming Chamber \$13,100, DNA Freezer Replacement \$12,000

2019-2026 = Estimate based on previous expenditures

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

Changes in FTE headcount

N/A

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
OP)	Operating / Working Capital	\$ 45	\$ 35	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40
FINANCING TOTAL		\$ 45	\$ 35	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40

ATTACHMENT A - TCA DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: EDU Robot Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	3	7	7	7	7	7	7	7	7	7
	Debt financing (Principal)	-	13	13	13	13	13	-	-	-	-
	Debt financing (Interest)	-	1	1	1	0	0	-	-	-	-
	Total	3	20	20	20	20	20	7	7	7	7
Revenue less Expense		\$ (3)	\$ (20)	\$ (20)	\$ (20)	\$ (20)	\$ (20)	\$ (7)	\$ (7)	\$ (7)	\$ (7)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace the existing 19 year old Remote Mobile investigator (RMI) with industry standard ICOR Caliber MK3.

Implications & Justification

New RMI will provide greater operational range maximizing safety for operator and public.

Current RMI is 19 years old and is non operational due to state of electrical faults. Repair costs are prohibitive

The ICOR Caliber MK3 is the RMI of choice for the Canadian Police College and the Canadian Industry Standard.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Brand new unit would cost \$130,000, but can purchase a refurbished model for \$65,000 (recommended option)

Changes in FTE headcount

N/A

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: IT Data Server / Storage Refresh
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	7	20	27	27	27	27	27	27	27	27
	Debt financing (Principal)	-	27	52	53	53	54	26	-	-	-
	Debt financing (Interest)	-	2	4	3	2	1	0	-	-	-
	Total	7	50	82	82	82	82	53	27	27	27
Revenue less Expense		\$ (7)	\$ (50)	\$ (82)	\$ (82)	\$ (82)	\$ (82)	\$ (53)	\$ (27)	\$ (27)	\$ (27)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 140	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replacement of current hardware purchased in 2011

Implications & Justification

Current hardware is only supportable for 7 years less a day, and therefore must be replace by 2018 at the latest.

Core server and storage infrastructure provides the compute and processing resources as well as storage and retention of all operating functions.

Failure to maintain could result in data loss and inability to meet demands for compute resources and storage.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

Changes in FTE headcount

N/A

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 140	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 140	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: Specialized Traffic Enforcement Equipment Upgrade
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	8	17	17	17	17	17	17	17	17
	Debt financing (Principal)	-	-	32	33	34	34	35	-	-	-
	Debt financing (Interest)	-	-	3	2	2	1	1	-	-	-
	Total	-	8	52	52	52	52	52	17	17	17
Revenue less Expense		\$ -	\$ (8)	\$ (52)	\$ (52)	\$ (52)	\$ (52)	\$ (52)	\$ (17)	\$ (17)	\$ (17)
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 168	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Exisiting equipment was purchased in 2005. Request is to upgrade components of the current system to extend life span by 7-10 years.

Implications & Justification

Failure to upgrade may result in system failure, reducing ability to effectively monitor speeds within our community.

Updated equipment will have enhanced capabilities such as multilane enforcement.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Purchase new system - Not required as existing system is still functioning well - Not recommended.

Changes in FTE headcount

N/A

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ -	\$ 168	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 168	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B – MOE DECISION PACKAGES

ATTACHMENT B - MOE DECISION PACKAGES

Department: POLICE	Reference No:
Division: Public Services	Department Priority Ranking:
Project Name: In Car Camera Pilot	Organization Priority Ranking:
Project Type: MOE (one-time cost) <i>in thousands of dollars</i>	Recommended by Management Team: Yes/No (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	-	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

In-Car Digital Video (ICDV) system will enhance officer safety and to increase public transparency and accountability. The ICDV system will also help capture an independent account of an incident which can be used as evidence in legal proceedings; to help resolve citizen complaints surrounding officer conduct and assist with civil claims against the Service.

Implications & Justification

With advances in digital video technology and because of an increasing public desire for police transparency and accountability, there is a growing expectation that police services will adopt new technology into their existing policing practices. This pilot project will provide the knowledge, policies & expertise to seamlessly transition into a full future body worn video and In - Car Digital Video program in 2019.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Wait until the provincial Body Worn Camera committee has completed review and recommendations for the use of BWC in late 2018; and then start building, testing and implementing a digital video program for both types of video. (In Car & BWC)
- 2) Commence a limited pilot project for In-Car Digital Video (ICDV) systems commencing in June 2017. Recommended

Changes in FTE headcount

N/A

FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Operating	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: Taser Transition
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

The current model of Tasers being used by the MHPS are no longer supported and must be replaced with a newer model. Half of the MHPS tasers were transitioned to new model in 2016. These funds will complete the transition for the remaining inventory.

Implications & Justification

Police officers are often faced with dangerous situations that have the potential to result in serious harm or death. Tasers provide a less lethal op. The use of tasers are heavily regulated by Provincial Standards and require regular maintenance and certification. The MHPS current X26 model Tasers have been discontinued by the manufacturer and therefore parts and support are no longer supported.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Not replace - There are numerous times when empty hand or impact weapons are insufficient to control the situation and where the transition lethal force (firearm), may be legally justified by not necessarily the only way to deal with the situation. Not Recommended

Changes in FTE headcount

N/A

FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Operating	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: MDT Refresh
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40

Description & Purpose

Various police operational units rely on mobile data terminals (MDT's) to access critical databases to carry out duties, including access CPIC (warrants, missing persons, criminal records, mapping and licensing information). Each hardware refresh includes, upgrades to RAM, and a new touchscreen.

Implications & Justification

The MDT's are heavily used, and are in service 24/7, 365 days per year and as a result experience significant wear and tear, even though rugged units are purchased. The devices need to be refreshed every 3-4 years to prevent system failure, software incompatibility and possible data loss.

Compare costs and benefits; demonstrate that the benefits outweigh the costs.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

Changes in FTE headcount

N/A

<u>FUNDING SOURCES</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40
TOTAL FUNDING SOURCES	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40

Land & Business Support

Department Head: Grant MacKay
Title: Manager
Phone: 403-529-8144
E-mail: gramac@medicinehat.ca

DEPARTMENTAL OVERVIEW

Land and Business Support manages, plans, develops and markets City owned land for residential, commercial and industrial purposes to assist in achieving Council's Strategic Priorities of:

- ✓ Economic Development
- ✓ Infrastructure and Amenities
- ✓ Fiscal Management
- ✓ Social Wellness
- ✓ Image & Profile
- ✓ City Government

Land and Business Support also provides economic development and tourism services through contracts and agreements as well as in house expertise to business and industry investors and developers.



SERVICES PROVIDED BY THE DEPARTMENT INCLUDE:

- Property management of City lands
- Sustainable residential, commercial and industrial land development
- Land marketing and sales
- Real estate consulting to internal departments
- Business support services to business and industrial investors and developers

Total Budget Expenditures

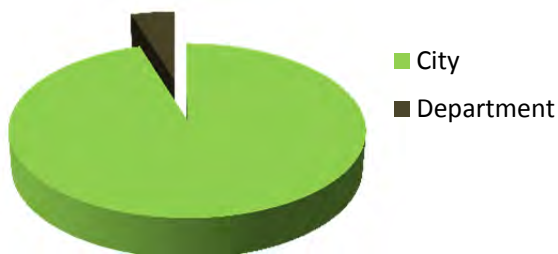


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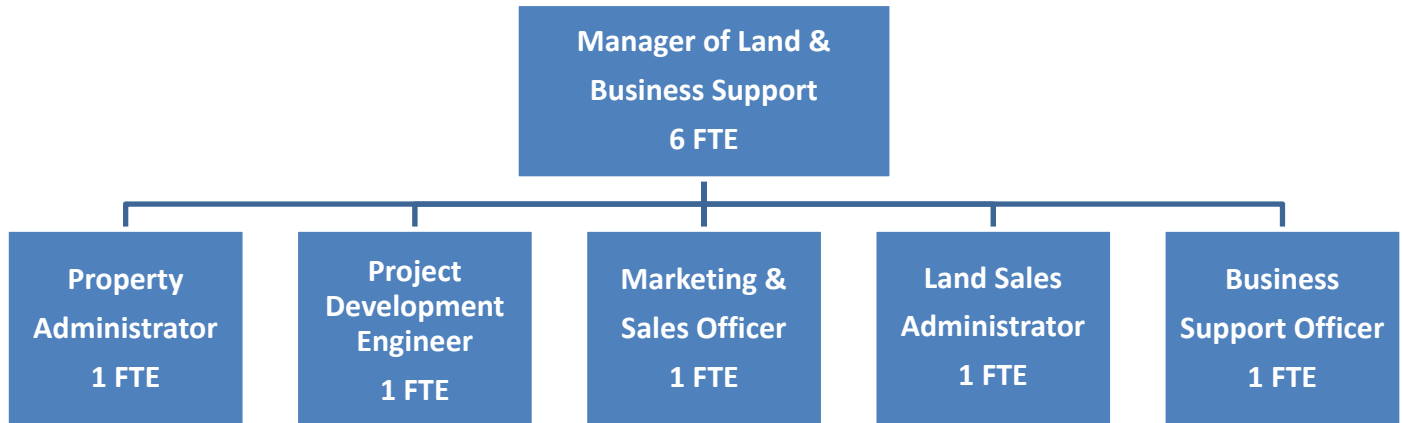
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DEPARTMENT OVERVIEW

Corporate Mission Statement

“Deliver value through exceptional public service.”

Organizational Chart (including FTE headcount)



Core Services & Customers

Land Management

- The Department has land management responsibilities for all City-owned land not assigned to department portfolios such as Municipal Works or Parks and Recreation. The Department manages City lands to meet the strategic priorities of City Council, generate profit, and protect a healthy ecology.
- At approximately 1,600 developable hectares, the land base managed by the department is worth approximately \$120 million.

Real Estate Development consists of the following components:

- **Identify** – Researching and developing opportunities for value added management of the land base.
- **Plan** - The preparation of a vision, an Area Structure Plan (ASP), a Functional Servicing Report (FSR) and a Concept Scheme.
- **Design** – The process leading to the development of individual lots that will be sold and services that will be transferred to the appropriate department by Construction Completion Certificate and Final Acceptance Certificate.
- **Build** - Constructing the infrastructure necessary to sell individual lots such as deep utilities, shallow utilities, roads and sidewalks, street lighting, and electrical and natural gas distribution.

Land Marketing and Sales

- The processes associated with marketing and selling unserviced or serviced land (residential, commercial, industrial) at market rates through an open and transparent process.

Business Support

- Business Support works directly with the public, business and industry on behalf of the City and will continue to do so while supporting the Department Manager on economic development, tourism and investment attraction. The Business Support Officer brings additional support to the department Real Estate function via an understanding of the local, regional and national economy, market intelligence and business/industry relationships. A key function of the Business Support Officer is to assist business and industry to navigate the organizational structure and facilitate introductions to the appropriate departmental representatives.

Current Year Service Highlights and Achievements

In 2015, Land and Business Support advanced a Medicine Hat specific environmental initiative to promote sustainability in urban development. The Saamis Heights 7 Sustainable Neighbourhood Strategy offers a series of incentives to promote environmentally friendly building and household practices. Incentives available to builders and homeowners include EnerGuide® vouchers to encourage energy efficient homes, tree vouchers, and incentives to promote the City of Medicine Hat yard waste carts. In addition to environmental designs for trails, treed lined pedestrian corridors the department completed a solar viability assessment for the use of photovoltaics in Saamis Heights 7.

As part of the City's sustainability goals the department provided education materials such as Canada Green Building Council's One Sheet and The Natural Step's Sustainability Guide to every lot purchaser.

Long term asset management and real estate development activity for 2015 included managing activities using best practices in project management and ensure projects are delivered on time, on budget and on scope. The department also optimizes building mix and urban design parameters, which are unique for each subdivision. The design and planning of Ranchlands 3C and Saamis Heights 7 included elements designed for each area. Saamis Heights 7 includes smaller walkout style lots plus community gathering points in the park space. Ranchlands 3C is emphasizing a healthy lifestyle and its location as the gateway to RiverWalk. The walkability of Ranchlands has been increased with access for residents through connected open spaces and trails to the river, reconfiguration of block structure to increase connectivity, treed boulevards and enhanced pedestrian crossings. The planning commenced for Brier Run. This area has all the amenities in place to create a complete community. Its location provides opportunities for commercial, educational, occupational, recreational and spiritual fulfilment.

The "Build Phase" in 2015 included planning and building subdivisions to produce a minimum undiscounted return on investment of 15% and a target hurdle rate of 10% for the discounted cash flow analysis. Return on Investment for 2015 was 17% using the lands book value as an input (represents cost of acquisition and development).

The City advanced planning and engineering work for land development at the Municipal Airport including stormwater studies, servicing assessments and stakeholder consultations. The north commercial node will include primarily commercial lots while facilitating future access to airside commercial opportunities. A Council update on this site is anticipated for winter 2016/2017. Site preparation and servicing has occurred in the east node to accommodate the new Compressed Natural Gas station which became operational in January 2015. Additionally, a site immediately south of the CNG station has been prepared for a temporary flood protection measures storage building which is currently under construction.

Land and Business Support sell land at market value unless instructed otherwise by Council. In 2016, Council approved a 50% discount on a lot purchased for the annual Kinsmen Lotto Home with the acknowledgement that proceeds from the Lotto Home sale are invested back into the community. The department received full value for the lot with the discount being funded from the Community Capital Fund.

Land and Business Support is committed to reporting market share to Council once a year, with a view to maintaining no more than a 50 percent of market share over time. In 2015, the market share for the department's residential lots was estimated at 26% using the 32 lot sales over 121 lots sold in Medicine Hat. There was one multi-family townhouse lot sale during the year.

In 2015, as part of a larger Corporate initiative the former Land and Properties department was re-organized from the Corporate Services Division to the Development & Infrastructure Division. This change allows the department to realize greater synergies and coordination with related business units. It also aligns the department with related departments reporting through the Development and Infrastructure Committee to Council.

Following from the change in Corporate reporting the former Land and Properties department initiated a business efficiency evaluation. As approved by Council in March 2016, Land and Properties merged functions with Business Support Services. This change has allowed the City to better serve clients through an integrated services model.

Significant Issues and Trends

Land management and development are long term strategies that can provide a positive return on investment if appropriately planned, managed and effectively timed in terms of response to market opportunities.

In 2015 and continuing on in 2016 the department has experienced significant reduction in new residential property sales. This is a reflection of the larger overall impact of a depressed energy sector in the region, province and nationally. However, our counterparts in Lethbridge by comparison have realized consistent strong residential property sales and housing development effectively leading the mid-sized cities of Alberta in 2015 and 2016. It is believed this is a result of the value add agricultural industry supported by a strong agricultural supply sector. The Lethbridge region has few energy (oil and gas) related industries. This trend supports Council's desire to attract new investment to the community that focuses on industry and value-add agriculture. Efforts are underway via the City's contracted economic development services (Invest Medicine Hat). This contracted service is managed by the Land and Business Support department.

The challenge for Land and Business Support will be timing with regard to bringing product to market. The department will continue to identify, plan and design residential, commercial and industrial land but will be cautious with the timing of construction. The inventory target for residential properties for sale is two years supply which in recent history is approximately 200 lots. With the recent trend of lots sales at 40, the department is re-evaluating the timing of construction for new phases of development. However, the economy and subsequently the housing market can rebound relatively quickly so the department will ensure it has strategic plans in place to ramp up construction should evidence of a stronger housing market prevail. In addition, the department will continue to consider land sale opportunities at various stages from raw land through to complete serviced properties. Investment attraction will be an economic development strategy integrated into the Land and Business Support marketing strategies.

In terms of business support, interest in commercial and industrial development continues to show signs of potential investment. Private capital for these types of investments is available and again these developers typically utilize long term strategies. Availability of construction trades at competitive prices has improved the economics for capital investment. Medicine Hat is being better promoted as an investment opportunity by economic development service providers (Invest Medicine Hat). Heavy industrial players such as Methanex continue to evaluate the opportunity for plant expansion. They are being positively influenced by low natural gas prices, supportive provincial and federal government policy and competitive construction costs.

CURRENT STRATEGIES & ACTION PLANS

Land and Business Support

Goal: Leverage the City's land assets and business support initiatives to attract and support private sector investment and development

Priorities for Service Enhancement or Improvement:

1. Identify and evaluate all land assets with an eye to sell as raw, partially serviced or serviced.
2. Develop strategies to market aggressively to external markets to attract new investment.
3. Collaborate with economic development service provider on strategic marketing initiatives.

Key Performance Measures

Grow sales of land assets (undeveloped and developed) by 10% (acres sold) each year.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority					
Economic Development:					
We foster a sustainable, growing and diverse economy with a strong industrial base and vibrant downtown.					
1	#1	#1.1	Work closely with Methanex to ensure City is supporting their efforts for expansion of the Medicine Hat plant.		
2	#1	#1.1	Work closely with Invest Medicine Hat (economic development service provider) on new initiatives and strategies to attract heavy industrial investment through business support and utilizing industrial land assets.		
3	#1	#1.2	Leverage land assets through strategic marketing techniques seeking opportunities to partner and/or sell land for development investment (residential, commercial, industrial).		
4	#1	#1.3	Review, refine and ensure budget is in place for the Downtown Development Incentive Program to ensure it is meeting objectives for increased investment in the downtown.		
5	#1	#1.4	Work closely with Invest Medicine Hat on new initiatives and strategies to attract value add manufacturing and processing investment to Medicine Hat through business support and utilization of commercial/industrial land assets.		

Goal: Ensure the work that Land and Business Support does, leads to improvement in a more sustainable community that provides opportunity to reside, work and recreate.

Priorities for Service Enhancement or Improvement:

1. Continue research and monitoring of trends in the marketplace.
2. Work closely with developers and builders on initiatives that enhance the quality of public land development.
3. When appropriate, utilize the department resources and/or assets for initiatives that support community programs that benefit Council identified social and economic goals.

Key Performance Measures

Regular meetings, presentations and collaborative educational opportunities with the Destination Marketing Organization, Invest Medicine Hat, Canadian Home Builders Association, Urban Development Institute, Real Estate Board, Chamber of Commerce.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreation and public services.					
1	#3	#3.1	Work closely with Medicine Hat Destination Marketing Organization (tourism services contractor) to support their efforts for marketing and promotion of tourism with a focus on the river valley.		
2	#3	#3.2	Work closely with Invest Medicine Hat on new initiatives and strategies to attract commercial investment to the river valley through business support and utilizing industrial land assets.		
3	#3	#3.2	Leverage land development assets in the area of RiverWalk / Ranchlands area to attract commercial and recreational investment.		

Goal: Optimize and support the opportunities presented to the department to enhance the image of the community and build awareness about the land assets that provide opportunity for investment.

Priorities for Service Enhancement or Improvement:

1. Rebuild web content to reflect merged department with a much stronger marketing presence. Capture stats/data on web visits and viewings. Documentation of inquiries.
2. Capitalize on subdivision brand and marketing opportunities.
3. Build a marketing strategy for commercial and industrial land marketing and sales.

Key Performance Measures

Web site visits increase. Number of inquiries increase. Demonstrable increase in public awareness of the services offered by the department.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority					
Image and Profile:					
We promote our distinctive community and excellent quality of life to our citizens and the world.					
1	#4	#4.1	Ensure the Medicine Hat Destination Marketing Organization and Invest Medicine Hat align their external brand with that of the community and City corporation to ensure consistent messaging in their marketing, promotion and business/investment attraction.		
2	#4	#4.2	Ensure that the Medicine Hat Destination Marketing Organization is positively influencing the local industry to be a welcoming, engaging and service orientated tourism destination.		
3	#4	#4.3	Ensure that both contract providers for tourism services and economic development services develop and nurture a community education program that includes opportunities for public outreach (invitations to visit, explore, invest, live & work).		
4	#4	#4.4	As a result of careful and strategic planning supplemented by a robust public engagement process, Land and Business Support will strive to bring highly desired residential, commercial and industrial land development to market.		

Goal: Create economic and social value for the community via land assets, investment attraction and sustainable development.

Priorities for Service Enhancement or Improvement:

1. Analysis of market lease trends and opportunities.
2. Financial and project analysis of real estate development process.

Key Performance Measures

Collaboration with Invest Medicine Hat on two commercial / industrial projects that result in land sales.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority					
Fiscal Management:					
Responsible financial management focused on the long term ensures a sustainable city.					
1	#5	#5.1	Land management (leases) moves renewals and new leases to reflect market values ensuring maximum revenue generation while balanced with environmental risk management.		
2	#5	#5.1	Real estate development (residential, commercial, industrial) is well planned, designed and built with strict financial accountability resulting in maximum return on investment.		

Goal: Improve the delivery of economic development initiatives by leveraging business/industry knowledge and contacts combined with land opportunities for strategic investment.

Priorities for Service Enhancement or Improvement:

1. Department initiatives to enhance business relationships with investors and developers.
2. Improved data and statistical gathering to build knowledge of current (housing, commercial and industrial) market trends.
3. Collaborative data and statistical analysis to gain improved understanding of the current and future economy.

Key Performance Measures

A refined local, regional, provincial and national registry of companies, businesses and investors the department is or wishes to work with in terms of land development and economic development.

Strategy & Action Plans:

#	SP Ref	KR Ref	Strategic Priority & Key Result & Action Plans	Who	When
Strategic Priority					
City Government:					
The City increasing stands out as a well-governed and well-organized municipal corporation with a positive corporate culture.					
1	#6	#6.3, #6.6	The merger of the Land and Business Support departments has resulted in enhanced opportunities for leveraging knowledge (business/industry) and assets (land) providing a more focused one stop shop for economic development investment.		

FINANCIAL PLAN SUMMARY & HIGHLIGHTS

Departmental Operating Revenues & Expenses Summary:

LAND

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Sale of Services	7,485	11,645	6,040	(5,605)	7,140	1,100	7,140	8,140
Other	84	8	7	(1)	7	-	6	7
Internal Recovery – Other	437	32	-	(32)	-	(32)	-	-
Total Revenues	8,006	11,685	6,047	(5,638)	7,147	1,068	7,146	8,147
Expenses								
Salaries & Benefits	427	642	608	(34)	625	17	637	650
Contracted Services	265	138	141	3	141	-	141	142
Materials & Supplies	94	102	103	1	103	-	103	103
Cost of Land Sold	3,874	7,786	3,600	(4,186)	4,333	733	4,333	4,333
Other	13	3	3	-	3	-	3	3
Amortization	38	34	44	10	52	8	52	52
Internal Charges	804	796	682	(114)	702	20	709	727
Total Expenses	5,515	9,501	5,181	(4,320)	5,959	778	5,978	6,010
Net Operating Costs	(2,491)	(2,184)	(866)	1,318	(1,188)	(290)	(1,168)	(2,137)

Increases (decreases) in the net operating revenues and expenses are primarily due to the following factors:

2016-2017

Sales of Services / COLS

2017 projected residential lot sales are significantly reduced consistent with the current economic environment to 40 single family lots from a budget of 90 S.F. lots in 2016. Projections continue to include one multi-family lot and miscellaneous commercial. Cost of Lots Sold also reduce corresponding to the number of lots sold.

2017-2018

Sales of Services / COLS

2018 projections are based on an assumption of an economy beginning to improve and lot sales increasing to 50 single family lots from 40 in 2017. Projections continue to include one multi-family lot and miscellaneous commercial. Cost of Lots Sold also increase corresponding to the number of lots sold.

BUSINESS SUPPORT

Revenues	Prior Year Actuals 2015	Current Year Budget 2016	2017 Operating Budget	2016-2017 Change	2018 Operating Budget	2017-2018 Change	2019 Operating Forecast	2020 Operating Forecast
Misc. and Other Revenue	-	-	-	-	-	-	-	-
<i>Total Revenues</i>	-	-	-	-	-	-	-	-
Expenses								
Salaries & Benefits	154	128	104	(24)	108	4	110	112
Contracted Services	777	1,032	1,057	25	1,057	-	1,068	1,089
Materials & Supplies	2	4	3	(1)	3	-	3	3
Amortization	11	4	4	-	15	11	27	27
Internal Charges	78	80	93	13	98	5	99	101
<i>Total Expenses</i>	1,022	1,248	1,261	13	1,281	20	1,307	1,332
Net Operating Costs	1,022	1,248	1,261	13	1,281	20	1,307	1,332

No significant changes in the 2017-2018 operating budget.

Capital Revenues & Expenditures

The major capital projects for 2017 Years are: Costs to Complete Carry Forwards, Tourist Information Centre Upgrade, and Access Control.

TCA DECISION PACKAGE SUMMARY

Refer to Attachment A for detailed information on each decision package.

2017-2018 TCA Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Operating Impact*	Status
3.1	2017	Burnside Access Control (L&P), \$150K	\$0	
5.1	2017	Inventory Review (L&P), \$100K	\$0	
4.2	2017	Tourist Info Centre Upgrade (Bus Sup), \$350K	\$0	

* Impact in first full year of operations (actual impact may occur over a number of years).

MOE DECISION PACKAGE SUMMARY

Refer to Attachment B for detailed information on each decision package.

2017-2018 MOE Decision Packages (listed in priority order):*

Ref.	Year	Name	\$ Operating Impact*	Status
1.3	2017/2018	DDIP (Business Support) \$200K each year	\$200	

* Impact in first full year of operations (actual impact may occur over a number of years).

Strategic Priority 1:

Economic Development: We foster a sustainable, growing and diverse economy with a strong industrial base and a vibrant downtown.

Strategic Priority 2:

Infrastructure and Amenities: We have high quality, sustainable infrastructure and amenities, and a reputation for excellent management and maintenance.

Strategic Priority 3:

Social Wellness: A safe community that welcomes diversity and supports all citizens with high quality and accessible cultural, recreational and public services.

Strategic Priority 4:

Image and Profile: We promote our distinctive community and excellent quality of life to our citizens and the world.

Strategic Priority 5:

Fiscal Management: Responsible financial management focused on the long term ensures a sustainable city.

Strategic Priority 6:

City Government: The City increasingly stands out as a well-governed and well- organized Municipal Corporation with a positive corporate culture.

Strategic Priority 1: Economic Development Key Results

- **KR 1.1:** At least one more heavy industrial operator or major expansion of existing heavy industry occurs by December 2018.
- **KR 1.2:** A cohesive economic development strategy is completed and being implemented by December 2014.
- **KR 1.3:** The Downtown Revitalization Plan is funded and being implemented by June 2018.
- **KR 1.4:** Value added manufacturing and processing is increased by December 2016.

Strategic Priority 2: Infrastructure and Amenities Key Results

- **KR 2.1:** Improve and implement an asset management plan with attention to our deep utilities and transportation network by December 2016.
- **KR 2.2:** The flood mitigation plan is fully implemented by April 2016.
- **KR 2.3:** The percentage of renewable energy production and consumption increases relative to other business growth by September 2015 and thereafter.

Strategic Priority 3: Social Wellness Key Results

- **KR 3.1:** The river valley is developed as an aesthetic, recreational feature and as a tourist attraction by December 2018 and thereafter.
- **KR 3.2:** Appropriate river valley commercial development increases by December 2018 and thereafter.
- **KR 3.3:** Meaningful engagement opportunities for youth are developed and implemented by December 2015 and thereafter.
- **KR 3.4:** Opportunities to enhance existing green space are identified and implemented by December 2016 and thereafter.
- **KR 3.5:** Increased recreational opportunities in the south side of the city are identified and developed by December 2018.

Strategic Priority 4: Image and Profile Key Results

- **KR 4.1:** Medicine Hat promotional agencies align behind a strong external brand and promote Medicine Hat with a unified external voice by December 2015 and thereafter.
- **KR 4.2:** Visitors increasingly choose Medicine Hat as a destination, and increasingly leave with a positive impression of the city by December 2014 and thereafter.
- **KR 4.3:** Citizens are increasingly positive ambassadors for Medicine Hat by December 2014 and thereafter.
- **KR 4.4:** Medicine Hat is increasingly viewed as a choice community and a great place to work, live and play by December 2016 and thereafter.

Strategic Priority 5: Key Results

- **KR 5.1:** The City's healthy balance sheet provides flexibility for the future by March 2015 and thereafter.
- **KR 5.2:** A risk tolerance framework is articulated and adopted by Council by September 2014.
- **KR 5.3:** The City's sustainable equity pool continues to produce dividends by March 2014 and thereafter.

Strategic Priority 6: City Government Key Results

- **KR 6.1:** A high performance culture with clear accountabilities is in place in the City by December 2014.
- **KR 6.2:** Councilors are role models for excellence in governance by December 2014 and thereafter.
- **KR 6.3:** Increasingly efficient and effective customer-oriented service delivery is implemented in the City by December 2014 and thereafter.
- **KR 6.4:** Employee turnover is reduced and measurable increases in employee satisfaction are recorded by September 2014 and thereafter.
- **KR 6.5:** Council is a resource for strategic direction and advice to the CAO by September 2014 and thereafter.
- **KR 6.6:** The best organization structure for the City to move forward into the future is determined and implemented by December 2016.

ATTACHMENT A – TCA DECISION PACKAGES

Department: Land & Business Support
Division: Development & Infrastructure
Project Name: Burnside Heights Access Control
Project Type: Land Inventory
in thousands of dollars

Reference No: 3.1
Department Priority Ranking: N/A
Organization Priority Ranking: N/A
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

<u>Operating</u>		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	8	15	15	15	15	15	15	15	15	15
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		8	15	15	15	15	15	15	15	15	15
Revenue less Expense		\$ (8)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ (15)

Capital Expenditure	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %	0%										

Description & Purpose

LABS role is to manage, identify, plan, design, build and market residential, commercial and industrial subdivisions. This is done to generate income and to leverage Council's objectives and Strategic Priorities.

As part of the land management function, LABS controls access to City owned lands under its jurisdiction.

This project allows for the installation of at least 500 lineal metres of robust access control measures (fencing, gates, concrete barriers, signage, etc.) to reduce the number of unauthorized off road users from accessing these sensitive lands.

Implications & Justification

With out funding, the access control measures will not be installed.

Access restrictions help ensure the safety of all users by limiting the type and nature of off road vehicles that utilize the lands. These restrictions also protect City owned and sensitive lands from damage caused by unauthorized use.

As part of a comprehensive approach, the private land owner adjacent to the City lands will also be installing access controls for their property. Future years funding is identified to allow enhancements, extensions and upgrades to the initial access control measures.

Alternatives and Options

1) Do Nothing. Incursions on to these lands would increase. The City's Parks + Recreation department has notified LABS of a concern with the current situation and that unauthorized users are accessing these lands. Increases in unauthorized incursions are anticipated as the area becomes more well known with the off road enthusiast, especially with increased attention offered by the 670 Collective cycling group.

Changes in FTE headcount

None

<u>FINANCING SUMMARY</u>		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
OP)	Operating / Working Capital	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Land & Business Support
Division: Development & Infrastructure
Project Name: Inventory Review
Project Type: Land Inventory
in thousands of dollars

Reference No: 5.1
Department Priority Ranking: N/A
Organization Priority Ranking: N/A
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

<u>Operating</u>		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	5	10	10	10	10	10	10	10	10	10
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		5	10	10	10	10	10	10	10	10	10
Revenue less Expense		\$ (5)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)
Airport Commercial, Industrial Inventory Review		100	-	-	-	-	-	-	-	-	-
Capital Expenditure		\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %		15%									

	<u>APPROVED BUDGET</u>	<u>EST. TO 31/12/16</u>	<u>2017 2018 est TOTAL</u>	<u>TOTAL COST</u>	<u>Carry Forward Adjustments: COSTS TO COMPLETE</u>	
Airport Commercial, Industrial Inventory Review	\$ 6,000	\$ 2,200	\$ 3,800	\$ 6,000	\$ -	\$ -
	100	100	100	200	(100)	100
	\$ 6,100	\$ 2,300	\$ 3,900	\$ 6,200	\$ (100)	\$ 100

Description & Purpose

LABS role is to manage, identify, plan, design, build and market residential, commercial and industrial subdivisions. This is done to generate income and to leverage Council's objectives and Strategic Priorities.

These projects have previously approved budgets. For information relating to this projects, refer to the Capital Summary in this document. Funding is required to provide sufficient budget to complete L&P contractual requirements in various subdivisions.

Additional budget is required for several reasons, including significant construction cost increases after budget development, modified scope of work to meet changing regulatory requirements, and modifications to meet market driven demand.

Implications & Justification

With out funding, these projects will be insufficiently funded.

This would result in these projects not being completed and LABS obligations would go unfulfilled.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) None

Changes in FTE headcount

None

<u>FINANCING SUMMARY</u>		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
OP)	Operating / Working Capital	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Land & Business Support
Division: Development & Infrastructure
Project Name: Tourist Information Centre Upgrade
Project Type: Business Support
in thousands of dollars

Reference No: 4.2
Department Priority Ranking: N/A
Organization Priority Ranking:
Recommended by Management Team: Yes/No
 (ie. is included in staff proposed plan)

Operating		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	8	20	23	23	23	23	23	23	23	23
	Debt financing (Principal)	23	32	33	34	35	35	36	37	37	38
	Debt financing (Interest)	5	7	6	5	4	4	3	2	2	1
Total		36	59	62	62	62	62	62	62	62	62
Revenue less Expense		\$ (36)	\$ (59)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (62)
Capital Expenditure		\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %		0%									

Description & Purpose

Business Support's role is to make Medicine Hat a great place for business. This is done through direct contact with the business community as supporting and monitoring the City's investments in external economic development service providers. The Tourist Information Centre is a key investment, as is the City's investment in Tourism Medicine Hat. A key component of the Tourist Information Centre is the RV Sani Dump, which is well used although undersized during peak travel periods. There are two RV Sani Dumps in the city, both of which are owned and operated by the City. The intention is to increase the size of the facility to double the amount of RVs that can utilize the facility at one time. The work would need to be undertaken so as to not minimize disruptions during the critical May - September tourism timeframe. Design work would be completed in July 2017 with construction commencing in October 2017 and completion by May 2018. The design will investigate the most efficient configuration and location.

Implications & Justification

Without this funding, the required capital improvements can not be completed. Those visitors traveling to / through Medicine Hat require suitable access a clean, friendly and well sized RV Sani Dump and Potable Water Station. Economic conditions are encouraging Canadians to spend more time inside Canada while the lower Canadian dollar makes Canada attractive to our American guests. As a result, investments in tourism infrastructure are needed.

Alternatives and Options

- 1) Do Nothing. The current RV Sani Dump still functions, although the capacity is below ideal conditions. Low capacity translates to increased wait time for our out of town travelers, which can lead to increased frustration. Poor first impressions will cause travelers to shorten their stay and potentially skip our community on future visits.
- 2) Construct an alternate RV Sani Dump elsewhere in the city. Capital construction costs would greatly exceed costs to expand the station at the Tourist Information Centre. The Tourist Information Centre is centrally located for all highway travelers and offers a great location to take a break and enjoy the views.
- 3) Encourage the business community to construct additional RV Sani Dumps elsewhere in the city. Due to regulations associated with construction of gas / diesel refueling stations, the opportunities for additional RV Sani Dump stations are becoming fewer as the business community is shying away from construction new gas / diesel refueling stations due to regulatory hurdles and tight economic returns.

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
DEB)	Debenture	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B – MOE DECISION PACKAGES

Department: Land and Business Support
Division: Development and Infrastructure
Project Name: Downtown Development Incentive Program
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 1.3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes/No
(ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	-	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
Total		-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Major Operating Expense		\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

Continuation of the Downtown Development Incentive Program that was initiated in 2011 and revised in 2015. The program focuses on providing grants to assist property owners in the downtown who are redeveloping or doing new development.

Implications & Justification

The past program has supported significant (+/- \$10M) private sector investment in the downtown. Administration recommends the program be continued as utilization of the program has been fully subscribed with more applications than there is funding. The redevelopment of downtown aligns with Council's strategic priority of economic development and downtown redevelopment.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Do not fund the program. This may result in a reduction of private investment in the downtown.

Changes in FTE headcount

N/A

FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Operating	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -

2017 - 2026 TANGIBLE CAPITAL ASSET BUDGET
Summary of Capital (TCA) Budget Requests
In thousands of dollars

CORPORATE SUMMARY

TCA DESCRIPTION	BUDGET REQUEST		BUDGET FORECAST								10 YEAR TOTAL	Ranking Results	
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026		17	18
General Government													
CAO Capital Contingency	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 10,000	-	-
Council Infrastructure Contingency	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	-
Land & Business Support													
Tourism Information Centre Upgrade	350	-	-	-	-	-	-	-	-	-	350	-	-
Human Resources													
Online Application System	-	45	-	-	-	-	-	-	-	-	45	-	49
Medgate Software Upgrade	-	40	-	-	-	-	-	-	-	-	40	-	41
Finance													
Debt Management System	-	60	-	-	-	-	-	-	-	-	60	-	40
Pathway To 311	-	-	370	-	-	-	-	-	-	-	370	-	-
Information & Computer Services													
IT Security Upgrades / Consulting / SOP / Documentation	1,191	-	-	-	-	-	-	-	-	-	1,191	61	-
Communication Towers Remediation	500	-	-	-	-	-	-	-	-	-	500	64	-
Wide Area Network Replacement (CANOPY)	300	-	-	-	-	-	-	-	-	-	300	60	-
UPS Replacement (Exide) Electric Distribution Communication Room	75	-	-	-	-	-	-	-	-	-	75	42	-
Mailroom Inserter Replacement	75	-	-	-	-	-	-	-	-	-	75	53	-
Keyscan Security Systems Panels Replacement	46	46	-	-	-	-	-	-	-	-	92	47	47
Core Technology Infrastructure Planned Refresh	-	-	-	-	570	570	-	-	-	-	1,140	-	-
CityWorks - Corporate Computerized Maintenance Management System	2,000	-	-	-	-	-	-	-	-	-	2,000	35	-
City Hall Data Centre Electrical Systems and Airflow Optimization	-	-	490	-	-	-	-	-	-	-	490	-	-
Corporate Asset Management													
Animal Pound Facility Rehabilitation	500	-	-	-	-	-	-	-	-	-	500	64	-
Family Leisure Centre Exterior Cladding	-	-	500	-	-	-	-	-	-	-	500	-	-
Building Modernization and Refreshment Program	150	150	150	150	150	150	150	150	150	150	1,500	59	59
Esplanade - Replace Boilers / BMS Controllers	2,300	-	-	-	-	-	-	-	-	-	2,300	57	-
Hockey Hounds - Dehumidifier	450	-	-	-	-	-	-	-	-	-	450	52	-
Fleet Services Pipework Above Transit Bays	50	-	-	-	-	-	-	-	-	-	50	43	-
Kinplex - Kin 1 Roof Replacement	600	-	-	-	-	-	-	-	-	-	600	54	-
City Hall - Replace Parkade Roofing (Phase II)	-	1,500	-	-	-	-	-	-	-	-	1,500	-	51
City Hall - Repair Parkade Foundation Wall & Storm Sewer Pipe	-	300	-	-	-	-	-	-	-	-	300	-	48
Moose Rec Centre - Ice Slab Replacement	-	1,200	-	-	-	-	-	-	-	-	1,200	-	48
Police Point Nature Centre - Addition & Renovations	-	-	-	-	-	-	1,200	-	-	-	1,200	-	-
Medicine Hat Police Service - Roof Replacement	350	-	-	-	-	-	-	-	-	-	350	50	-

2017 - 2026 TANGIBLE CAPITAL ASSET BUDGET
Summary of Capital (TCA) Budget Requests
In thousands of dollars

CORPORATE SUMMARY

TCA DESCRIPTION	BUDGET REQUEST		BUDGET FORECAST								10 YEAR TOTAL	Ranking Results	
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026		17	18
Corporate Asset Management continued													
Infrastructure Rehabilitation	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 19,000	46	46
ICS Data Centre HVAC Redundancy	525	-	-	-	-	-	-	-	-	-	525	40	-
Portable Vertical Lifts & Work Platforms	200	-	-	-	-	-	-	-	-	-	200	41	-
Canada Post Land Acquisition	250	-	-	-	-	-	-	-	-	-	250	39	-
Fleet Services AVL System	25	-	-	-	-	-	-	-	-	-	25	43	-
Fleet Services Lifts Replacement	120	-	-	-	-	-	-	-	-	-	120	43	-
Fleet Services HAZMAT Shacks	50	-	-	-	-	-	-	-	-	-	50	42	-
Fleet Services Tire Machine Replacement	20	-	-	-	-	-	-	-	-	-	20	41	-
Community Partnership Requests	370	600	-	-	-	-	-	-	-	-	970	69	69
Parks & Recreation Administration Building Expansion	500	-	-	-	-	-	-	-	-	-	500	-	-
Fire Services													
Infrastructure Rehab Stn. 1, 2 and 3	50	50	-	55	60	60	65	-	-	-	340	51	51
Concrete Ramp Stn. 3	-	-	-	-	-	150	-	-	-	-	150	-	-
Hydraulic Tool Stn. 1, 2 and 3	-	-	-	-	150	-	-	-	-	-	150	-	-
Thermal Camera Stn. 1, 2 and 3	-	-	-	-	-	-	75	-	-	-	75	-	-
Mobile Data Terminals	-	48	-	-	-	-	-	-	-	-	48	-	45
Parking Lot Stn. 1	-	-	-	70	-	-	-	-	-	-	70	-	-
Asset Management	-	50	-	-	-	-	-	-	-	-	50	-	47
PPE Washer Stn. 1	15	-	-	-	-	-	-	-	-	-	15	40	-
Community Development													
911 Digital Recorder Replacement	60	-	-	65	-	-	70	-	-	75	270	54	-
911 Intrac Alarm Monitoring System Replacements	200	-	250	-	250	-	250	-	-	-	950	62	-
Theatre Projector Replacement	25	-	-	-	30	-	-	-	-	-	55	44	-
Sound Console Replacement	35	-	-	-	-	-	-	-	-	45	80	44	-
Specialized Equipment Replacement Program	-	300	-	-	-	-	-	-	-	-	300	-	57
Museum Permanent Gallery Redevelopment	-	-	-	-	1,000	-	-	-	-	-	1,000	-	-
Accessible Bus Stop Program	100	100	100	-	-	-	-	-	-	-	300	64	64
Next Bus Software and Infrastructure	-	250	-	-	-	-	-	-	-	-	250	-	51
911 / Police Communications Room Fire Suppression System	175	-	-	-	-	-	-	-	-	-	175	41	-

2017 - 2026 TANGIBLE CAPITAL ASSET BUDGET
Summary of Capital (TCA) Budget Requests
In thousands of dollars

CORPORATE SUMMARY

TCA DESCRIPTION	BUDGET REQUEST		BUDGET FORECAST								10 YEAR	Ranking Results	
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL	17	18
Parks & Recreation													
Southlands School On Site Development	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125	47	-
Tree Replacement Strategy (Berms)	50	-	50	50	-	-	-	-	-	-	150	63	-
South Ridge Recreation & Wellness Centre YMCA Improvements	60	-	-	60	-	60	15	-	-	-	195	61	-
Infrastructure Rehab (Parks & CAM)	-	950	-	-	-	-	-	-	-	-	950	-	63
Community Partnership Requests	160	135	300	-	-	-	-	-	-	-	595	69	69
Shrub Bed Removal Program	250	250	250	-	-	-	-	-	-	-	750	52	52
Gershaw Interchange Landscaping Redevelopment	200	-	-	-	-	-	-	-	-	-	200	60	-
Computerized Irrigation System Upgrade	50	-	75	-	-	-	-	-	-	-	125	52	-
Parks Infrastructure Program	2,040	2,040	2,060	2,080	2,100	2,120	2,145	2,165	2,185	2,210	21,145	66	66
Recreation Infrastructure Program	250	250	250	250	250	250	250	250	250	250	2,500	62	62
Parks and Facility Accessibility Program	200	200	200	200	200	200	200	200	200	200	2,000	66	66
SSR Recreational Opportunities	525	410	378	275	250	275	425	375	300	350	3,563	56	56
Riverside Park and Devonian Trail Redevelopment	-	-	500	500	100	400	600	500	400	-	3,000	-	-
Drainage and Erosion Program	75	-	75	75	75	75	75	75	75	75	675	54	-
Open Space Redevelopment	50	-	100	100	100	100	100	100	100	100	850	54	-
Outdoor Lighting Program	35	575	500	200	600	200	200	250	-	-	2,560	61	61
Parking Lot Development	200	-	-	-	-	-	-	-	-	-	200	50	-
Storage Sheds - Echo Dale Regional Park & Family Leisure Centre	15	50	-	-	-	-	-	-	-	-	65	43	43
Hillside Cemetery Capacity Development	50	-	100	450	50	-	125	500	-	-	1,275	54	-
Medicine Hat Exhibition Stampede Fieldhouse Turf Replacement & Netting	-	250	-	-	-	-	-	-	-	-	250	-	56
Ball Diamond Dugout Replacement	-	150	-	-	-	-	-	-	-	-	150	-	40
Leisure Trail Development	-	250	-	-	-	-	-	-	-	-	250	-	48
Hillside Cemetery Irrigation Rehabilitation	-	-	600	500	500	-	-	-	-	-	1,600	-	-
Athletic Park Upgrading	-	-	250	180	390	125	75	150	-	-	1,170	-	-
Irrigation Infrastructure Upgrades	-	-	350	-	-	-	-	-	450	-	800	-	-
Sportsfield and Facilities Upgrades	-	-	550	1,750	-	-	350	-	12,000	550	15,200	-	-
Canalta Centre Infrastructure Program	-	-	65	-	75	-	-	65	-	295	500	-	-
Gas City Campground Upgrade	-	-	250	700	250	-	500	-	-	-	1,700	-	-
Building Security and Access System Program	-	-	75	75	75	-	-	-	-	-	225	-	-
Echo Dale Campground Development	-	-	3,000	-	-	-	-	-	-	-	3,000	-	-
Highboard Rink Redevelopment	-	-	-	-	400	-	-	425	-	-	825	-	-
Gas City Campground Expansion	-	-	-	-	-	-	-	3,000	-	-	3,000	-	-
Water Treatment Plant Infrastructure Upgrades	-	-	200	-	-	-	-	-	-	-	200	-	-



2017 - 2026 TANGIBLE CAPITAL ASSET BUDGET
Summary of Capital (TCA) Budget Requests
In thousands of dollars

CORPORATE SUMMARY

TCA DESCRIPTION	BUDGET REQUEST					BUDGET FORECAST					10 YEAR TOTAL	Ranking Results	
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026		17	18
Municipal Works													
Infrastructure Rehabilitation Program	\$ 4,700	\$ 5,000	\$ 5,300	\$ 5,600	\$ 5,900	\$ 6,200	\$ 6,500	\$ 6,800	\$ 7,100	\$ 7,400	\$ 60,500	73	73
Storm Sewer Replacement and Renewal	3,500	3,700	4,000	4,200	4,400	4,700	4,900	5,200	5,200	5,200	45,000	70	70
Sidewalk / Pathway Accessibility and Connectivity	300	300	300	300	300	250	250	250	250	250	2,750	66	66
Runway 09-27 - Design & Engineering	250	-	-	-	-	-	-	-	-	-	250	72	-
Runway 09-27 Rehabilitation	-	-	4,000	-	-	-	-	-	-	-	4,000	-	-
Airport South Node Storm Trunk	-	-	-	6,000	-	-	-	-	-	-	6,000	-	-
Various Intersection and Signalized Corridor Improvements	375	375	375	375	375	375	375	375	375	375	3,750	68	68
Street Light LED Conversion	2,300	-	-	-	-	-	-	-	-	-	2,300	71	-
Kingsway and Spencer Intersections Upgrade	-	-	3,500	-	-	-	-	-	-	-	3,500	-	-
Traffic Signal Controllers and Related Infrastructure	60	60	60	60	60	60	60	60	60	60	600	59	59
Saamis and Cottonwood Coulee Storm Conveyance Rehabilitation	-	-	6,000	-	-	-	-	-	-	-	6,000	-	-
Downtown Surface Enhancements	-	-	1,000	-	500	-	-	-	-	-	1,500	-	-
Kensington Coulee Storm Conveyance Rehabilitation	-	-	-	3,000	-	-	-	-	-	-	3,000	-	-
Arterial Road Upgrade 2020	-	-	-	9,000	-	-	-	-	-	-	9,000	-	-
Industrial Avenue Bridge Replacement	-	-	-	-	5,000	-	-	-	-	-	5,000	-	-
Arterial Road Upgrade 2022	-	-	-	-	-	4,000	-	-	-	-	4,000	-	-
South Boundary Road Phase 2	-	-	-	-	-	-	11,000	-	-	-	11,000	-	-
Day Street Bridge Replacement	-	-	-	-	-	-	-	-	-	5,000	5,000	-	-
Kipling Street Corridor & College Intersection Upgrade	-	-	2,500	11,500	-	-	-	-	-	-	14,000	-	-
Police Services													
Various (Ancillary Equipment/EDU Robot/IT Data Server/Traffic Equipment)	250	328	40	40	40	40	40	40	40	40	898	-	-
TOTAL	\$ 31,627	\$ 23,912	\$ 43,013	\$ 51,760	\$ 28,100	\$ 24,260	\$ 33,895	\$ 24,830	\$ 33,035	\$ 26,525	\$ 320,957		
Annual Increase (%)	-37%	-24%	80%	20%	-46%	-14%	40%	-27%	33%	-20%	100%		

FUNDING SOURCES	BUDGET REQUEST					BUDGET FORECAST					10 YEAR TOTAL
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
Government Grants	\$ 19,550	\$ 16,324	\$ 29,466	\$ 39,015	\$ 22,148	\$ 19,346	\$ 20,276	\$ 17,004	\$ 16,492	\$ 21,902	\$ 221,523
Debenture	2,166	-	6,030	3,275	2,010	1,245	2,800	4,140	12,850	845	35,361
Reserves	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000
Internal Loans	3,616	1,443	650	215	430	150	470	150	150	225	7,499
Other External Sources (Third Party / Trade-in)	475	410	-	-	-	-	-	-	-	-	885
Offsites	-	-	3,000	5,750	-	-	6,820	-	-	-	15,570
Transfer from Operating	3,820	3,735	1,867	1,505	1,512	1,519	1,529	1,536	1,543	1,553	20,119
FINANCING TOTAL	\$ 31,627	\$ 23,912	\$ 43,013	\$ 51,760	\$ 28,100	\$ 24,260	\$ 33,895	\$ 24,830	\$ 33,035	\$ 26,525	\$ 320,957



2017 - 2026 OPERATING BUDGET
Summary of Major Operating Expense Budget Requests
In thousands of dollars

CORPORATE SUMMARY													
MOE DESCRIPTION	BUDGET REQUEST		BUDGET FORECAST								10 YEAR	Ranking Results	
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	TOTAL	17	18
City Solicitor													
Litigation Matters	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120	61	-
City Clerk													
2017 Municipal Census	150	-	160	-	170	-	180	-	190	-	850	61	-
2017 Municipal Election	193	-	-	-	212	-	-	-	233	-	638	63	-
Land & Business Support													
Downtown Development Incentive Program (DDIP)	200	200	200	200	200	-	-	-	-	-	1,000	65	65
Finance													
Cogsdale Customer Service Management (CSM) System	-	155	-	160	-	165	-	170	-	-	650	-	61
Value For Money Audit	-	120	-	130	-	140	-	150	-	160	700	-	61
Pathway to 311	-	100	-	-	-	-	-	-	-	-	100	-	54
Information & Computer Services													
Agresso Enhancements	-	200	-	200	-	200	-	200	-	200	1,000	-	63
Network Closet Wiring Standardization	-	75	75	-	-	-	-	-	-	-	150	-	54
Community Development													
Equipment Replacement Program	-	-	-	-	40	-	40	-	50	-	130	-	-
Planning & Development Services													
Intermunicipal Development Plan	-	150	-	-	-	-	-	-	-	-	150	-	67
Municipal Development Plan	210	40	-	-	-	-	-	-	-	-	250	68	68
Parks & Recreation													
Planning and Development Plans	-	-	130	50	-	-	-	-	125	225	530	-	-
Municipal Works													
Infrastructure Rehab (Bridge / Storm / Sidewalk / Streetlight)	265	100	-	250	-	100	-	300	-	150	1,165	-	-
Air Service Attraction, Retention and Development	-	50	-	50	-	50	-	-	-	-	150	-	62
Roadway System Master Plan Update	-	-	100	-	-	-	-	-	-	-	100	-	-
Storm Water BU	-	-	50	-	-	-	-	-	-	-	50	-	-
Connaught Pond Dam Safety Review	-	-	-	50	-	-	-	-	50	-	100	-	-
Police Services													
Various (Taser Transition / MDT Refresh / In Car Camera Pilot)	83	40	40	40	40	40	40	40	40	40	443	-	-
DEPARTMENTAL TOTAL	\$ 1,221	\$ 1,230	\$ 755	\$ 1,130	\$ 662	\$ 695	\$ 260	\$ 860	\$ 688	\$ 775	\$ 8,276		
Annual Increase (%)	9%	1%	-39%	50%	-41%	5%	-63%	231%	-20%	13%	100%		
FUNDING SOURCES													
Operating	\$ 1,221	\$ 1,230	\$ 755	\$ 1,130	\$ 642	\$ 695	\$ 240	\$ 860	\$ 663	\$ 775	\$ 8,211		
Grants	-	-	-	-	20	-	20	-	25	-	65		
Third Party	-	-	-	-	-	-	-	-	-	-	-		
TOTAL FUNDING SOURCES	\$ 1,221	\$ 1,230	\$ 755	\$ 1,130	\$ 662	\$ 695	\$ 260	\$ 860	\$ 688	\$ 775	\$ 8,276		

ATTACHMENT A - TCA DECISION PACKAGES

Department: Administrative Committee
Division: General Government
Project Name: CAO Capital Contingency
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
ROI %											

Description & Purpose

Miscellaneous minor capital expenditures

Implications & Justification

This is a tangible capital asset budget for miscellaneous capital expenditures of a lower value.

This will remove the requirement of having Council approve minor capital expenditures and will increase the time required to have budgets approved.

Alternatives and Options

- 1) No CAO miscellaneous capital expenditures budget (Not recommended)

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans/Reserves	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Administrative Committee
Division: General Government
Project Name: Council Capital Contingency
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
ROI %											

Description & Purpose

Miscellaneous minor capital expenditures

Implications & Justification

This is a tangible capital asset budget for miscellaneous capital investment and/or small capital purchases and various one time operating expenditures.

This will remove the requirement of having Council approve minor capital expenditures and will increase the time required to have budgets approved.

Alternatives and Options

- 1) No Council miscellaneous capital expenditures budget (Not recommended)

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans/Reserves	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 1,000	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Land & Business Support
Division: Development & Infrastructure
Project Name: Tourist Information Centre Upgrade
Project Type: Business Support
in thousands of dollars

Reference No: 4.2
Department Priority Ranking: N/A
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

Operating		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	8	20	23	23	23	23	23	23	23	23
	Debt financing (Principal)	23	32	33	34	35	35	36	37	37	38
	Debt financing (Interest)	5	7	6	5	4	4	3	2	2	1
Total		36	59	62	62	62	62	62	62	62	62
Revenue less Expense		\$ (36)	\$ (59)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (62)
Capital Expenditure		\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Business Support's role is to make Medicine Hat a great place for business. This is done through direct contact with the business community as supporting and monitoring the City's investments in external economic development service providers. The Tourist Information Centre is a key investment, as is the City's investment in Tourism Medicine Hat.

A key component of the Tourist Information Centre is the RV Sani Dump, which is well used although undersized during peak travel periods. There are two RV Sani Dumps in the city, both of which are owned and operated by the City. The intention is to increase the size of the facility to double the amount of RVs that can utilize the facility at one time. The work would need to be undertaken so as to not minimize disruptions during the critical May - September tourism timeframe. Design work would be completed in July 2017 with construction commencing in October 2017 and completion by May 2018. The design will investigate the most efficient configuration and location.

Implications & Justification

Without this funding, the required capital improvements can not be completed.

Those visitors traveling to / through Medicine Hat require suitable access a clean, friendly and well sized RV Sani Dump and Potable Water Station. Economic conditions are encouraging Canadians to spend more time inside Canada while the lower Canadian dollar makes Canada attractive to our American guests. As a result, investments in tourism infrastructure are needed.

Alternatives and Options

1) Do Nothing. The current RV Sani Dump still functions, although the capacity is below ideal conditions. Low capacity translates to increased wait time for our out of town travelers, which can lead to increased frustration. Poor first impressions will cause travelers to shorten their stay and potentially skip our community on future visits.

2) Construct an alternate RV Sani Dump elsewhere in the city. Capital construction costs would greatly exceed costs to expand the station at the Tourist Information Centre. The Tourist Information Centre is centrally located for all highway travelers and offers a great location to take a break and enjoy the views.

3) Encourage the business community to construct additional RV Sani Dumps elsewhere in the city. Due to regulations associated with construction of gas / diesel refueling stations, the opportunities for additional RV Sani Dump stations are becoming fewer as the business community is shying away from construction new gas / diesel refueling stations due to regulatory hurdles and tight economic returns.

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
DEB)	Debenture	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Human Resources
Division: Corporate Services
Project Name: Online Application System
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	15	15	15	15	15	15	15	15	15
	Amortization	-	-	2	5	5	5	5	5	5	5
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	15	17	20	20	20	20	20	20	20
Revenue less Expense		\$ -	\$ (15)	\$ (17)	\$ (20)	\$ (20)	\$ (20)	\$ (20)	\$ (20)	\$ (20)	\$ (20)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Purchase and implementation of an online application system and resume database that allows the recruitment team to efficiently screen applicants for positions.

Implications & Justification

The purchase and implementation of an online application and resume database allows the recruitment team to sort and screen resumes for each competition more efficiently by identifying criteria, screening based on qualifications and sharing resumes with managers.

The system also allows the recruitment team to save resumes, contact candidates about potential jobs matching their interests and search existing resumes for matches to vacancies.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Continue to manually sort resumes - takes considerable time to screen out unqualified resumes when there are 200+ applicants per posting

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Human Resources
Division: Corporate Services
Project Name: Medgate Software Upgrade
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	2	4	4	4	4	4	4	4
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	-	2	4	4	4	4	4	4	4
Revenue less Expense		\$ -	\$ -	\$ (2)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The Occupational Health Software "Medgate" will need to be upgraded as the current version is no longer supported.

Implications & Justification

An updated version of Medgate will need to be installed to ensure that we are running a supported version. Medgate is used to track Occupational Health Cases that are being supported by the Human Resources Department.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Use the HSE incident tracking system to track Occ Health information - the system that HSE is currently pursuing does not have an Occ Health Component

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Finance
Division: Corporate Services
Project Name: Debt Management System
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 1.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	10	10	10	10	10	10	10	10	10	10
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	10	10	10	10	10	10	10	10	10	10
Revenue less Expense		\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (10)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %		-16.67%									

Description & Purpose

To invest in a debt management system

Implications & Justification

The City of Medicine Hat currently maintains debt and debt schedules in excel. This results in a labor intensive process to roll-over the existing debt schedules. A new system would allow us to work more efficiently and alleviate the need to add roll-over the existing debt schedules. A new system would allow us to work more efficiently and alleviate the need to add new staff.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Continue to use excel spreadsheets to manage debt and debt schedules.

Changes in FTE headcount

This program will allow us to maintain existing staffing levels as transactions and volume increases.

FINANCING SUMMARY	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
OP) Operating / Working Capital	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Finance - Customer Service & Collections
Division: Corporate Services
Project Name: Pathway to 311
Project Type: TCA (one-time cost)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ 370	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Pathway to 311 - Integrated Customer Experience. A 311 Centre provides the public with a central point of contact for City of Medicine Hat information, programs and service requests. It offers customers simplicity with well defined work processes, and managed work flows. 311 Agents assist customers with their request until completion or in cases where the request requires a higher level of technical expertise, the request is sent to the appropriate department for completion, tracked and measured.

Implications & Justification

To explore an enhanced integrated customer experience on the pathway to 311. Consultant required in 2017 to assist in the requisition of the appropriate CRM systems that would be required, define the scope of 311 and help define the pathway to get there in an efficient manner. 2018 the purchase of a CRM system would be required. A SRM system is the tool that integrates with all other city systems (Cogsdale & City Works) to have one order book for service simplicity. Keeps all the customer information and tracking in one central system. Without a CRM, all tracking would be manual or required duplication.

Alternatives and Options

1) No change to existing operations. This is not recommended as work is being duplicated through numerous departments with customer interactions. No central customer information system is in place. Current system lacks intelligence, accountability and tracking, department focus (customer vs operational) and customer simplicity.

FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Operating	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Technical Services
Project Name: IT Security Upgrades/Consulting/SOP/Documentation
Project Type: TCA (\$90k starting in 2021)
in thousands of dollars

Reference No: TCA_IC5001
Department Priority Ranking: 1 of 7
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	90	90	90	90	90	90
	Amortization	60	119	119	119	119	119	119	119	119	119
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	60	119	119	119	209	209	209	209	209	209
Revenue less Expense		\$ (60)	\$ (119)	\$ (119)	\$ (119)	\$ (209)	\$ (209)	\$ (209)	\$ (209)	\$ (209)	\$ (209)
Tax Impact		-0.01%	-0.02%	-0.02%	-0.02%	-0.03%	-0.03%	-0.03%	-0.03%	-0.03%	-0.03%
Capital Expenditure		\$ 1,191	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Describe project or program description and purpose: This project proposes development of a corporate IT Security Program (Cyber Security Program), effectively coordinating people, process and technology, and tuned to protecting and maintaining our current and ongoing CMH business services and operations. When starting to build an IT security program based on effective risk management principles, there are 4 major components: Plan, Build, Operate and Govern. This project focuses on the Plan (including Governance *planning*), Build and Operate components:

- Plan** - plan an effective cyber security program: \$265K
 Threat Risk Assessment
 Development of a security strategy and ultimately a Reference Security Architecture
 Development of a formal vulnerability management program
 Establishment of a formal security awareness program
 Develop/adopt an information classification standard
 Document critical information flows, review core database accounts, secure application development/adoption process
- Build** - build the controls: \$435K
 Secure zoning *design*
 Unified Threat Protection technology procurement and zoning *implementation*
 Implement a secure password management system
 Enhance data backup and disaster recover systems and processes - essential to recover from nefarious IT security events
- Operate** - Operational Security: \$196K (one time costs); annual services costs \$90K
 SIEM Deployment: situational awareness active monitoring and remediation
 Regular security testing - ensure controls work. This is usually a contracted service (x2/yr)
 Tuning/Noise Reduction - optimizing people/process/technology

Plan and Build components should be executed at the same time, as it is vital to have active controls in place to help protect the City's information and IT assets. These controls will be tuned as planning progresses and with program maturity.

Implications & Justification

Detail why the project or program is being recommended: Cybersecurity is has become a corporate priority for most organizations. Today's IT security threats are more sophisticated than ever. Putting up walls and reacting to known intrusions are no longer enough to keep critical systems and information assets secure. Frequently supported and financed by criminal or state-sanctioned organizations, advanced and persistent cyber attacks seek to damage, disrupt, destroy, and steal our information and services, with a new focus on public sector organizations. New technologies, well-funded and determined adversaries, and interconnected CMH information environments have combined to increase our risk exposure to cyberattacks. Critical digital assets are being targeted at an unprecedented rate and the potential impact to operations and services has never been greater.

What are the benefits? Protect CMH people, services, operations, reputation and information assets from the growing threat of cyber attacks bly increaslyng sophisticated and determined adversaries. In the past few years, there has been increased focus on targeting public sector institutions, and its just a matter of time before CMH is impacted by one or more of these events. These events often have a heavy financial and reputational impact to public sector organizations.

Continued next page...

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen:

- 1) Do nothing/maintain current security posture: On the industry Cyber Security Maturity 0-5 scale, CMH current level of maturity is between 0 & 1. Given the current state protection process and controls, a successful attack is extremely likely in the near future as witnessed by the "near miss" email phishing attempt directed at the CAO recently. Maintaining our current security posture is not a viable or sustainable option
- 2) Only implement the **"Build"** component: This alternative would significantly improve CMH network perimeter security. It does not address social engineered malicious attacks designed to work through "legitimate" IT controls - such as the recent email impersonating our CAO directing payment to an outside entity. Only people controls can prevent these social engineered attacks - hence the need for an IT security awareness program, part of a larger Security Architecture plan.
- 3) Only implement elements of the **"Plan"** component: Planning and adoption of a *comprehensive and effective* cyber security program will take more than a year. During that time we remain at risk of malicious attack given the current state of CMH cyber security IT controls. While program planning is very important, the organization can only realize limited benefit from the plan alone, without the complementary IT controls (the process and technology pieces of people/process/technology program synergy) to create an effective security posture.

Changes in FTE headcount

None

<u>FINANCING SUMMARY</u>		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
DEB)	Debt	\$ 1,191	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 1,191	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Electronics and Telecommunications
Project Name: Communication Towers Remediation
Project Type: TCA
in thousands of dollars

Reference No: TCA_ICS_002
Department Priority Ranking: 2 of 7
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	25	50	50	50	50	50	50	50	50	50
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	25	50	50	50	50	50	50	50	50	50
Revenue less Expense		\$ (25)	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (50)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The purpose of this capital cost is to bring our radio towers up to the proper CSA standard. We have 3 major towers and 9 secondary towers that provide communications to our Motorola 2-way radios, INTRAC security systems, Gas Scada, Electric Scada, AMI and Canopy wireless network.

Implications and Justification

It is extremely important for the approval of this capital project in order to repair our radio towers that provides critical emergency communications to our major City operations such as Police Services, Fire Services, 911, Gas, Electric, AMI, Transit Services and ICS. The failure or extended downtime of these tower antennas would pose a risk of public safety.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Do nothing and wait for critical systems to fail.
- 2) Operate illegally with non-standard CSA approved radio towers. (Not recommended)

Changes in FTE headcount

There are no new FTE's required for this capital project.

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
DEB)	Debenture	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Technical Services
Project Name: Wide Area Network Replacement (CANOPY)
Project Type: TCA (\$30k starting in 2021)
in thousands of dollars

Reference No: TCA_IC5003
Department Priority Ranking: 3 of 7
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	30	30	30	30	30	30
	Amortization	15	30	30	30	30	30	30	30	30	30
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	15	30	30	30	60	60	60	60	60	60
Revenue less Expense		\$ (15)	\$ (30)	\$ (30)	\$ (30)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (60)
Tax Impact		0.00%	0.00%	0.00%	0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace 20 yr old Canopy outdoor Wide Area Network (WAN) system with current technology

Implications & Justification

The 20 year old Canopy WAN technology currently utilized by the city has reached end of service support life - vendor no longer supports software and parts are increasingly difficult to purchase. (*important note: 20yrs is an extremely long lifespan for any IT equipment*) The Canopy network supports normal and critical business functions at over 20 remote CMH sites, ranging from basic IT support for remote business units to enabling critical Gas SCADA communications. Loss of the WAN service would severely impact operations of several key CMH business functions. In addition, this older WAN technology cannot support many of the advanced network services the city now depends on for information and communication services (quality of service, sufficient bandwidth, low latency, etc.).

Benefits: Replacement with current "best of breed" outdoor WAN technology will continue to support basic CMH network communications, while enabling support for key IT services at the remote sites, including high-bandwidth applications (e.g. GIS), IP-telephones, video-streaming, enhanced security, centralized network management/monitoring, and others. Support for the WAN system elements (software, hardware) will be available for the servicable life of this type of system, typically 6-10 years.

Capital Project Costs: \$266,000; no third party funding committed. With the old Canopy system at end of service life, all of the annual support costs for a new system will be net new to budget.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Keep existing system until 2019: The risk associated with this option is High, as there is no assurance that CMH personnel could maintain the system with our existing inventory of spare parts, and keep the control software running. A WAN network failure would result in disconnection of IT service to remote sites: Email, corp applications, Internet, Intranet, etc.
- 2) Contract network telecommunication services between main CMH network and remote sites. Most remote sites are not in areas 3rd party serviced by adequate network services. Activation and ongoing service costs is very high when compared to CMH maintaining the service.
- 3) Connect remote site via CMH wire: While this may become a viable option for some remote sites, over time, it is currently cost prohibitive given distance/path and private property issues.

No change to FTE headcount

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Electronics and Telecommunications
Project Name: UPS Replacement(Exide) Electric Dist. Communications Room
Project Type: TCA (on-going annual maintenance costs starting in 2019: \$5,000.00)
in thousands of dollars

Reference No: TCA_IC5004
Department Priority Ranking: 4 of 7
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	5	5	5	5	5	5	5	5
	Amortization	4	8	8	8	8	8	8	8	8	8
	Debt financing (Principal)	-	15	15	15	15	15	16	16	16	16
	Debt financing (Interest)	-	1	1	1	0	0	0	(0)	(0)	(1)
	Total	4	23	28	28	28	28	28	28	28	28
Revenue less Expense		\$ (4)	\$ (23)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

To replace the old Exide BladeUPS unit located in the Scada server room in the Electric Distribution building.

Implications & Justification

The existing UPS model is currently oversubscribed with power connections to four separate work areas within the Electric Distribution building. These power connections feed backup power to the main network closet, secondary network closet, Electric Scada room and the backup 911 Dispatch work area. Electric is a core network ring location that feeds critical communications for many production systems. Extended downtime for systems such as Motorola 2-way radio,

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Keep the existing system running as there are new internal batteries scheduled for the end of 2016.
- 2) Remove this large system with three smaller UPS systems (cost to be determined)

Changes in FTE headcount

No FTE's are required for this UPS hardware replacement project.

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Client Services
Project Name: Mailroom Inserter Replacement
Project Type: TCA (HW Maintenance \$5k)
in thousands of dollars

Reference No: TCA_IC005
Department Priority Ranking: 5 of 7
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	5	5	6	6	6	7	7	7	8	8
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	4	8	8	8	8	8	8	8	8	8
	Debt financing (Principal)	-	15	15	15	15	15	16	16	16	16
	Debt financing (Interest)	-	1	1	1	0	0	0	(0)	(0)	(1)
	Total	9	28	29	29	29	30	30	30	31	31
Revenue less Expense		\$ (9)	\$ (28)	\$ (29)	\$ (29)	\$ (29)	\$ (30)	\$ (30)	\$ (30)	\$ (31)	\$ (31)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace the MailRoom Inserter with a new model

Implications & Justification

Current inserter was purchased in 2009, life expectancy is 7 - 8 years, which would put replacement in 2017. The current inserter is regularly needing service and becoming unreliable. Annual maintenance is \$7,500, a new model would reduce maintenance fees by \$2,000 annually. There are concerns how long parts will be available for the current inserter. As well there is no one in the Medicine Hat that performs the inserting service should the inserter become inoperable. There is no backup for this service.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Continue with current inserter on maintenance until next budget cycle. Utility bills will be going from from 2 pages to 4 pages which will double the inserter load. Increase load will increase the reliability concern which will increase service calls, which means more part replacements and will the parts be available.
- 2) Have a third party perform the inserter function or part of the inserting to reduce the load on the inserter. Will require programming changes to the major systems, Utilities, Photo Radar, MDS (tax) and Payroll.
- 3) Lease a new inserter, the 5 year cost was \$40,000 more than purchasing

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Electronics and Telecommunications
Project Name: KeyScan Security Systems Panels Replacement
Project Type: TCA (\$5k for various maintenance items)
in thousands of dollars

Reference No: TCA_IC006
Department Priority Ranking: 6 of 7
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	5	5	5	5	5	5	5	5
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	2	7	9	9	9	9	9	9	9	9
	Debt financing (Principal)	-	9	9	9	9	10	10	10	10	10
	Debt financing (Interest)	-	1	1	0	0	0	(0)	(0)	(0)	(1)
	Total	2	17	24	24	24	24	24	24	24	24
Revenue less Expense		\$ (2)	\$ (17)	\$ (24)	\$ (24)	\$ (24)	\$ (24)	\$ (24)	\$ (24)	\$ (24)	\$ (24)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 46	\$ 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

26 old Keyscan door security panels need to be upgraded for various City buildings due to end of life panel firmware that will not function with newer Keyscan software versions.

Implications & Justification

If these Keyscan systems fail this will affect door access to many City buildings and facilities. Some of the major buildings that need to be upgraded include City Hall, Chinook building and Electric Distribution. The risk of failure would pose the exposure of not safeguarding City assets.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Continue using the current system which with no upgrades planned and hope for no failures.
- 2) Spend funds on Keyscan panels when they fail. (Not recommended as the building doors would be open until replaced)

Changes in FTE headcount

No addition FTE staff are required as part of this capital project.

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Corporate Services Application Services
Project Name: City Works - other Depts -
 Corporate Computerized Maintenance Management System
Project Type: TCA (on-going costs)
 in thousands of dollars

Reference No: TCA_ICS 0009
Department Priority Ranking: 7 of 7
Organization Priority Ranking:

Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	100	100	100	100	100	100	100	100
	Amortization	100	200	200	200	200	200	200	200	200	200
	Debt financing (Principal)	-	68	69	70	71	72	-	-	-	-
	Debt financing (Interest)	-	6	5	4	2	1	-	-	-	-
	Total	100	274	374	374	374	374	300	300	300	300
Revenue less Expense		\$ (100)	\$ (274)	\$ (374)	\$ (374)	\$ (374)	\$ (374)	\$ (300)	\$ (300)	\$ (300)	\$ (300)
Tax Impact		-0.02%	-0.04%	-0.06%	-0.06%	-0.06%	-0.06%	-0.05%	-0.05%	-0.05%	-0.05%
Capital Expenditure		\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Installation of computerized maintenance management system that is compatible throughout the corporation.

Implications & Justification

The City is currently implementing Cityworks as the asset management computer software for the Environmental Utilities and Municipal Works departments. Through 2015, the City assessed the applicability of using Cityworks for operating departments throughout the City. Following an exhaustive review, City General Managers agreed that Cityworks was a suitable system for all participating departments. It was decided that the implementation would be completed in a staged approach; Phase 1 EU/MW and Phase 2 all other departments.

Stage 1 is funded and currently being implemented. It was also decided that Stage 2 (all other departments) would be deferred until a 2017/18 TCA budget request was submitted and approved prior to commencing implementation. Stage 2 is a multi-departmental project including ICS, Parks & Recreation, Corporate Asset Management (Buildings and Fleet), Electric Generation, Electric Distribution, and Gas Distribution. This is an omnibus TCA for the departments listed above and needs to be confirmed regarding who will lead and manage the project in the future.

Cityworks Asset Management and Work Order Software will be procured, and be used to improve the lifecycle management of City infrastructure. The software will enable improved long range infrastructure planning and financing strategies, and save capital funds by enabling work coordination between departments. By constructing a web based system it will allow multiple users to have access to valuable information pertaining to City infrastructure.

The system will enhance the departments' ability to effectively manage our critical infrastructure and thus reduce overall maintenance costs. The system will allow the operating departments to better manage their infrastructure by tracking asset conditions and forecasting maintenance/rehab/replacements of those assets, all with an effective work order system. Departments will be able to address 2 x 14 concerns in a more timely manner and provide a means to report on field situations. In addition, this project will integrate a Work Order system with the City's Agresso Financial Management System allowing for increased productivity, operational efficiencies and accountability.

This project is consistent with Council's Priority #2 Infrastructure & Amenities and Priority #5 Fiscal Management.

Note: Operational costs include mainly software license fees.

1.) Not approving this project is not recommended as multiple operational departments are already implementing a system, i.e. EU and MW. The remaining departments have been involved with the EU/MW project in order to streamline the implementation process and have started standardized workflow changes in preparation of implementation. The Work Order component is required for integration with the Agresso Financial System and to provide the asset management component which Agresso does not provide.

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 1,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OP)	Operating / Working Capital	50	-	-	-	-	-	-	-	-	-
INT)	Internal Loans	350	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Technical Services
Project Name: Core Technology Infrastructure Planned Refresh
Project Type: TCA (already in operational budget)
in thousands of dollars

Reference No: TCA_IC5007
Department Priority Ranking: 7 of 7
Organization Priority Ranking:
Recommended by Management Team:
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ 570	\$ 570	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Describe project or program description and purpose: Replace and augment core information technology **infrastructure**: servers & storage. (Note: core network infrastructure conforms to a different refresh cycle). Core IT infrastructure typically has a 5-6yr functional lifespan - this is the current "normal" lifecycle of core IT infrastructure. Given the redundancy inherent in the current CMH design, a technology refresh can occur within a single budget year or over 2 years. This request outlines a 2-yr refresh cycle starting in 2021 and assume that 5yrs of support maintenance is purchased with the refresh (significant discount vs. annual maintenance payments)

Implications & Justification

Detail why the project or program is being recommended. Core CMH IT infrastructure was last refreshed in Q1 2016, and purchased with 5 yrs support maintenance. As this infrastructure ages, the technology demands on that infrastructure increases - i.e. computer applications require more "horsepower" with each upgrade version. Also, failure rates increase over time resulting in a 5-6yr functional lifespan of this type of equipment. What are the benefits? Properly configured server/storage technology refresh will successfully support the evolving business requirements of the organization for that 5-6 year lifespan. It should also support new technology requirements that are inevitably developed over time. Interestingly, the overall refresh price usually stays about the same while the power and capacity the systems double about every two years (Moore's Law). For example,

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Maintain current systems beyond 2021: With the purchase of renewal maintenance for 2021, this option is possible for an addition year or two. However, history has shown us that not many 6-7yr old server/storage infrastructure can support current core service requirements.
- 2) Migration of internally supported services to "the Cloud": in the next 5-6yr cycle, CMH should see more services being supported both internally (within the CMH network) and partly in "the Cloud"(externally hosted functions accessible through the Internet). This trend may result in a gradual transfer of costs from infrastructure to Cloud services. At the present time, it is either impossible (not supported) or impractical (costly, performance limitation) to move the key CMH business services to the cloud. This options will need to be re-evaluated annually

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: ICS
Division: Technical Services
Project Name: City Hall Data Centre Electrical Systems and Airflow Optimization
Project Type: TCA (already in operational budget)
in thousands of dollars

Reference No: TCA_IC5008
Department Priority Ranking: 8 of 8
Organization Priority Ranking:
Recommended by Management Team:
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ 490	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Describe project or program description and purpose: There are two related elements to this request:

- 1) Implement redundant electrical distribution system at City Hall Data Centre, including installation of redundant power transfer switch, installation of a redundant UPS (of modular design) and upgrade of existing UPS panel.
- 2) Optimize airflow in the Data Centre - contain and channel airflow for improved cooling efficiencies by reorganizing IT equipment and structure cabling into new, environment-optimized racks and placing the racks for optimized containment and management of air distribution in the data centre room space. Reorganizing the Data Centre resources in this way will also support improved data centre growth options in the future - buy supporting a higher rack count than current placement allows.

Implications & Justification

Detail why the project or program is being recommended. What are the benefits?

- 1) To eliminate any single points of failure of the electrical distribution system that services the City Hall Data Centre (excluding the building generator). Adding a redundant transfer switch will allow support staff to service the existing transfer switch (which is always energized) without interrupting power to the Data Centre. Also - the existing switch is the only way to transfer power from the electrical utility system to generator power, so a failure of the switch could result in an extended interruption of power to the Data Centre.
- 2) Adding a redundant UPS to ensure continued service should the existing (single) UPS fail. Although the existing UPS does have a maintenance bypass switch, relying on the utility power during a maintenance or fault compromises the reliability of the data centre. Adding a redundant UPS will allow for maintenance to be carried out on either UPS without the threat of power interruption to the data centre. It is recommended that the new redundant UPS be modular in design, allowing CMH to add power capacity as the data centre grows. A modular design also results in a lower initial cost to purchase than an oversized UPS.
- 3) Optimize cooling efficiency and maximize data centre growth potential by relocating the Data Centre IT equipment into airflow optimized cabinets set up to support containment of airflow. Cost of cooling data centres is substantial and the existing method of general cooling in the data centre is not efficient. Reconfiguring the airflow to IT equipment to optimizing efficient cooling while containing and channeling the heated exhaust air directly to the cooling units results in substantially improved cooling efficiencies.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Do not optimize data centre electrical distribution system: The existing system is functional and CMH has been lucky, but any single point of failure can and do interrupt power to data centers and bring down all IT services for extended periods. As dependency on IT services increase, support for these systems must be appropriate to our dependency on them.
- 2) Do not optimize airflow in the Data Centre - resulting in increased cooling costs, higher maintenance costs for cooling infrastructure and IT equipment. Significant efficiencies can be realized by containing and channeling heat to modern cooling units. Also, new IT equipment runs at improved performance and efficiencies - racked density of this equipment is much higher than ever before, so creating efficient airflows not only allows the equipment to work more efficiently, it will minimize heat-related maintenance and failure rates.
- 3) Outsource Data Centre services - while CMH may choose to outsource elements of its critical IT infrastructure in the future, it is nowhere near ready to do so for the next few years. External service options available to medicine hat do not have the level of performance and protection to ensure the required service levels.

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Animal Pound Facility Rehabilitation
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	17	33	33	33	33	33	33	33	33
	Debt financing (Principal)	-	45	46	47	48	49	50	52	53	54
	Debt financing (Interest)	-	11	10	9	8	7	6	5	3	2
	Total	-	73	89	89	89	89	89	90	89	89
Revenue less Expense		\$ -	\$ (73)	\$ (89)	\$ (89)	\$ (89)	\$ (89)	\$ (89)	\$ (90)	\$ (89)	\$ (89)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Building Rehabilitation for the Animal Pound Facility as part of a contractual agreement

Implications & Justification

The City has a 3 year agreement with Animal Pound and Rescue Centre (APARC) to provide animal pound services. The City is responsible for providing APARC a facility with a commitment to finish renovations by January 1, 2016 and due to the short timeframe not all renovations were able to be completed. The Facility improvements are a contractual obligation and include HVAC and roof improvements to bring the building up to standard. Other improvements include sidewalk/landscaping, exterior painting and signage that are required to order to meet the City's contract obligations and allow the contractor to provide proper service. The upgrade of the venting in the building is for pet health and prevention of disease. The venting is sub-standard and the current conditions are less than desirable. A long term infrastructure plan allows for the management of the asset that supports City Council's strategic priority which in turn provides sustainable infrastructure and amenities.

Alternatives and Options

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the venting is sub-standard)
- 2) Proceed with the rehabilitation (recommended - contractual obligation)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
DEB)	Debenture	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Family Leisure Centre Exterior Cladding
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Family Leisure Centre cladding of exterior of original building to match the expanded area

Implications & Justification

The original part Family Leisure Centre opened in 2000. The existing exterior has faded and is deteriorating due to the climatic conditions. The newly expanded part of the building has a new finish which makes the original portion of the building show its age, thus making the newly expanded facility look less than ideal. The facility is the premier recreation facility and should project a positive image and attract customers to the newly expanded facility.

The building upgrades are based on a long term infrastructure plan to maintain the infrastructure and support the service provided in the building. Planned rehabilitation of the assets are required to maintain existing service levels in order to meet the needs of multiple users of the facilities. A long term infrastructure plan allows for the management of the asset that supports City Council's strategic priority which in turn provides sustainable infrastructure and amenities.

Alternatives and Options

- 1) Defer building improvements to future years (not recommended, as the facilities do not meet the current need of the users and/or customers)

Changes in FTE headcount

None

Departments Expected to Participate in this Project

- 1) Parks

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Building Modernization and Refreshment Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	5	15	25	35	45	55	65	75	85	95
	Debt financing (Principal)	-	14	28	42	56	71	86	102	117	135
	Debt financing (Interest)	-	3	6	9	11	13	15	16	17	17
	Total	5	32	59	85	112	139	166	193	219	247
Revenue less Expense		\$ (5)	\$ (32)	\$ (59)	\$ (85)	\$ (112)	\$ (139)	\$ (166)	\$ (193)	\$ (219)	\$ (247)
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	-0.02%	-0.02%	-0.03%	-0.03%	-0.03%	-0.04%
Capital Expenditure		\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
ROI %											

Description & Purpose

Parks and Recreation building modernization and refreshment program

Implications & Justification

The building refreshment and modernization program is based on a long term infrastructure plan to maintain the interior of Parks and Recreation facilities. Planned rehabilitation of the assets are required to maintain existing service levels in order to meet the needs of multiple users of the facilities. The majority of the infrastructure was constructed in the 1970's and 1980's that has met its life expectancy and in some cases no longer meets the needs of the users of the facility. A long term infrastructure plan allows for the management of the asset that supports City Council's strategic priority which in turn provides sustainable infrastructure and amenities. The program is for parks and recreation building infrastructure and includes rehabilitation of the interior of the building (not covered under Corporate Asset Management) in order to better serve the users of the facility. The Facility Optimization Study included results of a survey of users noted the aging condition of the facilities along with lack of modern facility support amenities.

The aging condition of the facilities is resulting in increased operating and capital costs. The facilities lack the modern amenities that are expected by users.

Alternatives and Options

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the infrastructure continues to age and deteriorate)
- 2) Reduce funding of program (not recommended will result in increased operating and capital costs)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

Changes in FTE headcount

None

FINANCING SUMMARY	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT) Internal Loans	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
FINANCING TOTAL	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Esplanade - Replace Boilers/BMS Controllers
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 1
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	46	92	92	92	92	92	92	92	92
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	46	92	92	92	92	92	92	92	92
Revenue less Expense		\$ -	\$ (46)	\$ (92)	\$ (92)	\$ (92)	\$ (92)	\$ (92)	\$ (92)	\$ (92)	\$ (92)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace boilers & BMS controllers

Implications & Justification

Experiencing premature failure on the original boiler system designed and installed in 2005 and parts are no longer available. Modifications and repairs on the boilers have been done by decommissioning existing boiler modules and using the parts. This has created high risks eliminating any redundancy of the system. Failure of this system jeopardizes the environmental climate in the Esplanade and could result in damage to archives and displays. Failure of this equipment would result in considerable disruption to staff and public as the facility could be required to close until replacement of the boilers is completed

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Replace equipment upon failure - very disruptive as failures could take in excess of 12 months to correct.

Changes in FTE headcount

None

FINANCING SUMMARY	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG) Government Grants	\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Hockey hounds - Dehumidifier
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 13
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	9	18	18	18	18	18	18	18	18	18
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	9	18	18	18	18	18	18	18	18	18
Revenue less Expense		\$ (9)	\$ (18)	\$ (18)	\$ (18)	\$ (18)	\$ (18)	\$ (18)	\$ (18)	\$ (18)	\$ (18)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Add dehumidifier to Hockey Hounds Arena

Implications & Justification

Without dehumidification this facility has condensation problems in the shoulder seasons (Feb, March, April, Sept, Oct, Nov) which causes fog in the building, reduces visibility causing safety concerns, excessive ice surface deformities, and puts more demand on the ice plant resulting in wear and tear on equipment and resulting in additional capital, maintenance and utility costs. Poor ice quality caused from the condensation could result in injuries to hockey players and figure skaters. Condensation causes excessive rusting to the building structure which could impact the structural integrity of the roof. Could cause closure of the facility resulting in loss of ice times from the building being unsafe and not fit for use.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Desicant wheel dehumidifier system like unit used at Family Leisure Centre.
- 2) Two mechanical dehumidifiers mounted for accessibility for Preventative Maintenance.

Changes in FTE headcount

None

FINANCING SUMMARY	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG) Government Grants	\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Fleet
Division: Corporate Services
Project Name: Fleet Services Pipework Above Transit Bays
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	2	2	2	2	2	2	2	2	2
	Debt financing (Principal)	-	10	10	10	10	10	-	-	-	-
	Debt financing (Interest)	-	1	1	1	1	1	-	-	-	-
	Total	1	13	13	13	13	13	2	2	2	2
Revenue less Expense		\$ (1)	\$ (13)	\$ (13)	\$ (13)	\$ (13)	\$ (13)	\$ (2)	\$ (2)	\$ (2)	\$ (2)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replacement and relocation of pipework above Transit bays by October 1st, 2017 within a budget of \$50,000.

Implications & Justification

Primary Objective:

1. Allow use of lifts to their maximum height to optimize servicing taller CNG buses.

Secondary Objectives:

1. Improve Fleet mechanics productivity.
2. Prevent ergonomics injuries.

What value will be gained?

1. Higher productivity and maximize use of current Transit maintenance bays.
2. Ensure workplace HSE standards are met by preventing mechanics working in odd positions.

What constraints do we face?

1. Current electrical and pipeline infrastructure.
2. Transit's new washbay may be part of this project as potentially some of the pipelines link to each other.

What requirements must be met?

1. Electrical and building codes.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Kinplex - Kin 1 Roof Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	20	40	40	40	40	40	40	40	40
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	0	20	40	40	40	40	40	40	40	40
Revenue less Expense		\$ -	\$ (20)	\$ (40)	\$ (40)	\$ (40)	\$ (40)	\$ (40)	\$ (40)	\$ (40)	\$ (40)
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Roof to be replaced

Implications & Justification

The components of the building envelope have a life expectancy and require replacement to ensure the integrity of the system.

The roof has reached its life expectancy (40 years), is experiencing leaks and has required multiple repairs.

Water penetration into the building can cause excessive rusting to the building structure which could impact the structural integrity of the roof.

Could cause closure of the facility resulting in loss of ice times from the building being unsafe and not fit for use.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Do nothing - if the Parkade roof membrane is not replaced the roof will continue to deteriorate and allow water to penetrate into the building, causing damage to the building, and health & safety concerns including possible mold, ice surface issues and slipping hazards.
- 2) Patch and repair as required - continue to patch and repair leaks as they are discovered.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: City Hall- Replace Parkade Roofing (Phase II)
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 10
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	50	100	100	100	100	100	100	100
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	50	100	100	100	100	100	100	100
Revenue less Expense		\$ -	\$ -	\$ (50)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)
Tax Impact		0.00%	0.00%	-0.01%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%
Capital Expenditure		-	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace the north side Parkade roof membrane. This is phase 2 of the City Hall Plaza replacement project completed in 2013.

Implications & Justification

The north side sidewalk/landscaping is a component of the building envelope, acting as the roof to a portion of the Parkade.

The Parkade roof membrane has exceeded its life expectancy (34 years), resulting in ground water penetrating into the Parkade.

Alternatives and Options

1) Do nothing. If the Parkade roof membrane is not replaced the roof membrane will continue to deteriorate and allow water to penetrate into the building and the Parkade, causing damage to the building, and health & safety concerns including possible mold and slipping hazards.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: City Hall - Repair Parkade Foundation Wall & Storm Sewer Pipe
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 9
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	6	12	12	12	12	12	12	12	12
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	6	12	12	12	12	12	12	12	12
Revenue less Expense		\$ -	\$ (6)	\$ (12)	\$ (12)	\$ (12)	\$ (12)	\$ (12)	\$ (12)	\$ (12)	\$ (12)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Repair East Parkade foundation wall & storm sewer pipe.

Implications & Justification

The water proof membrane on the foundation wall of the City Hall Parkade is beginning to show signs of failure allowing surface water to enter the Parkade. The storm sewer pipe at the foundation wall has failed allowing rain water and snow melt from the 6th Ave Plaza and roof drains to enter the Parkade. Failure to reduce the amount of moisture entering the concrete foundation walls will result in the eventual corrosion of reinforcing steel and failure of the Parkade structure.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Moose Rec Centre - Ice Slab Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 11
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	30	60	60	60	60	60	60	60
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	30	60	60	60	60	60	60	60
Revenue less Expense		\$ -	\$ -	\$ (30)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (60)
Tax Impact		0.00%	0.00%	0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace ice surface piping and concrete floor slab.

Implications & Justification

The ice surface floor slab has exceeded life expectancy (40+ years) and is in need of replacement due to heaving, deterioration and in-slab piping damage. Leaks have been repaired in the original brine piping loops which is an environmental concern. It is best to schedule this replacement rather than wait until it fails so the project can be planned and completed in the most efficient and cost effective manner. Failure of this equipment would result in considerable disruption to the public as the facility would not be available to the user groups. It is financially prudent to invest in our current public facilities infrastructure in a forecasted fashion.

Alternatives and Options

- 1) Replace equipment upon failure - very disruptive as failures could take in excess of 8 months to correct.
- 2) Repair only portion of the slab areas that are showing signs of deterioration and areas where there are pipe leaks - very disruptive to public during repairs.
- 3) Wait until the next budget cycle.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Police Point Nature Centre - Addition & Renovations
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 19
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200	\$ -	\$ -
ROI %										

Description & Purpose

Police Point Interpretive Centre expansion to accommodate additional program space

Implications & Justification

Police Point Interpretive Centre was built in 1992 and the programs and services offered by the interpretative centre have expanded since then but, the building has not expanded.

The building upgrades are based on a long term infrastructure plan to maintain the infrastructure and support the service provided in the building. Planned rehabilitation of the assets are required to maintain existing service levels to meet the needs of multiple users of the facilities. A long term infrastructure plan allows for the management of the asset that supports City Council's strategic priority which in turn, provides sustainable infrastructure and amenities

Alternatives and Options

1) Defer building improvements to future years (not recommended as facilities do not meet current needs of the users/or customers)

Changes in FTE headcount

None

Departments Expected to Participate in this Project

1) Parks

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Medicine Hat Police Service - Roof Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 2
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	12	23	23	23	23	23	23	23	23	23
	Debt financing (Principal)	-	32	32	33	34	35	35	36	37	38
	Debt financing (Interest)	-	7	7	6	5	5	4	3	2	2
	Total	12	62	62	62	62	63	62	62	62	63
Revenue less Expense		\$ (12)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (63)	\$ (62)	\$ (62)	\$ (62)	\$ (63)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%
Capital Expenditure		\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace upper roof of original bldg.

Implications & Justification

Roof has reached its life expectancy and is experiencing leaks and has required multiples repairs. Roofing failures will occur resulting in water penetration. Once water is permitted to enter the roof, the infrastructure will be damaged and depreciate quickly, resulting in additional costs. Water penetration creates health hazards (mold) and may impact the occupants and the delivery of services that the Police Service provides.

Alternatives and Options

1) Repair roof upon failure - this option is not practical as it will result in disruption of services, and emergency replacement will be required which is more costly and less efficient, and may result in an opportunity for mold to appear.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Infrastructure Rehabilitation
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	63	190	253	253	253	253	253	253	253	253
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	63	190	253	253	253	253	253	253	253	253
Revenue less Expense		\$ (63)	\$ (190)	\$ (253)	\$ (253)	\$ (253)	\$ (253)	\$ (253)	\$ (253)	\$ (253)	\$ (253)
Tax Impact		-0.01%	-0.03%	-0.04%	-0.04%	-0.04%	-0.04%	-0.04%	-0.04%	-0.04%	-0.04%
Capital Expenditure		\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
ROI %											

Description & Purpose

Sound infrastructure not only supports the quality of life for residents, but is a contributor to the economy as well. City Council's priority on sound infrastructure encourages the responsible expenditure of public funds on replacement initiatives. This project is an ongoing program to rehabilitate Corporate Asset Management infrastructure that has met its' life expectancy and repairs are no longer cost effective. This rehabilitation program will cover fire alarms and emergency systems; building code compliance; electrical; pool and arena mechanical; HVAC; roof replacements; energy conservation and sustainability; building maintenance systems; leasehold improvements; building envelopes and furniture; fixtures and equipment; security upgrades, recommissioning, asphalt repairs & landscaping.

Implications & Justification

Not proceeding with this program will result in further deterioration and failure of buildings, life safety systems and equipment resulting in emergency repairs, facility closures and increasing costs.
 Failure of this program will result in numerous budget amendments required throughout the budget cycle.

Alternatives and Options

1) Deferral of programs to future years, increasing our risks.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 1,200	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OP)	Operating / Working Capital	700	700	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 1,900	\$ 1,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: ICS Data Centre HVAC Redundancy
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replacement of existing City Hall data center cooling unit and creating cooling redundancy as suggested by study conducted by PowerHouse

Implications & Justification

Primary Objectives:

1. Create redundant cooling capacity by replacement of existing Hiross unit with an 8-ton computer room cooling unit (PowerHouse Work Package 2)
2. Mitigate risk of condensation from base building piping above the data center (PowerHouse Work Package 7)
3. Create a redundant electrical distribution system within the data center (PowerHouse Work Package 4).

What value will be gained?

1. Existing Hiross unit is past its design lifetime. The new unit will provide cooling redundancy to meet Data Center Tier III 'up-time' requirements.
2. Reduced risk of condensation related shut-downs of the computer room
3. Reduced risk of infrastructure impacts on 'up-time' KPI for the data center.

What constraints do we face?

1. Work must be coordinated with operations of the data center.
2. Work must minimize down time for data center.

What requirements must be met?

1. Electrical and building codes.
2. ASHRAE HVAC standards
3. NFPA codes

Alternatives and Options

- 1) Do nothing and remain with a single air unit therefore leaving a single point of failure for ICS Data Centre

Changes in FTE headcount

None

Departments Expected to Participate in this Project

- 1) ICS

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management
Division: Corporate Services
Project Name: Portable Vertical Lifts & Work Platforms
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking: 5
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	10	20	20	20	20	20	20	20	20	20
	Debt financing (Principal)	-	39	39	40	41	41	-	-	-	-
	Debt financing (Interest)	-	3	3	2	1	1	-	-	-	-
	Total	10	62	62	62	62	62	20	20	20	20
Revenue less Expense		\$ (10)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (20)	\$ (20)	\$ (20)	\$ (20)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Purchase 4 mobile elevated work platforms of various styles and functions to service high access infrastructure at various City facilities.

Implications & Justification

Ensure safe work practices complying with OH&S codes and industry best practices, providing safe working environment for City staff and contractors.
 Ownership of these lifts reduces expensive costs of scaffolding and lift rentals ranging from \$500 - \$1000 /week and eliminates delays waiting for availability and delivery of lifts from rental companies. Having these lifts available would enhance efficiencies, increase productivity, and customer service.

Alternatives and Options

1) Continue to rent lifts - continuallng increase in costs to meet changing OH&S requirements and increases of rental costs.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management
Division: Corporate Services
Project Name: Canada Post Land Acquisition
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	23	23	24	24	25	25	26	26	27
	Debt financing (Interest)	-	5	5	4	4	3	3	2	2	1
	Total	-	28	28	28	28	28	28	28	28	28
Revenue less Expense		\$ -	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)	\$ (28)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ROI %

Description & Purpose

Procure land adjacent to Fleet/Transit Building from Canada Post (CP) for \$250,000 by December 31, 2017.

Implications & Justification

Primary Objectives:

1. Acquire land to facilitate vehicle storage for Fleet shop operations.
2. Ensure adequate maneuvering space for safe vehicle movement.
3. Improve access to CP and Fleet buildings by constructing access road for CP.
4. Fence entire compound for security.

Secondary Objective:

1. Site improvements to address drainage, vehicle weight, lighting.

What value will be gained?

1. Improve access to Fleet and CP sites and buildings.
2. Increased TCA storage capacity on site.
3. Improved safety for vehicle movement on CP and Fleet sites.
4. Increased security for mobile assets stored outside.

What constraints do we face?

1. CP willingness to negotiate is finite.
2. Project to go through TCC.

What requirements must be met?

1. Legal agreements to be executed.
2. L&P to negotiate the land agreement.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

Departments Expected to Participate in this Project

- 1) Legal
- 2) Land & Business Support

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Fleet
Division: Corporate Services
Project Name: Fleet Services AVL System
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	3	3	3	3	3	3	3	3	3
	Debt financing (Principal)	-	8	8	9	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	1	11	11	12	3	3	3	3	3	3
Revenue less Expense		\$ (1)	\$ (11)	\$ (11)	\$ (12)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Define and plan the purchase and implementation of an Fleet AVL system by 31 December 2017 within a budget of \$25,000.

Implications & Justification

Primary Objectives:

1. A requirements report defining Fleet and Department requirements for an AVL.
2. The selection of an AVL program and vendor.
3. A project implementation plan
4. A project implementation budget and schedule
5. A preliminary project charter

What value will be gained?

1. Additional data and analytics to manage the City Fleet assets more effectively.
2. Improved coordination of Fleet resources at the department level
3. Improved safety for City staff through vehicle monitoring/communication
4. Improved Department efficiency in responding to emergency work requirements.

What constraints do we face?

1. Limited ICS resources to assist the project
2. Competition for limited Department project resources
3. Limited project management resources to oversee the project

What requirements must be met?

1. The proposed AVL must integrate completely with the City Works CMMS system

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Fleet
Division: Corporate Services
Project Name: Fleet Services Lifts Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	6	12	12	12	12	12	12	12	12	12
	Debt financing (Principal)	-	23	24	24	24	25	-	-	-	-
	Debt financing (Interest)	-	2	2	1	1	-	-	-	-	-
	Total	6	37	38	37	37	37	12	12	12	12
Revenue less Expense		\$ (6)	\$ (37)	\$ (38)	\$ (37)	\$ (37)	\$ (37)	\$ (12)	\$ (12)	\$ (12)	\$ (12)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Procure and install two lifts to service vehicles and equipment by December 31, 2017 within a budget of \$120,000.

Implications & Justification

Primary Objective:

- Lifts to service MTCA to maximum GVA #40,000.

What value will be gained?

- Maintain Service Levels with customer departments.
- Augment Fleet's service maintenance capacity.
- Maximize workforce productivity.
- Reduce the number of work orders outsourced to private dealerships.
- Ensure floor space is maximized.
- Appropriate lift to ensure safety and productivity of Fleet mechanics.

What constraints do we face?

- Unsure of power capacity to feed lifts.

What requirements must be met?

- Maintain service levels in accordance with SLAs.
- Commercial Vehicles Inspections.
- OEM recommended maintenance intervals in order to keep vehicles warranties valid.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Fleet
Division: Corporate Services
Project Name: Fleet Services HAZMAT Shacks
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	3	5	5	5	5	5	5	5	5	5
	Debt financing (Principal)	-	10	10	10	10	10	-	-	-	-
	Debt financing (Interest)	-	1	1	-	-	-	-	-	-	-
	Total	3	16	16	15	15	15	5	5	5	5
Revenue less Expense		\$ (3)	\$ (16)	\$ (16)	\$ (15)	\$ (15)	\$ (15)	\$ (5)	\$ (5)	\$ (5)	\$ (5)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Procurement and install two HAZMAT Shacks by July 1, 2017 within a budget of \$50,000.

Implications & Justification

Primary Objective:

- The HAZMAT Shacks will permit the proper storage of hazardous materials coming out from lead batteries, glycol, oil fluids and components that are typical byproducts of maintaining mobile assets.

What value will be gained?

- Contain any oil and glycol spillages.
- Prevent lead batteries acid dust spreading within Fleet Services maintenance shop.
- Responding to a sound HSE ISO14001 strategy to meet best industry practices.

What constraints do we face?

- The physical site has limited space to locate the shacks.

What requirements must be met?

- Meet HSE directives and policy.
- Meeting ISO 14001 Fleet Services processes and procedures.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Fleet
Division: Corporate Services
Project Name: Fleet Services Tire Machine Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	2	2	2	2	2	2	2	2	2
	Debt financing (Principal)	-	7	7	6	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	1	9	9	8	2	2	2	2	2	2
Revenue less Expense		\$ (1)	\$ (9)	\$ (9)	\$ (8)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Procure and install one Tire Machine by March 31, 2017 within a budget of \$20,000.

Implications & Justification

Primary Objective:

1. The Tire Machine will permit conducting the rotation, balancing and replacement of tires work in-house rather than outsourcing this service.

Secondary Objective:

1. Responding to immediate mobile assets tire needs to ensure OEM compliance and safety.

What value will be gained?

1. Maintain Service Levels with customer departments.
2. Augment Fleet's service maintenance capacity.
3. Maximize workforce productivity.
4. Reduce the number of work orders outsourced to private dealerships.
5. Ensure floor space is maximized.
6. Appropriate tire balancer and tire changer to ensure safety and productivity of Fleet mechanics.

What constraints do we face?

1. Unsure of power capacity at desired location to feed tire machine.

What requirements must be met?

1. Maintain service levels in accordance with SLAs.
2. Commercial Vehicles Inspections.
3. OEM recommended maintenance intervals in order to keep vehicles warranties valid.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT)	Internal Loans	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Division: Public Services
Project Name: Community Partnership Requests
Project Type: TCA (on-going costs)
in thousands of dollars

Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Amortization	12	45	65	65	65	65	65	65	65	65
	Debt financing (Principal)	-	-	29	30	31	31	32	33	33	34
	Debt financing (Interest)	-	-	7	6	6	5	4	4	3	2
	Total	12	45	101	101	102	101	101	102	101	101
Revenue less Expense		\$ (12)	\$ (45)	\$ (101)	\$ (101)	\$ (102)	\$ (101)	\$ (101)	\$ (102)	\$ (101)	\$ (101)
Tax Impact		0.00%	-0.01%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%
Capital Expenditure		\$ 370	\$ 600		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The projects identified below were brought forward by the various sports groups.

Group	Project	Third Party Funding	City	Year
Accommodation Association	Police Point Interpretive Centre Upgrades	100% third party	\$0	2017
Kinettes	Upgrade Kinette Kitchen	\$75	\$25	2017
Track and Soccer Association	Rotary Track and Soccer Complex Building Addition for Soccer and track	\$275 Third party	\$325	2018

Implications & Justification

Medicine Hat Accommodation Association - The Police Point Interpretive Centre was built in 1982 and there have been only minor improvements since the original development. The improvements include upgrades to the main interpretive area, upgrades to the front entrance and washroom to make it accessible and replacement of the "Prairie Viewpoint/seating area. The improvements will improve visitor access and improve the visitor experience". The improvements are 100% funded by the Medicine Hat Accommodation Association as a visitor/tourism initiative.

Kinettes - The Kinette Kitchen was constructed in the 60's or 70's and requires modernization and improvements in order to be more fully functional to serve the families that use the facility and use the park. The Kinettes are willing to fund the improvements to the building and add an open-air picnic shelter to the facility to make it more functional. The City's contribution would include infrastructure improvement to the site and existing washroom. The Recreation Master Plan was completed in 2011 and picnic and kitchen areas ranked in the top 10 for community priorities.

Rotary Track and Soccer Complex - partnership between Soccer, Track Association and City includes additional change rooms for Soccer and additional space for track for storage, medical and volunteers along with a second floor for photo timing at the finish line. The additional change rooms for soccer will make the building the hub for soccer tournaments and increase the club's capacity to host tournaments and events. The additional space for track will replace the tents that are set up for track events that are uncomfortable and inconvenient in cold and rainy weather. In addition, the second floor timing will allow the timer to line up with the finish line providing more accurate timing and scoring. Utilization includes over 5,000 individuals who participate in local, zone and Provincial track meets as well as over 1500 outdoor soccer participants

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not proceed with the improvement/upgrades (not recommended as you would lose the opportunity to leverage third party funding- in some cases 100% funded by third party)
- 2) Make all sports groups contribute 100% of the funding (not recommended as the asset is owned by the City and the improvements have community benefit)
- 3) Contribute to the partnership to the levels indicated (recommended to leverage third party funding and optimize the use of City funds)

Changes in FTE headcount

None

FINANCING SUMMARY	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
INT) Internal Loans	\$ -	\$ 325	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXT) Other External (Third Party / Trade-in)	370	275	-	-	-	-	-	-	-	-
FINANCING TOTAL	\$ 370	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Corporate Asset Management - Building Services
Division: Corporate Services
Project Name: Parks & Recreation Admin. Building Renovation
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	17	33	68	103	103	103	103	103	103
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	17	33	68	103	103	103	103	103	103
Revenue less Expense		\$ -	\$ (17)	\$ (33)	\$ (68)	\$ (103)	\$ (103)	\$ (103)	\$ (103)	\$ (103)	\$ (103)
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%	-0.02%
Capital Expenditure		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Implications & Justification

\$1050K includes 2%/year escalation contingency in 2019 for workshop and equipment storage and parking. \$576K @\$1600/m2 therefore 360m2 of equipment storage and workshop area that is currently located in the old Electric Communications Building which is scheduled for demolition. The Parks and Recreation Department is in need of a workshop that is located within its existing compound to effectively supervise personnel and increase productivity. \$411K for 46 staff parking spaces and additional visitor parking spaces are required. Currently staff are parking on access road into Kin Coulee Park which conflicts with vehicle and pedestrian access to the park and has the potential for increased accidents and incidents with pedestrians using the park. There is also insufficient visitor parking which results in vehicles being double parked. Proposed parking plan includes reorganization of staff parking areas and revised storage yard access to reduce vehicle conflict in these areas. Current asphalt pavement is in need of overlay and in some areas replacement.

\$500K in 2017 is additional funding to supplement the 2014 capital budget to complete the expansion of the Parks admin building

Departments Expected to Participate in this Project

1) Parks

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 500	\$ -	\$ 1,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 500	\$ -	\$ 1,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Fire Services
Division: Public Services
Project Name: Infrastructure Rehab Stn. 1, 2 and 3
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 6 6.3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	3	8	10	10	10	10	10	10	10	-
	Debt financing (Principal)	-	5	5	5	5	5	5	5	5	-
	Debt financing (Interest)	-	1	1	1	1	1	0	0	0	-
	Total	3	13	15	15	15	15	15	15	15	-
Revenue less Expense		\$ (3)	\$ (13)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ (15)	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ 50	\$ -	\$ 55	\$ 60	\$ 60	\$ 65	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

This project is to rehabilitate Fire infrastructure that has met it's life expectancy and/or repairs are no longer cost effective. The rehabilitation program will be phased through a number of years, to replace several types of ancillary equipment in stations and vehicles.

Implications & Justification

Sound infrastructure not only supports the quality of life and safety for residents, it is also the backbone of effective operational management and is fiscally responsible. City Council's priority on sustainable infrastructure encourages the wise expenditure of public funds on replacement initiatives. Not proceeding with this project will result in further deterioration of equipment, accelerating repair costs and eventually removal of the asset creating gaps in operational

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Continue to use outdated and worn-out equipment. Not cost effective, unreliable and could create a safety hazard.
- 2) Replace ancillary equipment with vehicle replacement. New ancillary equipment is purchased with a new vehicle however the life cycle of the equipment is far shorter than the life cycle of a vehicle.
- 3) Replace equipment on a defined life cycle schedule. This is not cost effective as some ancillary equipment is used in harsh conditions reducing life cycle while others condition may warrant extending their useable life.

Changes in FTE headcount

NA

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	50	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 50	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Fire Services
Division: Public Services
Project Name: Concrete ramp Stn. 3- **Forecast**
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2 2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ -	150	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Remove deteriorating pavement from in front of the fire apparatus bay doors and replace with concrete extending 50' out from doors. This is required to support the vehicle weights associated with the large fire apparatus.

Implications & Justification

When Station 3 was constructed the ramp area was paved as a cost saving measure. Typically, these areas are constructed with concrete as pavement can deteriorate quickly under the significant weight of fire apparatus. Several paving repairs have been completed since the station was put into service in 2005. The last repair in 2013 is expected to last until 2020. Replacing the ramp area with concrete which has an approximate life span of 30 years should eliminate the need for further repairs.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Do nothing. This would lead to total breakdown of the top surface and subsurface infrastructure.
- 2) Continue to spot repair the parking lot through the operational budget. This does not solve the issue of the pavement not being able to support the apparatus weight and will lead to a larger excavation and paving requirement.
- 3) Overlay existing paving with thicker application and higher density paving. This has been used in other locations with no positive results. Paving repairs would still need to be provided.

Changes in FTE headcount

N/A

ATTACHMENT A - TCA DECISION PACKAGES

Department: Fire Services
Division: Public Services
Project Name: Hydraulic Rescue Tool Stn. 1,2 and 3-**Forecast**
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 5 5.2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace existing auto extrication and forcible entry systems.

Implications & Justification

The life cycle of the present extrication systems are due to end in 2019. The comprehensive Preventive Maintenance(PM) program presently adopted for these units is believed to allow Medicine Hat Fire Service (MHFS) the ability to extend the life of these units to 2021. Repair costs are rising with component failure increasing. This has increased out of service hours, operational budget pressures and the likelihood of failure during a critical operation. The cost of replacing these units at key intervals will reduce major rebuilds and costly repairs. This aligns with Priority 5 and 6, KR 5.2 and 6.3. These units are a critical component for emergency response and the life safety of the citizens.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Continue with PM program and not replace units. This has allowed MHFS to extend the expected life however more repairs and failures are occurring as the units age. This has a negative affect on operational costs.
- 2) Do not replace and repair when a breakdown occurs. This is unsustainable and will lead to breakdown during critical operations.
- 3) Remove from service. This option was dismissed as MHFS is involved with numerous entrapments annually and these units are critical to the extrication of the injured and would result in removal of a critical service.

Changes in FTE headcount

N/A

ATTACHMENT A - TCA DECISION PACKAGES

Department: Fire Services
Division: Public Services
Project Name: Thermal Imaging Camera Stn. 1,2 and 3-**Forecast**
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 4, 5, 6
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

<u>Incremental Operating Changes</u>		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<u>Capital Expenditure</u>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	75	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace the Thermal Imaging Cameras (TIC's) on a 10 year replacement cycle. The current camera's were purchased in 2013.

Implications & Justification

2023 is 10 years from the purchase date of the current TIC's. TIC's provide fire fighters the ability to see through smoke, measure room temperature and provide early warning regarding fire conditions such as flashover. Failure to replace the TIC's will result in compromised safety of responding fire fighters. In 2023 the TIC's will be at the end of life cycle.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Taking no action could result in a future request for a budget amendment to replace failed equipment.
- 2) Replacing on a graduated time frame will result in requesting funding before necessary.
- 3) Replacing the TIC's on a 10 year cycle results in good fiscal management (Council Strategic Priority #5).

Changes in FTE headcount

N/A

ATTACHMENT A - TCA DECISION PACKAGES

Department: Fire Services
 Division: Public Services
 Project Name: Mobile Data Terminals
 Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 3, 5, 6
 Department Priority Ranking:
 Organization Priority Ranking:
 Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	3	7	7	7	7	7	7	3	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	3	7	7	7	7	7	7	3	-
Revenue less Expense		\$ -	\$ (3)	\$ (7)	\$ (7)	\$ (7)	\$ (7)	\$ (7)	\$ (7)	\$ (3)	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace the aging Mobile Data Terminals (12 MDT's) that were purchased in 2010 for fire apparatus and forecast for the next replacement cycle.

Implications & Justification

The MDT's were installed in 2010 as part of the Response Optimization plan. The MDT's are reaching the end of life cycle and require replacement. The MDT's are a key component of the Response Optimization plan approved by City Council and a critical component of service delivery. The MDT's provide the ability for response crews to quickly determine the most efficient response route while providing important information about the facility such as; Emergency Response Plans, Pre-Incident Plans, any special hazards thus improving responder and resident safety. As with all electronic systems there is a pre-determined life cycle that indicates the time at which the replacement of the MDTs is more cost effective than continually repairing. Some computer software is not compatible with older computer hardware, therefore replacement is required.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Taking no action could result in failure of the system at crucial times during response and critical information will not be available.
- 2) The MDT's are an integral component of the Mobile CAD system, the FDM RMS system and pre-incident planning. This hardware is consistent with the current operating systems.

Changes in FTE headcount

N/A

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Fire Services
Division: Public Services
Project Name: Parking lot Stn. 1- **Forecast**
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2 2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ -	\$ 70	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Excavate and repave the rear parking lot and vehicle ramp of Station 1.

Implications & Justification

City priorities of Fiscal Management and Sustainable Infrastructure are reflected in this initiative. The deteriorating surface of the parking lot/ emergency vehicle apron has already started to affect the substructure. Further degradation will start to affect the buried infrastructure. The cost of a major repair of the surface will be more economical than allowing the buried infrastructure to be affected. Fire Response Optimization Plan to relocate Station 1 would negate the need for this project.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Repair will not be required if the budget for Station 1 relocation is approved.
- 2) Continue to spot repair the parking lot through operational budget. This does not solve the underlying issue of substructure failure. This option will require numerous contractor visits over time which will escalate cost with minimal return.
- 3) Do nothing. This would lead to total breakdown of the top surface and subsurface infrastructure.

Changes in FTE headcount

N/A

ATTACHMENT A - TCA DECISION PACKAGES

Department: Fire Services
Division: Public Services
Project Name: Asset Management
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	5	10	10	10	10	5	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
Total		-	5	10	10	10	10	5	-	-	-
Revenue less Expense		\$ -	\$ (5)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (5)	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$	50	\$	-	\$	-	\$	-	\$	-
ROI %											

Description & Purpose

Digital tracking and detailed record (data base) of all fire service related assets through the use of bar coding and Radio Frequency Identification (RFID) system.

Implications & Justification

A sound, consistent, asset and record management system which is capable of input for multiple users is required. There are legislated requirements that affect Medicine Hat Fire Services (MHFS), such as OH&S, that obligate MHFS to maintain cradle to grave records that can be easily accessed for auditing purposes. This project will account for all MHFS assets and provide the ability to schedule preventive maintenance, life cycle and ensure administrative oversight to prevent fraud or theft. The City's Strategic Priorities 2,3 and 5 are reflected in this initiative which encourages excellent management, fiscal accountability and wellness of our employees. This project provides the assurance that assets are being accounted for and effectively managed.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Remain status quo, using spread sheets and manual cards to record assets. Labour intensive and is difficult for oversight.
- 2) Data base without electronic or RFID equipment. Labour intensive and provides little ability to modernize process.
- 3) Master Lock would provide their data base and licensing, MHFS would purchase the hardware. Cost prohibitive, high initial cost and high yearly data base and licencing cost.

Changes in FTE headcount

N/A

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Fire Services
Division: Public Services
Project Name: PPE Washer new Stn. 1
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 3 5
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	2	2	2	2	2	2	2	2	1.5
	Debt financing (Principal)	-	1	1	1	1	1	2	2	2	-
	Debt financing (Interest)	-	0	0	0	0	0	0	0	0	-
Total		1	3	3	3	3	3	3	3	3	1.5
Revenue less Expense		\$ (1)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (3)	\$ (2)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Personal Protective Equipment (PPE) Washer

Implications & Justification

Fire fighting turnout gear should be washed after every fire for the health and safety of fire fighters and visitors to the department. The smoke and toxic gases that build up in the fabric of the gear are flammable and many are carcinogens. The PPE Washer would enable the engine companies to remain in their response areas, improving overall compliance with Council approved Fire Service response targets.

Alternatives and Options

1. Status quo will have engine companies continuing to leave their service areas to clean gear or not cleaning the PPE when required.
2. Contracting cleaning of gear. The only contractors capable of cleaning Fire Fighter PPE correctly are in Calgary. The time lost with gear in transit would require addition sets of gear to be purchased and on hand to fill the gap. Cost of Fire fighter PPE is approx. \$3700.

Changes in FTE headcount

N/A

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - 911 Communications
Division: Public Services
Project Name: 911 Digital Recorder Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 4 KR 5.2
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	10	20	20	10	-	-	-	-	-	-
	Debt financing (Principal)	-	12	12	12	12	12	-	-	-	-
	Debt financing (Interest)	-	1	1	0	0	0	-	-	-	-
	Total	10	32	32	22	12	12	-	-	-	-
Revenue less Expense		\$ (10)	\$ (32)	\$ (32)	\$ (22)	\$ (12)	\$ (12)	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 60	\$ -	\$ -	\$ 65	\$ -	\$ -	\$ 70	\$ -	\$ -	\$ 75
ROI %											

Description & Purpose

The 911 digital recorders have a 3 year lifecycle. Every 3 years, the 2 main digital recorders are replaced, allowing these 2 older systems to be moved to the back-up 911 centre. The back-up systems will be kept as spares in the event that a system fails.

Implications & Justification

911 is contractually obligated to record and archive phone and radio transmissions for varying periods of time for emergency services. The digital recording equipment is operational 24/7, 365 days a year and must be kept in optimal working condition at all times. This equipment is also used in the immediate playback of emergency calls in the 911 centre, should a call get disconnected and/or information gets missed during the dispatching of resources. With approximately 20 year of replacement experience, 3 years has proven to be the best replacement schedule to ensure the equipment does not begin to fail and is still viable to be useful in the back-up environment.

Implications of not proceeding with the upgrades puts the system at risk of failure, and risk to the public if 911 was unable to ensure the recording and/or immediate playback of emergency calls.

Alternatives and Options

- 1) Wait for equipment to fail to replace - Emergency purchase (Not recommended, potentially higher costs for emergency installations and risks to customers if calls are not being captured, and immediate playback capability is not available in 911.)
- 2) Replace 1 recorder every 3 years (Not recommended)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - 911 Communications
Division: Public Services
Project Name: 911 Intrac Alarm Monitoring System Replacements
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 3
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	10	20	20	20	20	20	20	20	20	20
	Debt financing (Principal)	-	39	40	40	40	41	-	-	-	-
	Debt financing (Interest)	-	2	2	2	1	1	-	-	-	-
	Total	10	62	62	62	62	62	20	20	20	20
Revenue less Expense		\$ (10)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (62)	\$ (20)	\$ (20)	\$ (20)	\$ (20)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 200	\$ -	\$ 250	\$ -	\$ 250	\$ -	\$ 250	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

In 2015 replacement of 30 Intrac alarm monitoring devices began. This project is to continue replacing the 20 year old Intrac alarm monitoring devices which will be staged over the next couple budget cycles.

Implications & Justification

911 provides immediate response capability, through an alarm monitoring system, to internal and external customers. The equipment is beginning to fail, and has exceeded it's potential life expectancy. This service generates approximately \$50K external revenue, which decreases the reliance on tax dollars to sustain the 911 operation. Replacement of these units will allow 911 to continue providing this service to existing internal and external customers. During the recent 911 renovation, measures were taken to ensure ULC requirements were met to comply with alarm monitoring regulations.

The system directly connects to all City facilities and provides immediate dispatch of resources for situations ranging from Fire, Intrusion, Heating/Cooling, Chlorine Alarms, etc. which protect municipal infrastructure. The risk of this service being provided by an external agency, is an expected increase in response times by 6-10 minutes for emergency services, by adding another layer of notifications.

Not proceeding with replacing the monitors puts the existing systems at risk of immediate failure. The majority of existing alarm monitoring equipment used today is 15-30 years old and is starting to fail.

Alternatives and Options

- 1) Discontinue providing this service to external customers. (Not recommended, result in approximately \$50K loss in revenue)
- 2) Discontinue providing this service to internal and external customers. (Not recommended, result in approximately \$50K loss in revenue, and increase in expenses for internal customers to contract this service out, value unknown)
- 3) Expand the service to new customers. (Recommend investigating this option once the existing equipment has been replaced as a revenue generator for the City.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - Cultural Development
Division: Public Services
Project Name: Theatre Projector Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 4 KR 4.2
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	3	5	5	5	5	3	-	-	-	-
	Debt financing (Principal)	-	5	5	5	5	5	-	-	-	-
	Debt financing (Interest)	-	0	0	0	0	0	-	-	-	-
	Total	3	10	10	10	10	8	-	-	-	-
Revenue less Expense		\$ (3)	\$ (10)	\$ (10)	\$ (10)	\$ (10)	\$ (8)	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 25	\$ -	\$ -	\$ -	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replacement of the Theatre projector which is used during community events (i.e. Remembrance Day, dance competitions) as well as for professional shows.

Implications & Justification

The theatre projector was manufactured in 2008, and has been out of production since 2012 and is therefore no longer serviceable.

A professional grade projector is required to cut through theatre lighting projecting a high resolution image, providing 14,000 - 20,000 lumens as opposed to a good boardroom projector which only provides 3,000 lumens. The content of professional and non-professional shows requires the capability to handle higher HDMI and resolution required in a theatre environment.

Alternatives and Options

- 1) Wait for projector to fail to replace - Emergency purchase. (Not recommended, potentially higher cost to replace in an emergency, as well as incurring additional rental costs, loss of revenue.)
- 2) Seek matching funding from Canada Cultural Spaces Program. (Not recommended as program requires 18 month lead time and equipment is likely to fail before that time.)
- 3) Defer replacement until next budget cycle. (Not recommended, potentially higher cost to replace, as well as incurring additional rental costs, and loss of revenue.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - Cultural Development
Division: Public Services
Project Name: Sound Console Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 3, 4 KR 4.2
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	4	7	7	7	7	4	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	4	7	7	7	7	4	-	-	-	-
Revenue less Expense		\$ (4)	\$ (7)	\$ (7)	\$ (7)	\$ (7)	\$ (4)	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45
ROI %											

Description & Purpose

Replacement of the Theatre sound console which mixes and controls all sound related production equipment in the main theatre during all productions. The sound console determines the final sound experience for the audience.

Implications & Justification

The existing Theatre sound console stopped supporting software updates in 2012 and is no longer serviceable. The out of date console no longer meets industry standards for sound design, quality or computerized capabilities. Professional touring acts not only expect but require this critical tool at a venue to perform.

Alternatives and Options

- 1) Wait for projector to fail to replace - Emergency purchase. (Not recommended, potentially higher cost to replace in an emergency, as well as incurring additional rental costs if available, and loss of revenue from show cancellations.)
- 2) Seek matching funding from Canada Cultural Spaces Program. (Not recommended as program requires 18 month lead time and equipment is likely to fail before that time.)
- 3) Defer replacement until next budget cycle. (Not recommended, potentially higher cost to replace, as well as incurring additional rental costs, and loss of revenue.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - Cultural Development
Division: Public Services
Project Name: Specialized Equipment Replacement Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 4 KR 4.2
Department Priority Ranking: 2
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	30	60	60	60	60	30	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	30	60	60	60	60	30	-	-	-
Revenue less Expense		\$ -	\$ (30)	\$ (60)	\$ (60)	\$ (60)	\$ (60)	\$ (30)	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The Esplanade opened in 2005 and now 11 years later there is an opportunity to upgrade systems and equipment through the Canada Cultural Spaces Fund. The project would include the following components:

1. Upgrade to LED lighting in the theatre, for both the stage and house.
2. Light-proof dividers for the galleries to accommodate the growing number of video projection exhibits.
3. A Mila portable wall system for gallery exhibits.
4. A cold storage refrigeration system for the Museum and Archives. This is for the long-term preservation of photography, moving images and audio recordings.

Implications & Justification

1. The installation of LED lighting in the theatre will reduce the cost of electricity and maintenance, will bring the theatre up to industry standards and reduce potential safety hazards for staff because the bulbs do not need to be changed as often.
2. The number of video exhibitions continues to increase annually and permanent light-proof dividers would eliminate the previous requirement of constructing and dismantling temporary walls for each exhibit.
3. A Mila portable wall system is easy to use, requires less storage space, provides flexible wall space for exhibits while saving labour costs because it is less labour intensive.
4. The cold storage refrigeration system for Museum and Archives was in the original plans for the Esplanade but was cut due to construction budget restraints. The life span for current archival media and photography holdings is greatly reduced and the City risks losing significant holdings in the short term without the cold storage refrigeration system.

We have an opportunity to receive grant funding from the Canada Cultural Spaces Fund of the Department of Canadian Heritage. The fund supports the improvement, renovation and construction of arts and heritage facilities as well as the acquisition of specialized equipment. The program can finance up to 50% of the eligible project.

Alternatives and Options

- 1) Consider addressing each component individually. (Not recommended, the Cultural Spaces Fund will support an overall package of improvements.)
- 2) Defer these projects. (Not recommended, potential increase in cost and loss of opportunity for grant funding.)
- 3) Defer some of these projects. (Not recommended, potential increase in cost and not maximizing grant funding available.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - Cultural Development
Division: Public Services
Project Name: Museum Permanent Gallery Redevelopment
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 3, 6
Department Priority Ranking: 2
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The Museum Gallery at the Esplanade was created in 2005 based on the knowledge that was available at that time. Its planned life span was ten to fifteen years and it is due to be redeveloped by 2021.

Implications & Justification

The citizens of Medicine Hat want to see their own heritage reflected in current, well researched exhibits which educate them, their families and visitors to the community about the uniqueness of Medicine Hat.

Alternatives and Options

- 1) Not redevelop the Museum Gallery. (Not recommended, as the potential for loss of audience and thus revenue can occur because of the condition and stagnation of the gallery.)
- 2) Defer the redevelopment of the Museum Gallery. (Not recommended, as the potential for loss of audience and thus revenue can occur because of the condition and stagnation of the gallery.)

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - Transit Services
Division: Public Services
Project Name: Accessible Bus Stop Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 3
Department Priority Ranking: 2
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	2	5	7	7	7	4	-	-	-	-
	Debt financing (Principal)	-	6	6	6	6	6	6	6	7	7
	Debt financing (Interest)	-	2	2	2	2	2	2	1	1	1
	Total	2	13	15	15	15	11	8	8	8	8
Revenue less Expense		\$ (2)	\$ (13)	\$ (15)	\$ (15)	\$ (15)	\$ (11)	\$ (8)	\$ (8)	\$ (8)	\$ (8)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 100	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Continuation of the accessible bus stop program to create a fully accessible transit system including all infrastructure to compliment 100% accessible transit fleet. Infrastructure includes sidewalks, pads, para-ramps, etc. resulting in increased accessibility for those residents with reduced mobility.

Implications & Justification

Current transit bus stop infrastructure (400+ stops) is not fully accessible due to lack of para-ramps, sidewalks and pads.

Three phases and 65 stops have already been upgraded.

Lack of accessible infrastructure prevents customers with reduced mobility from using the regular transit system and increases reliance on the Special Transit system.

Potential grant funding may be available through Provincial GreenTrip and Federal Public Transit monies. GreenTrip grant is a 2/3 - 1/3 cost share.

Alternatives and Options

1) Leave remaining bus stops and infrastructure as is. (Not recommended, accessibility issues will not be addressed.)

2) Increase Special Transit services. (Not recommended, this would increase operational expenses because the cost per passenger on Special Transit is substantially higher than on Regular Transit.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	100	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - Transit Services
Division: Public Services
Project Name: Next Bus Software and Infrastructure
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2, 3
Department Priority Ranking: 2
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	25	50	50	50	50	25	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	25	50	50	50	50	25	-	-	-
Revenue less Expense		\$ -	\$ (25)	\$ (50)	\$ (50)	\$ (50)	\$ (50)	\$ (25)	-	\$ -	\$ -
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Integrated intelligent transit software and infrastructure (LED signs, on board electronics, web application, android app, SMS/text messaging, etc.) to provide next bus arrival information for passengers. Infrastructure would include automated passenger counting hardware.

Implications & Justification

Provides real-time bus schedule and arrival information to customers on route and at terminals.
 Smart phone technology provides on the go access to customers for service and route information.
 Provides accurate real-time performance and ridership counts.
 Reduces customer schedule and service inquiries and associated staff time.
 Increases on time performance by providing real-time monitoring.
 Anticipated compatibility with existing applications.
 Potential grant funding may be available through Provincial GreenTrip and Federal Public Transit monies. GreenTrip grant is a 2/3 - 1/3 cost share.

Alternatives and Options

- 1) Not implement software and infrastructure. (Not recommended, inaccuracy and lack of reporting information and statistics for business analysis.)
- 2) Stand alone software applications for each requirement. (Not recommended, due to increased cost and lack of compatibility and integration.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Community Development - 911 Communications
Division: Public Services
Project Name: 911 & Police Communications Room Fire Suppression System
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: SP 2
Department Priority Ranking: 1
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	9	18	18	18	18	18	18	18	18	18
	Debt financing (Principal)	-	34	35	35	35	36	-	-	-	-
	Debt financing (Interest)	-	2	2	1	1	0	-	-	-	-
	Total	9	54	54	54	54	54	18	18	18	18
Revenue less Expense		\$ (9)	\$ (54)	\$ (54)	\$ (54)	\$ (54)	\$ (54)	\$ (18)	\$ (18)	\$ (18)	\$ (18)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The 911 and Police server and communication room is currently without a dry agent suppression system, but is protected by the building sprinkler system. In the event of a fire, the equipment would be damaged by the sprinkler system, resulting in a substantial (approx. \$2M) replacement cost.

Implications & Justification

Installing a dry agent fire suppression system will protect the equipment and avoid the significant equipment replacement cost and data/functionality loss in the event of a fire and subsequent water damage. The dry agent would minimize the damage not eliminate it entirely.

A dry agent fire suppression system would also permit us to expand our alarm monitoring service by meeting current ULC standards, thus increasing a revenue source.

Alternatives and Options

- 1) Maintain current sprinkler system, and dry agent extinguisher for protection. (Not recommended, this is the current system, and does not provide the optimal level of protection.)
- 2) Deferral of project (Not recommended, potentially higher cost in the future.)

Changes in FTE headcount

None

FINANCING SUMMARY

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT) Internal Loans	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Southlands School On Site Development
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	4	8	8	5	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	4	8	8	5	-	-	-	-	-	-
Revenue less Expense		\$ (4)	\$ (8)	\$ (8)	\$ (5)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Relocation of Southlands School Site playground in order to accommodate the construction of a new school

Implications & Justification

The Catholic Board of Education has started the construction on an elementary school in Southlands. An information item was prepared for City Council that highlighted this obligation.

Local and historical precedents have shown that the Province does not provide adequate capital budget to address all on-site and offsite infrastructure that The playground at the Southlands school site was installed as part of the original subdivision development in order to meet the playground needs of the community. There was no indication at that time that a school would be built on this site for years to come, The playground needs to be relocated within the school site in order to accommodate the footprint of the proposed school.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) School Board to fund the relocation of the playground (not recommended - Province does not provide funding to schools for playground or sports field

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (GTF)	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Tree Replacement Strategy (Berms)
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	3	4	4	-	-	-	-	-	-
	Debt financing (Principal)	-	3	3	3	3	3	3	3	3	3
	Debt financing (Interest)	-	1	1	1	1	1	1	1	1	1
	Total	1	7	8	8	4	4	4	4	4	4
Revenue less Expense		\$ (1)	\$ (7)	\$ (8)	\$ (8)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ 50	\$ 50	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Tree planting to replace tree canopy that was removed as part of the flood mitigation berms.

Implications & Justification

The construction of the flood mitigation berms resulted in a decrease in tree canopy in the City. A tree replacement strategy was presented to City Council that included planting trees and seeding over a 4 year period. Approximately 1,000 trees were removed and in accordance with Tree Preservation Bylaw #4218, the service standards state that trees should be replaced on a 3:1 basis. Current berm construction funding does not allow for tree replacement as part of the overall project, as adding tree replacement to the construction costs would result in additional budget shortfalls for the berm construction project.

The City needs to keep pace with the replanting of trees in order to maintain a tree canopy.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not proceed with the tree replacement (not recommended - contravention of the tree preservation bylaw)
- 2) Defer the project to a future year or extend the program over several more years (not recommended - program is already reduced to a basic level)
- 3) 4 year planting plan (recommended in order to develop in a systematic basis)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants (MSI)	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	50	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 50	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: South Ridge Recreation and Wellness Centre YMCA Improvements
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #4, KR4.4
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	2	4	4	4	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	2	4	4	4	-	-	-	-	-	-
Revenue less Expense		\$ (2)	\$ (4)	\$ (4)	\$ (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 60	\$ -	\$ -	\$ 60	\$ -	\$ 60	\$ 15	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The addition of 4 basketball systems (\$60,000 in 2017), trail access between the YMCA and the school, refurbish gym floor for future years

Implications & Justification

The facility is owned by the City and is operated by the YMCA as part of a contractual agreement. There has been no investment by the City in the past and this represents a long term plan to fulfill its obligations and provide a facility that meets the needs of the community and the users of the facility.

The SRRWC partnership and the subsidy provided in the form of capital and operating grants has allowed the City to economically provide recreational opportunities to residents for more than a decade.

The addition of the basketball systems to increase user group and individual usage

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Defer the project to a future year (not recommended as project is necessary)

Changes in FTE headcount

None

FINANCING SUMMARY	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG) Government Grants (GTF)	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Parks Infrastructure Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	51	153	204	204	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	51	153	204	204	-	-	-	-	-	-
Revenue less Expense		\$ (51)	\$ (153)	\$ (204)	\$ (204)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		-0.01%	-0.02%	-0.03%	-0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 2,040	\$ 2,040	\$ 2,060	\$ 2,080	\$ 2,100	\$ 2,120	\$ 2,145	\$ 2,165	\$ 2,185	\$ 2,210
ROI %											

Description & Purpose

Parks Infrastructure Program for replacement of irrigation systems , trail overlays, playgrounds upgrades and asphalt infrastructure overlays such as parking lots and internal roadways.

Implications & Justification

The rehabilitation program is based on a long term infrastructure plan that is tied to the department's asset management plan. Planned rehabilitation of the assets are required and this program is critical to maintain existing service levels in order to provide active and passive recreational opportunities to multiple users. The majority of the infrastructure was constructed in the 1970's and 1980's that has met its life expectancy and continues to deteriorate, resulting in increased operating and capital costs. A long term infrastructure plan allows for the management of the asset that supports City Council's strategic priority which in turn provides sustainable infrastructure and amenities.

The existing infrastructure continues to deteriorate as it is pasted its original life cycle, resulting in increased operating and capital costs to repair and rehabilitate. The park system is served and supported by this infrastructure. Without the infrastructure upgrades amenities (such as trails and playgrounds) may have to be closed as they do not meet the basic service level. Properly functioning irrigation systems are critical for turf and trees to survive in our climatic conditions.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the infrastructure continues to deteriorate)
- 2) Reduce funding level of program (not recommended will result in increased operating and capital costs)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants MSI)	\$ 1,290	\$ 1,290	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OP)	Operating / Working Capital	750	750	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 2,040	\$ 2,040	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Community Partnership Requests
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #3, KR3.4
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	8	23	30	30	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	8	23	30	30	-	-	-	-	-	-
Revenue less Expense		\$ (8)	\$ (23)	\$ (30)	\$ (30)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 160	\$ 135	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ROI %

Description & Purpose

The projects identified below were brought forward by the various sports groups.

Group	Project	3rd Party Funding	City	Year	Cost
Accommodation Association	Police Point Interpretive Centre Upgrades	100% third party	\$0	2017	
Rotary Club	Trail Markers	100% third party	\$0	2017	\$100
AB Marlin Swim	FLC Scoring and Timing Equipment Upgrades	50/50	\$20	2017	\$40
Skateboard	Skate spots	50/50	\$10	2017	\$20
Kinettes	Upgrade Kinette Kitchen	\$75	\$25	2017	
Track and Soccer Assoc	Rotary Track and Soccer Complex Building Addition for Soccer and track	\$275 Third party	\$325	2018	
Big League Baseball	Jefferies Park backstop, score clock	100% third party	\$0	2018	\$25
Little League Baseball	Lions Score booth and Score Clock	100% third party	\$0	2018	\$80
Tennis Club	Overlay Club Courts	100% third party	\$0	2018	\$30
Tennis Club	Additional Courts	100% third party	\$0	2019	\$300

Implications & Justification

The department works with a variety of partners and sports organizations to either facilitate or develop recreational facilities and amenities that to meet the recreational needs of the community. These recreational needs were identified as part of the 2011 Recreation Master Plan as well as meeting with groups and organizations to understand their needs and the trends in their sport. These projects are a partnership with the sports group (chart identifies level of third party funding) in the community and will improve service delivery with a high impact on social, recreational and public service. These projects leverage CMH funding by maximizing third party investment.

Medicine Hat Accommodation Association - The Police Point Interpretive Centre was built in 1982 and there have been only minor improvements since the original development. The improvements include upgrades to the main interpretive area, upgrades to the front entrance and washroom to make it accessible and replacement of the "Prairie Viewpoint/seating area. The improvements will improve visitor access and improve the visitor "experience". The improvements are 100% funded by the Medicine Hat Accommodation Association as a visitor/tourism initiative.

Rotary Club of Medicine Hat - The design and installation of trail markers will provide direction, informational and interpretive signage as well as improve way finding. The Club is sponsoring the project as part of their "100th anniversary". The Heritage Trail system is well used by all age groups as well as tourists and visitors to the City. The project is being funded 100% by the Rotary Club.

AB Marlin Aquatic Club trains and hosts swim meets at the FLC. The scoring and timing equipment has reached the end of its life cycle and requires replacement in order to ensure accuracy and reliability. The club has grown hosts several meets each year.

Skateboard Association - Skate spots are small informal asphalt areas that integrated throughout the community, in low conflict zones that allow skateboard enthusiast to incorporate the principles of street skateboarding while drawing individuals away from private property, businesses and high traffic areas and making the activity safer for skaters and pedestrians. This pilot project is an opportunity for skateboarders to display their craft and skills and creating more of Kinettes - The Kinette Kitchen was constructed in the 60's or 70's and requires modernization and improvements in order to be more fully functional to serve the families that use the facility and use the park. The Kinettes are willing to fund the improvements to the building and add an open- air picnic shelter to the facility to make it more functional. The City's contribution would include infrastructure improvement to the site and existing washroom. The Recreation Master Plan was completed in 2011 and picnic and kitchen areas ranked in the top 10 for community priorities.

Rotary Track and Soccer Complex - partnership between Soccer, Track Association and City includes additional change rooms for Soccer and additional space for track for storage, medical and volunteers along with a second floor for photo timing at the finish line. The additional change rooms for soccer will make the building the hub for soccer tournaments and increase the club's capacity to host tournaments and events. The additional space for track will replace the tents that are set up for track events that are uncomfortable and inconvenient in cold and rainy weather. In addition, the second floor timing will allow the timer to line up with the finish line providing more accurate timing and scoring. Utilization includes over 5,000 individuals who participate in local, zone and Provincial track meets as well as over 1500 outdoor soccer participants

Big League Baseball - Improvements to the Kinsmen Ball Complex include extending the backstop and replacing the score clock. Kinsmen Ball Complex at Jefferies Park is the hub for adult baseball and the association have made improvements to the facilities over the years and this is a continuation of that program. These improvements are funded 100% by Big League and will allow the association to provide a facility that is comparable to other facilities in their league.

Little League Baseball - Improvements to the Lions Park include installation of a score clock and replacement of the scorekeepers booth. Lions Park is the hub for Little League Baseball and the association have made improvements to the facilities over the years and this is a continuation of that program. These improvements are funded 100% by Little League in order to meet Little League's needs and ultimately provide improved recreation facilities.

Tennis Club - Improvements to the Tennis Facility include overlay of 2 tennis courts that are operated and maintained by the club. The Tennis Association have made numerous improvements to the facilities over the years including the funding of the construction of the courts and clubhouse. The overlay in 2018 and construction of additional courts in 2019 are funded 100% by the Tennis Club in order to meet their increasing needs and ultimately provide improved recreation facilities. The agreement between the tennis club and the City addresses public use .

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not proceed with the improvement/upgrades (not recommended as you would lose the opportunity to leverage third party funding- in some cases 100% funded by third par
- 2) Make all sports groups contribute 100% of the funding (not recommended as the asset is owned by the City and the improvements have community benefit)
- 3) Contribute to the partnership to the levels indicated (recommended to leverage third party funding and optimize the use of City funds)

Changes in FTE headcount

None

<u>FINANCING SUMMARY</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG) Government Grants	\$ 55	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXT) Other External (Third Party / Trade-in)	105	135	-	-	-	-	-	-	-	-
<u>FINANCING TOTAL</u>	<u>\$ 160</u>	<u>\$ 135</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Shrub Bed Removal Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	(25)	(50)	(75)	(75)	(75)	(75)	(75)	(75)	(75)
	Equipment	-	(10)	(20)	(35)	(35)	(35)	(35)	(35)	(35)	(35)
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	5	15	20	20	-	-	-	-	-	-
	Debt financing (Principal)	-	49	98	99	101	102	51	-	-	-
	Debt financing (Interest)	-	3	6	4	3	2	1	-	-	-
	Total	5	32	54	14	(6)	(6)	(58)	(110)	(110)	(110)
Revenue less Expense		\$ (5)	\$ (32)	\$ (54)	\$ (14)	\$ 6	\$ 6	\$ 58	\$ 110	\$ 110	\$ 110
Tax Impact		0.00%	0.00%	-0.01%	0.00%	0.00%	0.00%	0.01%	0.02%	0.02%	0.02%
Capital Expenditure		\$ 250	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Removal of shrub beds as a cost saving initiative

Implications & Justification

The City currently has over 500 shrub beds that require weeding, mulching and pruning, all work that is labor -intensive. Reducing the number of shrub beds, retaining the trees and reseeded the area to turf will save operating costs as it is more cost efficient to mow an area with large equipment then to manually maintain the beds. Shrub beds will be limited to high profile areas and as entrance features. The estimated cost saving is \$110,000 per year.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Do not proceed or defer the program (Not recommended - lost opportunity for a operating cost saving measure)
- 2) Complete all of the work in one year as opposed to phasing it out over 3 years (not recommended - need to phase it in order to manage the contracted work)
- 3) Proceed with the systematic removal of a portion of the shrub beds (recommended as a cost saving initiative)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT)	Internal Loans	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Gershaw Interchange Landscaping Redevelopment
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	(856)	(10)	(10)	(10)	(10)	(10)	(10)
	Amortization	4	12	16	16	-	-	-	-	-	-
	Debt financing (Principal)	-	39	40	40	40	41	-	-	-	-
	Debt financing (Interest)	-	2	2	2	1	1	-	-	-	-
	Total	4	54	58	(798)	32	32	(10)	(10)	(10)	(10)
Revenue less Expense		\$ (4)	\$ (54)	\$ (58)	\$ 798	\$ (32)	\$ (32)	\$ 10	\$ 10	\$ 10	\$ 10
Tax Impact		0.00%	-0.01%	-0.01%	0.12%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 200	\$ 200	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Redevelop turf area into a combination of manicured and natural area as a cost saving initiative and to demonstrate the value of "desert" landscaping

Implications & Justification

The Gershaw/Trans Canada Highway Interchange consists of over 19 acres of manicured turf and irrigation with numerous operational issues (aging irrigation infrastructure, undesirable plant material in harsh environmental conditions and build up of sediment along the curbs). Rather than redevelop the area to the same development standard, it is proposed to revitalize the area into a combination of manicured grass and naturalized areas that would be more reflective of a "desert" landscaping. The redevelopment concept will focus on maintaining an aesthetically pleasing highway entrance with a rest area, while developing other areas with a naturalized landscape concept to decrease future operating cost (saving \$10,000 in mowing costs per year) and conserve irrigation water. In addition this project would also save \$856,000 in one time capital costs to replace the existing irrigation system as the current system does not function well and the replacement of the irrigation infrastructure system is impending.

The redevelopment plan supports City council's strategic priorities of image and profile by providing an aesthetic pleasing entrance to Medicine Hat while reducing the emphasis on manicured turf and irrigation in less impacted areas, while being fiscally responsible.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Redevelop turf and irrigation system to current Class A standard (not recommended as not cost effective from Operating and Capital budget)
- 2) Redevelop to a natural area only with no manicured grass and irrigation (not recommended as the interchange is an entrance to the City)
- 3) redevelop with a combination of manicured and natural areas (recommended as most cost effective option)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (MSI)	\$ -	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	200	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Computerized Irrigation System Upgrade
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	4	6	6	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	1	4	6	6	-	-	-	-	-	-
Revenue less Expense		\$ (1)	\$ (4)	\$ (6)	\$ (6)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ 75	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Computerized irrigation system upgrade for various parks.

Implications & Justification

The first phase of the centrally controlled computerized irrigation system was installed in the late 1990's and typically has a life expectancy of 10 years. Parts are no longer available for the first generation system of irrigation controllers and the system is encountering more communication problems. Upgrading the irrigation control system with the newest generation supports City Council's strategic priorities for infrastructure and amenities by providing infrastructure and financial sustainability. The system allows operators to manage and control the irrigation control system thereby managing water consumption as well as providing energy and resource efficiencies.

Not proceeding with this project may result in an inability to replace irrigation controller units that have failed resulting in increased operating costs, reduced water conservation opportunities, and increased service requests when irrigation systems are inoperable for extended periods of time.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not proceeding with the replacement of components (not recommended - loss of opportunity for water management as units are replaced with non-computerized controllers)
- 2) Defer the replacement program to a future year (not recommended - loss of opportunity for water management as units are replaced with non-computerized controllers)
- 3) replace controllers as they fail in the field (not recommended as not cost effective and could result in extended downtime waiting for delivery)
- 4) long term replacement program (recommended in order to keep pace with life cycle replacement plan)

Changes in FTE headcount

None

FINANCING SUMMARY	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG) Government Grants (GTF:17/MSI:18)	\$ 50	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 50	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Recreation Infrastructure Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	6	19	25	25	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	6	19	25	25	-	-	-	-	-	-
Revenue less Expense		\$ (6)	\$ (19)	\$ (25)	\$ (25)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
ROI %											

Description & Purpose

Recreation Infrastructure Program includes such infrastructure as facility lighting and flooring

Implications & Justification

The majority of our recreation facilities (7 aquatic facilities, 2 dry facilities and 6 arenas) were constructed in the 1970s and 1980s. The rehabilitation is based on an infrastructure plan and identification of priorities. The rehabilitation is required to maintain existing service levels which allows for the provision of indoor and outdoor (pools) recreational opportunities. The reinvestment into and rehabilitation of recreation infrastructure supports City Council's strategic priorities by providing high quality, sustainable infrastructure and amenities along with management of assets and ongoing maintenance. This project is an ongoing program to rehabilitate recreation facilities infrastructure that has met its life expectancy and repairs are no longer cost effective. This rehabilitation program will cover a variety of recreational infrastructure that is essential in order to provide recreational programs and services.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the infrastructure continues to deteriorate)
- 2) Reduce funding level of program (not recommended will result in increased operating and capital costs)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Parks and Facility Accessibility Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR 2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	5	15	20	20	-	-	-	-	-	-
	Debt financing (Principal)	-	-	11	12	12	12	12	13	13	13
	Debt financing (Interest)	-	-	4	4	4	4	3	3	3	3
	Total	5	15	36	36	16	16	16	16	16	16
Revenue less Expense		\$ (5)	\$ (15)	\$ (36)	\$ (36)	\$ (16)	\$ (16)	\$ (16)	\$ (16)	\$ (16)	\$ (16)
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200

ROI %

Description & Purpose

Modification and upgrade of washrooms and PKRC areas to make them barrier free facilities.

Implications & Justification

The purpose of the program is to upgrade recreation and park facilities to make the facilities more accessible in order to meet the barrier free guidelines. The program would include upgrades to washrooms, public areas, picnic areas to make them more accessible which will also benefit the community as a whole. The accessibility program is based on the recommendations in the accessibility audits completed in co-operation with the Advisory Committee on Disability Issues (ACDI). The reinvestment into modifying and renovating facilities supports Council's priorities to have high quality sustainable infrastructure and promotes our distinctive community and excellent quality of life for our citizens by providing an inclusive and improved customer service environment.

The standards for accessibility have changed since the facilities were originally constructed and this limits the opportunities for people to participate in recreational activities in our facilities.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Defer program to future years (not recommended as this results in facilities below standard and limits opportunity for people with disabilities to access City facilities)
- 2) Reduce funding level of program (not recommended will result in increased operating and capital costs as life cycle is extended)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement and standards)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants (GTF)	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	-	200	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: SSR Recreational Opportunities
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #3, KR3.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	13	37	47	47	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	13	37	47	47	-	-	-	-	-	-
Revenue less Expense		\$ (13)	\$ (37)	\$ (47)	\$ (47)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 525	\$ 410	\$ 378	\$ 275	\$ 250	\$ 275	\$ 425	\$ 375	\$ 300	\$ 350
ROI %											

Description & Purpose

Development of recreational opportunities adjacent to the South Saskatchewan River

Projects proposed for 2017 include accessible boat dock at Strathcona Island Park, next phase of multi-use natural trail in Burnside, picnic and river access in Kiwanis River Park and a river access and picnic area in Police Point Park.

Projects proposed for 2018 include additional parking at the Strathcona Island Park boat launch and river access and viewpoint at Parkview Close NE. It also includes the preparation of a conceptual plan for Riverside Veterans Memorial Park.

Implications & Justification

The South Saskatchewan River is an asset with recreation, commercial and tourism generating potential that will be utilized by both residents and visitors. The development of recreational opportunities adjacent to the South Saskatchewan River supports City Council's strategic priority that the river valley be developed as an aesthetic and recreation feature. An assessment was completed in 2014 which resulted in the development of a 10 year plan for development opportunities. The development would increase service levels by improving access to the river and supporting the redevelopment of existing infrastructure to further improve recreational opportunities. The development plan is based on extensive public engagement that addresses community values and priorities. Riverside Veterans Memorial Park and Devonian trail is one of the anchoring nodes of the South Saskatchewan Recreational Opportunities 10 year plan with recreation, commercial and tourism generating potential that will be utilized by both residents and visitors.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not proceed with the development (not recommended - does not meet City Council key result 3.1 and loss of opportunity to develop and promote a recreational asset)
- 2) Defer the project to a future year (not recommended - does not meet City council key result 3.1 and loss of opportunity and loss of momentum generated)
- 3) long term development plan (recommended in order to develop in a systematic basis)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 525	\$ 410	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 525	\$ 410	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Riverside Park and Devonian Trail Redevelopment - **FORECAST**
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #3, KR3.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ 500	\$ 500	\$ 100	\$ 400	\$ 600	\$ 500	\$ 400	
ROI %											

Description & Purpose

Redevelopment of the park and trail to provide performance / programming space to take advantage of river views and development of the trail and promenade to provide improved access to the river as part of the South Saskatchewan River Recreation Opportunities.

Implications & Justification

Riverside Veterans Memorial Park and Devonian trail is one of the anchoring nodes of the South Saskatchewan Recreational Opportunities 10 year plan with recreation, commercial and tourism generating potential that will be utilized by both residents and visitors. The development of recreational opportunities adjacent to the South Saskatchewan River supports City Council's strategic priority that the river valley be developed as an aesthetic and recreation feature. An assessment was completed in 2014 which resulted in the development of a 10 year plan for development opportunities. The development would increase service levels by improving access to the river and supporting the redevelopment of existing infrastructure to further improve recreational opportunities. The redevelopment plan for the park would include an extensive public engagement that addresses community values and priorities.

The redevelopment of the park and Devonian Trail would focus on performance/programming space which in turn could attract more revenue generating opportunities.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not proceed with the development (not recommended - does not meet City Council key result 3.1 and loss of opportunity to develop and promote a recreational asset)
- 2) Defer the project to a future year (not recommended - does not meet City council key result 3.1 and loss of opportunity and loss of momentum generated)
- 3) long term development plan (recommended in order to develop in a systematic basis)

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Drainage and Erosion Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR 2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	2	6	8	8	-	-	-	-	-	-
	Debt financing (Principal)	-	2	2	2	2	2	2	2	2	2
	Debt financing (Interest)	-	2	2	2	2	2	2	2	2	2
	Total	2	9	11	11	4	4	4	4	4	4
Revenue less Expense		\$ (2)	\$ (9)	\$ (11)	\$ (11)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
ROI %											

Description & Purpose

Development of an ongoing program to rehabilitate parks areas with erosion and drainage problems that require rehabilitation to alleviate potential damage to City infrastructure. Examples of projects to be rehabilitated under this program include:

Erosion of the access road into Echo Dale Regional Park where the road is beginning to be undermined due to the erosion of the bank.

Erosion of the river bank in Echo Dale adjacent to the wetlands facility which handles the discharge from the water treatment plant prior to entering the river.

Kin Coulee cave located in coulee wall that requires geotechnical and engineering expertise in order to excavate and eliminate the cave and ensure public safety.

Implications & Justification

There are numerous park areas that have developed erosion and drainage problems due to existing soil structure and groundwater. The development of an ongoing program to rehabilitate the erosion and drainage problems is required in order to alleviate damage to City infrastructure. The program has been developed in consultation with Development Engineering and criteria to prioritize projects include potential damage to Parks and Recreation infrastructure and public safety.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the infrastructure continues to deteriorate)
- 2) Reduce funding level of program (not recommended will result in increased operating and capital costs)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (MSI)	\$ -	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	75	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 75	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Open Space Redevelopment
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #3, KR3.4
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	5	8	8	-	-	-	-	-	-
	Debt financing (Principal)	-	3	3	3	3	3	3	3	3	3
	Debt financing (Interest)	-	1	1	1	1	1	1	1	1	1
	Total	1	9	11	11	4	4	4	4	4	4
Revenue less Expense		\$ (1)	\$ (9)	\$ (11)	\$ (11)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)	\$ (4)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
ROI %											

Description & Purpose

Upgrades and redevelopment of park areas that are outdated and do not meet users needs.

Implications & Justification

This project addresses City Council strategic priority of Social wellness by identifying opportunities to enhance existing green space and redevelopment of those park areas (Key Result 3.4) as well as redeveloping park and open space areas that are no longer functional or do not meet users needs. Redevelopment would provide recreational opportunities in existing park areas to meet user's current and future needs while looking for development opportunities that are more cost effective. In addition it would address projects identified in redevelopment plans (North Flats, Downtown, Herald)

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of redevelopment to future years (not recommended, as this does meet City Council Key result 3.4)
- 2) Reduce funding of project (not recommended will limit redevelopment options)
- 3) long term redevelop (recommended - allow to identify priorities and plan in a systematic manner as opposed to adhoc development)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (MSI)	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	50	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 50	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Outdoor Lighting Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	11	20	20	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	1	11	20	20	-	-	-	-	-	-
Revenue less Expense		\$ (1)	\$ (11)	\$ (20)	\$ (20)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 35	\$ 575	\$ 500	\$ 200	\$ 600	\$ 200	\$ 200	\$ 250	\$ -	\$ -
ROI %											

Description & Purpose

The project includes the development of an infrastructure lighting replacement program (Moose 2018). 2017 Budget includes the installation of lighting on the toboggan Hill (\$35) and 2018 for lighting thru the Kin coulee tunnel (\$30).

Implications & Justification

The project is an ongoing program to replace sports field (ball diamond, tennis) and park lighting that has exceeded its life expectancy. The lighting levels are sub standard and the wooden light standards have reached the end of its life cycle. The existing infrastructure will continue to deteriorate, resulting in increased operating and capital costs. Pole testing has been completed in conjunction with the Electric Department and results are incorporated into the life cycle plan. a long Term infrastructure plan supports City Council's strategic priorities by providing sustainable infrastructure and amenities. The Gas City slow-pitch Association will partner with the City and apply for a third party grant in the amount of \$125,000 in order to optimize the use of public funds and show their support for the project.

The installation of lighting to Kin Coulee Toboggan Hill and thru the Kin Coulee tunnel will increase the service level and will allow the facility to be more appealing to rent thru the winter months as presently there is no lighting in place. Lighting will also make the area safer for those visiting and those who use the park daily. A sub standard level of service also results in a lack of utilization of the facilities that are served and can be improved by lighting.

- 1) Not proceeding with the replacement (not recommend as it does not keep pace with a life cycle replacement program)
- 2) Defer rehabilitation to a future year (not recommended as the asset is already beyond its life cycle)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (GTF:17; MSI)	\$ 35	\$ 575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 35	\$ 575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Parking Lot Development
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #4, KR4.2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	2	4	4	4	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	2	4	4	4	-	-	-	-	-	-
Revenue less Expense		\$ (2)	\$ (4)	\$ (4)	\$ (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Pave the gravel parking lot at the Family Leisure Centre

Implications & Justification

The expansion of the FLC will result in an increase in the number of customers at the facility which translates into an additional parking requirement. Currently there is an existing gravel parking lot that is being used for parking which has created additional work inside the facility to keep it clean and maintained to the existing standards of cleanliness. The gravel parking lot gets muddy, snow drifts in and is difficult to clear, has inadequate storm water drainage and is not accessible. Investing in this infrastructure aligns with Council priorities 2 and 4.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Do not proceed with the development of paved parking for the FLC (not recommended as the current parking area is undersized to accommodate the increased number of users to the facility)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants (GTF)	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Storage Sheds - Echo Dale Regional Park & Family Leisure Centre
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #4, KR4.2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	3	4	4	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	1	3	4	4	-	-	-	-	-	-
Revenue less Expense		\$ (1)	\$ (3)	\$ (4)	\$ (4)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 15	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Storage shed for Echo Dale Regional Park and replacement of Family Leisure Centre storage shed.

Implications & Justification

There is little to no storage space at these facilities. Permanent storage is required to protect equipment and supplies from the elements, theft and damage causing an earlier replacement cycle. The storage sheds will not only keep items protected, but also out of sight, maintaining the professional, clean and tidy image of our city.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Request the budgets in future years. (Not recommended, this request is a place holder for future requests & planning.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (GTF)	\$ 15	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 15	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Hillside Cemetery Capacity Development
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #6, KR6.3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	2	2	2	-	-	-	-	-	-
	Debt financing (Principal)	-	1	1	1	1	1	1	1	1	1
	Debt financing (Interest)	-	1	1	1	1	1	1	1	1	1
	Total	1	4	4	4	2	2	2	2	2	2
Revenue less Expense		\$ (1)	\$ (4)	\$ (4)	\$ (4)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)	\$ (2)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 50	\$ -	\$ 100	\$ 450	\$ 50	\$ -	\$ 125	\$ 500	\$ -	\$ -
ROI %											

Description & Purpose

Development of additional capacity for burial plots thru redevelopment of carriageways, installation of columbariums and development of new blocks of burial plots. Redevelopment of carriageways are planned in 2017 and 2018

Implications & Justification

The planning for additional burial and columbarium space is crucial to meet the cemetery's interment needs. In order to maintain sufficient capacity for burials and enough lead time for the establishment of turf and landscaping, the Cemetery is planning its capacity needs for the next 10 years. The removal of the century-old carriage-ways is also recommended in 2017 and 2018, which will aid in the increase of capacity in a cost effective manner as the carriageways are redundant and can be easily converted to burial plots. Cemetery interments are an essential public service.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Defer the capacity development to a future year (not recommended as the redevelopment of carriageways is a cost effective option)
- 2) Reduce the value of the program (not recommended as the economies of scale will be lost)
- 3) Recommended option selected is cost effective

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants (MSI)	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
INT)	Internal Loans	50	-	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 50	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Medicine Hat Exhibition Stampede Fieldhouse Turf Replacement & Netting
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #4, KR4.4
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	5	10	10	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	5	10	10	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ (5)	\$ (10)	\$ (10)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replacement of the synthetic turf and netting at the Cypress Centre Fieldhouse.

Implications & Justification

The synthetic turf and netting have deteriorated and reached the end of its life. The deterioration of the turf puts players at risk of injury because it does not stay flat in the playing area, the edges are curling, and there is movement or shifting during activities. As the carpet is lifting and the seams are separating, safety as well as the inability to allow for the sports-lines on the fields to align properly to accommodate the various sporting activities - i.e. soccer and tennis is an issue. The drop down netting, used for separating the fields is tearing and wearing out. Should it no longer function as required it will not allow the flexibility of programming in the facility. It could also be hazardous if it separates and falls onto the field. This will also no longer allow the field to split into three separate components used for the various programs. The spectators may be at risk if the netting fails to keep objects from the viewing areas.

The Fieldhouse is utilized for a variety of sports from September until May, during which time the turf and netting are put in and out of service to accommodate the other events sponsored by the Medicine Hat Exhibition & Stampede such as trade shows and indoor rodeos. The installation and un-installation causes additional wear and tear and decreases the life expectancy of the equipment.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not replace the turf and netting. (Not recommended, the Cypress Centre Fieldhouse will continue to be used, therefore the turf and netting needs to be replaced to protect the users and spectators from injury and maintain the existing standard for the facility.)
- 2) Defer the replacement of the turf and netting. (Not recommended, potentially higher cost in the future and risk of injury.)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants (GTF)	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Ball Diamond Dugout Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	3	6	6	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	3	6	6	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ (3)	\$ (6)	\$ (6)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 150	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replacement of in-ground dugouts with above ground dugouts at Lions Park and Kin Coulee Park

Implications & Justification

Lions Park is the hub for Little League baseball. The current dugouts are installed below grade resulting in ongoing drainage problems as storm water drains into the dugouts during the season resulting in unsanitary conditions. In the winter snow melt drains into the dugouts and it is a maintenance problem to clean out the dugouts in the spring prior to the start of the season. In addition the dugouts are small and don't have enough room for an entire baseball team. The dugouts were built in the 1960's or 1970's and don't serve the current users and are sub-standard compared to other facilities.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not replacing the dugouts (not recommended as the current dugouts do not serve the current users)
- 2) Defer the replacement to a future year (not recommended as the current dugouts do not serve the current users)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants (GTF)	\$ -	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Leisure Trail Development
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	5	10	10	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	5	10	10	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ (5)	\$ (10)	\$ (10)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 250	\$ -	\$ 125	\$ -	\$ -	\$ 125	\$ -	\$ -	\$ 175
ROI %											

Description & Purpose

Continuing leisure trail development to improve connectivity among various trails in the City

Implications & Justification

The first phase of the Heritage Trail system was constructed in the mid 1980's and is one of the City's most well used amenities by residents and visitors. A Leisure Trails Future Development Plan was developed in 2010 which identified gaps in the connectivity of the current trail system. The McCutcheon Trail connector is identified in 2018 and is a high priority for development as it provides trail connection between 12 St NW and the existing trail on McCutcheon Dr NW and the trail leading to the Family Leisure Centre. The connection was identified as part of the future trail development plan and the department continually gets one or two inquiries each year as to when the trail connection will be developed. In addition, this connection was identified as a high priority due to conflicts with cyclists and vehicles along the portion of McCutcheon Dr that does not have a trail. A comprehensive leisure trail network has many benefits to the community, including enhancing outdoor experiences, providing recreational opportunities which service the entire population year round. Trail development needs to keep pace with residential subdivisions, otherwise you lose the connectivity between neighborhoods and communities.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Defer the development to a future year (not recommended - lost recreational opportunity to meet future trail needs)

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Hillside Cemetery Irrigation Rehabilitation
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	(5)	(5)	(5)	(5)	(5)
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	(5)	(5)	(5)	(5)	(5)
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5	\$ 5	\$ 5	\$ 5	\$ 5
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ 600	\$ 500	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Hillside Cemetery irrigation system upgrade and rehabilitation.

Implications & Justification

The Hillside Cemetery irrigation system was installed in the 1970's and is beyond its life expectancy and is inefficient, resulting in increased operating costs due to repairs and parts of the cemetery having to be hand watered. The irrigation upgrade is required to maintain existing service levels and is based on a departmental master plan to upgrade the irrigation system in phases. The upgrade of the system allows for the management of the asset that supports City Council's strategic priorities by providing sustainable infrastructure and amenities. The upgraded irrigation system will be more efficient in its use of water, energy and resources.

The estimated cost savings is \$5,000 annually for utilities. The system will be more efficient, and coverage will be designed for the specific turf areas.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the infrastructure continues to deteriorate)
- 2) Extend the phasing over more years (not recommended - could lose economies of scale if phased over too many years)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Athletic Park Upgrading
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1

Department Priority Ranking:

Organization Priority Ranking:

Recommended by Management Team:

(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		-	-	-	-	-	-	-	-	-	-
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ 250	\$ 180	\$ 390	\$ 125	\$ 75	\$ 150	\$ -	\$ -
ROI %											

Description & Purpose
Long term infrastructure plan for upgrading of Athletic Park

Group	Project	3rd Party Funding	City	Year	Cost
Mavericks	Upgrade Concourse Fencing	TBD		2019	\$250
Mavericks	Dugout Rehabilitation			2020	\$180
Mavericks	Ticket Office Upgrades	TBD		2021	\$390
Mavericks	Clubhouse Improvements	TBD		2022	\$125
Mavericks	Concession Improvements			2023	\$75
Mavericks	Score Clock Upgrade	100% third party		2024	\$150

Implications & Justification

The department works with a variety of partners and sports organizations to either facilitate or development recreational facilities and amenities that to meet the recreational needs of the community. These recreational needs were identified as part of the 2011 Recreation Master Plan as well as meeting with groups and organizations to understand their needs and the trends in their sport.

Athletic Park was constructed in the 1970's and is the premier baseball facility, and home to the Medicine Hat Big League Association, Western Major Baseball League Mavericks and High School Baseball. The Mavericks and Big League have made improvements to the facilities over the years and this program is a long term project to make improvements to the facility to maintain facility standards and meet the needs of the users. It will also allow the Mavericks to provide an optimal viewing experience that is comparable to other WMBL facilities. The facility is well used with bookings for the facility near capacity. The rehabilitation of infrastructure supports City Council's strategic priorities by providing sustainable infrastructure and amenities.

The department has been working with the Mavericks and MH Big League on third party funding opportunities to cost share projects. The department would be responsible for the development to the base level that serves the community while the organization would be responsible for any enhancements beyond the base level.

Upgrade concourse fencing - The current fencing at the entrance is chain link installed as part of the original development. Improvements include a brick entrance feature that are intended to improve the aesthetics and improve the customer's experience.

Dugout rehabilitation - the existing dugouts are substandard and below grade, resulting in on-going drainage problems and unsanitary conditions when storm water drains into the dugout. The intent is to raise the dugouts and increase the size of the dugouts so baseball teams can be accommodated in the dugouts.

Ticket office Upgrades - The current building is limited in size and functionality. Improvements include proper space for ticket sales, administration and marketing staff all intended to improve the functionality of the facility and improve the service to the customer.

Clubhouse Upgrades - The current clubhouse is limited in size and functionality. Improvements include reallocation of space for players and coaching staff to a standard provision without changing the footprint of the facility.

Concession Upgrades - The current concession area is limited in size and functionality. Improvements include proper space for food preparation and sales all intended to improve the functionality of the facility and improve the service to the customer.

Score Clock Upgrade - The current score clock is a very basic model with no fan interaction ability. The score clock would be replaced with a unit comparable to other WMBL facilities in order to improve the customer experience.

Project Name: Athletic Park Upgrading

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not budget for the future requirements (not recommended as field development requires long term planning)
- 2) Budget as the requests are solidified and funding confirmed (not recommended as long term planning vs adhoc is more strategic)
- 3) long term plan for facilities (recommended to leverage third party funding and optimize the use of City funds)

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Irrigation Infrastructure Upgrades
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ 350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450	
ROI %											

Description & Purpose

Kin Coulee Park dredging of the sediment pond (2019)
 Kin Coulee Park Irrigation Vault replacement (2025)

Implications & Justification

The irrigation system in Kin Coulee Park is fed from Seven Persons Creek. The water flows into a sediment pond where the sediment settles out before it reaches the intake. The sediment eventually fills up with sediment and requires dredging otherwise the irrigation intake will fill up with sediment and the system will not be operational. This activity takes place every 5 to 7 years depending on the amount of sediment in the pond. It was last completed in 2011 as part of the flood restoration.

The irrigation vault in Kin Coulee Park was constructed in 1985 as is part of an infrastructure plan for replacement.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the infrastructure continues to deteriorate)
- 2) Reduce value of program (not recommended will result in increased operating and capital costs)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES
Division: Public Services

Project Name: Sports field and Facilities

Project Type: TCA (on-going costs)
in thousands of dollars

Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:

(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ 550	\$ 1,750	\$ -	\$ -	\$ 350	\$ -	\$ 12,000	\$ 550
ROI %											

Description & Purpose

The projects identified below were brought forward by the various sports groups due to a need in the community.

Group	Project	3rd Party Funding	City	Year	Cost
Big League Baseball	Additional baseball field and washroom	TBD	TBD	2019	\$550
soccer	2 additional Fields and lighting	TBD	TBD	2020	\$1,750
Pickle Ball	Multi-use Courts	TBD	TBD	2023	\$350
Curling Club	Facility Upgrade/Replacement	TBD	TBD	2025	\$350
Tackle Football	additional Turf field	TBD	TBD	2026	\$550

Implications & Justification

The department works with a variety of partners and sports organizations to either facilitate or development recreational facilities and amenities that to meet the recreational needs of the community. These recreational needs were identified as part of the 2011 Recreation Master Plan as well as meeting with groups and organizations to understand their needs and the trends in their sport. The projects are identified as future field requirements and will improve service delivery with a high impact on social, recreational and public service.

The development of Brier Run subdivision will provide the opportunity to plan and develop additional soccer, baseball and pickle ball sports fields and amenities. This would be contingent on growth and linked to the development of the subdivision.

Soccer Complex - potential partnership between Soccer and City includes 2 additional soccer fields is based on the outcome of the Outdoor Recreation Utilization Analysis proposed in 2017 that will forecast future field requirements. Would be planned in conjunction with the Brier Run/FLC Lands development plan.

Big League Baseball - Kinsmen Ball Complex at Jefferies Park is the hub for big league baseball and has reached capacity with high school, big league and senior baseball scheduled for practices and games. The development of a adult baseball diamond at Brier Run/FLC is a potential partnership between Baseball and City includes 1 additional baseball diamond and washroom/change room and is based on the outcome of the Outdoor Recreation Utilization Analysis proposed in 2017 that will forecast future field requirements.

Pickle Ball - Currently there are 3 tennis courts that have pickle ball lines and the club is utilizing the 2 tennis courts at Lions Park and temporary pickle ball nets. The pickle ball association is requesting 8 pickle ball courts that would improve capacity to meet future needs and to host tournaments. The participation of pickle ball continues to grow and the development of additional multi-use courts would be based on trends and utilization of courts.

The current Curling Club was built in 1957 by the Medicine Hat Curling Club on land owned by the City. The facility underwent major upgrades in 2015/2016 to its mechanical system and roof repairs. It is prudent to plan for the long term replacement or major upgrade of the facility. Development of a new facility would better meet the needs of the users, be more energy efficient, reduce operating costs and demonstrate a commitment to environmental and financial sustainability. The trend is to integrate curling facilities into other community recreation facilities and make them multi-use during the off-season. The participation in the sport is relatively stable and Medicine Hat is on par with other comparable communities in terms the number of sheets of ice.

Football - The artificial turf field at the FLC was built in 2013/2014. The request from Tackle Football is an additional turf field and would be based on the outcome of the Outdoor Recreation Utilization Analysis proposed in 2017 that will forecast future field requirements. Would be planned in conjunction with the Brier Run/FLC Lands development plan.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not budget for the future requirements (not recommended as field development requires long term planning)
- 2) Budget as the requests are solidified and funding confirmed (not recommended as long term planning vs adhoc is more strategic)
- 3) long term plan for facilities (recommended to leverage third party funding and optimize the use of City funds)

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Canalta Centre infrastructure program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ 65	\$ -	\$ 75	\$ -	\$ -	\$ 65	\$ -	\$ 295

ROI %

Description & Purpose

Development of long term infrastructure program for the Canalta Centre

Implications & Justification

The rehabilitation is based on an infrastructure plan and identification of priorities. The rehabilitation is required to maintain existing service levels. The reinvestment into and rehabilitation of recreation infrastructure supports City Council's strategic priorities by providing high quality, sustainable infrastructure and amenities along with management of assets and ongoing maintenance. This project is a long term program to rehabilitate the Canalta Centre infrastructure that has met its life expectancy and repairs are no long cost effective.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Defer infrastructure rehabilitation program to future years (not recommended - infrastructure requires replacement on a systematic basis in order to ensure no service interruptions)

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Gas City Campground Upgrade Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #4, KR4.2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ 250	\$ 700	\$ 250	\$ -	\$ 500	\$ -	\$ -	\$ -
Develop Yurts - 2019: \$250,000											
Campground Utility Upgrades - 2020 & 2023: \$700,000											
Spray Deck - 2021: \$250,000											
ROI %											

Description & Purpose

Upgrades to the Gas City campground to maintain market share and meet customer needs

Implications & Justification

The Gas City Campground opened in 1987 and consists of 96 sites, and its goal is to provide an exceptional camping experience by providing clean, updated, well maintained shower facilities and level spacious sites with shade and easy access. The upgrading of the campground would allow the campground to compete in the current market and continue to provide a tourism and revenue generating opportunity.

Develop Yurts - new type of tenting experience where all of the amenities are supplied. Opportunity for third party sponsorships.

Campground Upgrades - continuation of upgrade program to provide utility services that meet the needs of the customer

Spray deck - opportunity to provide additional activities for children and families while staying at the campground

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Building Security & Access System Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ 75	\$ 75	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Develop a program to install building security and access systems in the Parks and Recreation facilities.

Implications & Justification

The building security and access systems program will provide the basis for securing our staff and infrastructure. These systems will be utilized not only by staff but by the public as well when they rent or use the facilities. The system will record who is accessing the facilities and at what time. Currently, the process is to give all renters/users and staff keys to facilities, and they are responsible to return the keys after use. Installing security and access systems will assist in the maintenance of existing service levels in order to meet the needs of multiple users of the facilities. A long term infrastructure plan allows for the management of the asset that supports City Council's strategic priority which in turn provides sustainable infrastructure and amenities.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Request the budgets in future years. (Not recommended, this request is a place holder for future requests.)
- 2) Continue to manually open/close facilities (not recommended - time intensive and not responsive to customer needs, nor is it timely)
- 3) Systematic program (recommended)

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Echo Dale Campground Development
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #3, KR3.1&3.2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ 112	\$ 112	\$ 112	\$ 112	\$ 112	\$ 112
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	112	112	112	112	112	112
Expense	Salaries & benefits	-	-	-	-	60	60	60	60	60	60
	Equipment	-	-	-	-	10	10	10	10	10	10
	Utilities	-	-	-	-	10	10	10	10	10	10
	Materials & supplies	-	-	-	-	10	10	10	10	10	10
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	90	90	90	90	90	90
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22	\$ 22
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Development of a portion of the day use area at Echo Dale Regional Park into a campground.

Implications & Justification

Echo Dale Regional Park is one of the anchoring nodes of the South Saskatchewan Recreational Opportunities 10 year plan with recreation, commercial and tourism generating potential that will be utilized by both residents and visitors. The development of recreational opportunities adjacent to the South Saskatchewan River supports City Council's strategic priority that the river valley be developed as an aesthetic and recreation feature. An assessment was completed in 2014 which resulted in the development of a 10 year plan for development opportunities. The development of a campground would increase service levels, and would complement and enhance the existing programs and activities offered at the park.

Currently the City operates the Gas City Campground and there are other private campgrounds within the City. The development plan (type and number of sites, location within the park and serviced offered) for the campground would be based on the market assessment, servicing feasibility and preliminary engineering design report. Funding for this report was approved in 2016 and is on hold pending the outcome of the Corbin Lands business plan.

There is no third party funding committed to this project

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Proceed independently of Corbin site analysis (not recommended as this may render EDRP campground redundant)
- 2) Defer the development to a future year
- 3) Construct the campground in phases

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Highboard Rink Redevelopment
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ 425	\$ -	\$ -
ROI %											

Description & Purpose

Redevelopment of highboard rinks in future years when they have reached the end of the life cycle

Implications & Justification

There are 5 highboard rinks located throughout the City. The rinks consist of plywood boards and an asphalt surface. The rinks need to be redeveloped as they reach the end of their life cycle and funding is proposed in a future budget cycle to replace them. The rinks are maintained in the winter by volunteers and are utilized for spontaneous use in the summer season (basketball, ball hockey)

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Defer the development to a future budget cycle (not recommended - the facility requires has reached the end of its life cycle and requires replacement)

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Gas City Campground Expansion
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	65
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	65
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	25
	Equipment	-	-	-	-	-	-	-	-	-	5
	Utilities	-	-	-	-	-	-	-	-	-	5
	Materials & supplies	-	-	-	-	-	-	-	-	-	5
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	40
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	25
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	-

ROI %

Description & Purpose

Expansion of Gas City Campground to meet demand for additional campsites

Implications & Justification

The Gas City Campground opened in 1987 and consists of 96 sites, and its goal is to provide an exceptional camping experience by providing clean, updated, well maintained shower facilities and level spacious sites with shade and easy access. The expansion of the campground by approximately 15 sites would allow the campground to compete in the current market and continue to provide a tourism and revenue generating opportunity. Business case for expansion would be enhance with the funding of the expansion thru federal and provincial infrastrucutre programs.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of expansion to future years (as demand dictates)
- 2) Eliminate expansion entirely (not recommended as it results in a lost opportunity for tourism and revenue generation)
- 3) long term expansion plan (recommended in order to maintain market share and user expectations)

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Water Treatment Plant Infrastructure Upgrades
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: Council Priority #2, KR2.1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	-
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 100	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Infrastructure upgrades to the Echo Regional Park Water Treatment Plant

Implications & Justification

Echo Dale Regional Park was opened in 1986 and included the construction of a swimming and boating lake that is fed from a water treatment plant on site. The water is drawn from the South Saskatchewan River, treated then circulated to the swimming lake which then overflows from the boating lake. The system is a cost efficient means of providing water for recreational purposes as well as for irrigating the turf. The operation of the water treatment plant is critical to the operation of the park and requires regular preventive maintenance and infrastructure upgrades. An infrastructure audit is being proposed in the 2017 MOE Budget and the infrastructure upgrades will be based on that engineering assessment.

Planned rehabilitation of the assets are required to maintain existing service levels in order to provide active and passive recreational opportunities to multiple users. The water treatment plant was built in 1985 and portions of the plant have met its life expectancy and will continue to deteriorate, resulting in increased operating and capital costs. A long term infrastructure plan allows for the management of the asset that supports City Council's strategic priority which in turn provides sustainable infrastructure and amenities.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Deferral of infrastructure rehabilitation program to future years (not recommended, as the infrastructure continues to deteriorate)
- 2) Reduce value of program (not recommended will result in increased operating and capital costs)
- 3) long term rehabilitation program (recommended in order to keep pace with life cycle replacement)

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Infrastructure Rehabilitation Program
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	78	240	412	593	785	987	1,198	1,420	1,652	1,893
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	78	240	412	593	785	987	1,198	1,420	1,652	1,893
Revenue less Expense		\$ (78)	\$ (240)	\$ (412)	\$ (593)	\$ (785)	\$ (987)	\$ (1,198)	\$ (1,420)	\$ (1,652)	\$ (1,893)
Capital Expenditure		\$ 4,700	\$ 5,000	\$ 5,300	\$ 5,600	\$ 5,900	\$ 6,200	\$ 6,500	\$ 6,800	\$ 7,100	\$ 7,400
ROI %											

Description & Purpose

Rehabilitation Program as part of the City's asset management strategy focusing mainly on roads, lanes and sidewalk rehabilitation and resurfacing. The program consists of road overlays, road structural rehabilitation, and associated concrete work.

Implications & Justification

Infrastructure rehabilitation is an important part of the City's asset management strategy, which is aimed at providing a safe environment and high quality of life to residents, while supporting economic development. As part of asset management, infrastructure rehabilitation provides the opportunity to achieve overall operating cost savings by identifying deterioration early on and taking action to rehabilitate or renew the infrastructure.

This project is an ongoing program based on informed and strategically sound decisions that will optimize investments, better manage risk (ie: infrastructure failure), and take into account the potential impact of other factors (ie: damage due to extreme weather, resulting in excessive potholes).

Each year, the City completes evaluation activities of its road and pedestrian network through an established pavement management system and sidewalk assessment program. This evaluation compares the infrastructure condition with established triggers that prioritize where work needs to be completed. Once a list of areas is identified, in the spring of each year, a validation review of the previous year's evaluation is completed to insure the appropriate work areas have been identified.

The City takes into consideration established key performance indicators as well as service level targets during the identification and prioritization of deteriorating infrastructure. This optimizes the benefits achieved by the program and insures that the appropriate infrastructure deficiencies are being addressed at the appropriate time.

Infrastructure rehabilitation includes full or partial reconstruction, overlays, crack sealing and related treatment of pavement surface. This program supports Council's Strategic Priority #2 for Infrastructure and Amenities by providing high quality, sustainable infrastructure. The project is also a key component of the City's Asset Management Plan.

This MOE program has been increased \$100,000/year from previous years to include a component to address lane issues.

Alternatives and Options

Option 1 - Delaying the program is not recommended as infrastructure rehabilitation completed at an earlier stage of deterioration will prolong the infrastructure life, defer the need for costly rebuilds, and maintain a higher level of service and safety to the residents. Not proceeding with this program will lead to continued deterioration of the transportation infrastructure network, poor levels of service, vehicular/pedestrian safety concerns and may impede economic growth by discouraging private investment and development.

Changes in FTE headcount

None

FINANCING SUMMARY	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG) Government Grants	\$ 3,050	\$ 3,350	\$ 5,300	\$ 5,600	\$ 5,900	\$ 6,200	\$ 6,500	\$ 6,800	\$ 7,100	\$ 7,400
OP) Operating / Working Capital	1,650	1,650	-	-	-	-	-	-	-	-
FINANCING TOTAL	\$ 4,700	\$ 5,000	\$ 5,300	\$ 5,600	\$ 5,900	\$ 6,200	\$ 6,500	\$ 6,800	\$ 7,100	\$ 7,400

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Storm Sewer Replacement and Renewal
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	23	71	123	177	235	295	359	427	496	565
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	23	71	123	177	235	295	359	427	496	565
Revenue less Expense		\$ (23)	\$ (71)	\$ (123)	\$ (177)	\$ (235)	\$ (295)	\$ (359)	\$ (427)	\$ (496)	\$ (565)
Capital Expenditure		\$ 3,500	\$ 3,700	\$ 4,000	\$ 4,200	\$ 4,400	\$ 4,700	\$ 4,900	\$ 5,200	\$ 5,200	\$ 5,200
ROI %											

Description & Purpose

This program includes the renewal & replacement of storm water infrastructure (ie: pipes, catch basins, manholes & outfalls) that has exceeded its useful life and/or no longer meets the current level of service.

Implications & Justification

The recent implementation of a Municipal Works storm water asset management system has identified that approximately \$45M worth of storm sewer infrastructure has exceeded its useful life of 75 years, 40% of which have surpassed 100 years. In recent years, failure of old storm infrastructure has resulted in emergency response to address storm issues during rain events, such as River Heights storm replacement or periodic response to sinkholes resulting from failed catch basin leads. In addition, old storm infrastructure has been deemed as undersized and is not capable of addressing major storm events, resulting in localized flooding.

This program will utilize standard replacement techniques and give consideration to trenchless options such as pipe lining and pipe bursting where appropriate. Combining useful life with CCTV inspection data and our stormwater asset management system allow us to confidently prioritize pipe replacement projects with appropriate scope and extents.

This program will include such things as replacement or renewal of the storm mains within the downtown core (100+ years old). Projects will be prioritized based on health and safety to the public, impact to surrounding areas, impact to emergency services and proximity to bodies of water.

This project will allow Municipal Works to address problems within the storm system network at appropriate times to extend or renew the life of the infrastructure and allow for synergies with other City projects. Replacement of aged storm water assets supports Council's Strategic Priority #2 for Infrastructure and Amenities to have high quality and sustainable infrastructure, with attention on deep utilities. This project is also a key component of the City's Asset Management Program.

Alternatives and Options

Option 1 - Not programming replacement of ageing storm water infrastructure. This is not recommended as the risk of pipe failure increases with time. \$45M backlog of ageing storm water infrastructure will continue to increase, resulting in a need for higher operating budgets to maintain a failing system. Storm system failure could result in risk to public health and safety, increased capital cost, and impacts to the environment.

Changes in FTE headcount

None

FINANCING SUMMARY	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG) Government Grants	\$ 2,900	\$ 3,100	\$ 4,000	\$ 4,200	\$ 4,400	\$ 4,700	\$ 4,900	\$ 5,200	\$ 5,200	\$ 5,200
OP) Operating / Working Capital	600	600	-	-	-	-	-	-	-	-
FINANCING TOTAL	\$ 3,500	\$ 3,700	\$ 4,000	\$ 4,200	\$ 4,400	\$ 4,700	\$ 4,900	\$ 5,200	\$ 5,200	\$ 5,200

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Sidewalk/Pathway Accessibility and Connectivity
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	5	15	25	35	45	54	63	71	79	88
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	5	15	25	35	45	54	63	71	79	88
Revenue less Expense		\$ (5)	\$ (15)	\$ (25)	\$ (35)	\$ (45)	\$ (54)	\$ (63)	\$ (71)	\$ (79)	\$ (88)

Capital Expenditure \$ 300 \$ 300 \$ 300 \$ 300 \$ 300 \$ 250 \$ 250 \$ 250 \$ 250 \$ 250
ROI %

Description & Purpose

Installation of new pedestrian sidewalks, pathways, and wheelchair ramps to improve connectivity and accessibility for pedestrians and cyclists.

Implications & Justification

Some areas of the city were originally constructed without appropriate pedestrian infrastructure in place. As a result, it is often necessary for pedestrians to find their own short cut, walk on the road, or even private property, creating a potential safety hazard to both pedestrians and vehicles.

This project will improve connectivity within the pedestrian network by constructing sidewalks in these areas. \$100,000/year funds approximately 1-2 blocks of new sidewalk construction. Priority areas include the hospital area and school zones. This project will also improve accessibility with construction of wheelchair ramps. In order to make our existing sidewalk network accessible over the next 20 years, approximately 20 wheelchair ramps (\$50,000) need to be constructed each year through this program. The addition of sidewalk and pathway infrastructure will increase the walkability of the affected areas and improve the health and safety of residents.

City Council adopted the 2010 Cycling Master Plan (CMP), which identified \$1.8 million in pathway connections between 2010-2020. Since 2010, approximately \$1.05M has been spent, leaving \$750,000 over the next five years. Programming \$150,000 per year for the next five years would support the recommendation. Beyond 2020, \$150,000 per year is sufficient to support projects identified in the CMP for the 20+ year timeframe.

Upgrading the City's pedestrian network significantly improves the level of service to the community, supports Council's Strategic Priority #2 for Infrastructure and Amenities, Priority #3 for Social Wellness and aligns with Council's adopted CMP, as well as supports the City's Municipal Development Plan for a "walkable community".

Alternatives and Options

Option 1 - Not installing new sidewalks and wheelchair ramps. Pedestrians are then forced to walk on the street because there is no sidewalk on either side of the road, and those in wheelchairs will have to travel on the roadway as ramps are not in place to give them access to the sidewalk. This is not recommended as it increases risk to pedestrians and motorists in locations where these pedestrians are forced to travel on the roadway.

Option 2 - Not installing new pathways. This is not recommended because it is not in line with Council's Strategic Priority #2 for Infrastructure and Amenities, as well as Council's adopted Cycling Master Plan or Municipal Development Plan.

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
FINANCING TOTAL		\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works - Airport
Division: Development & Infrastructure
Project Name: Runway 09-27 Design and Engineering
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 1,2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	13	25	25	25	25	25	25	25	25	25
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	13	25	25	25	25	25	25	25	25	25
Revenue less Expense		\$ (13)	\$ (25)	\$ (25)	\$ (25)	\$ (25)	\$ (25)	\$ (25)	\$ (25)	\$ (25)	\$ (25)
Capital Expenditure		\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Design, engineering for rehabilitation of runway 09-27 at the Medicine Hat Airport.

Implications & Justification

Municipal Works is responsible for the safe and efficient operation of the Medicine Hat Regional Airport. Runway 09-27 is the crosswind or secondary runway at the Medicine Hat Airport. This runway is used primarily by general aviation and light commercial aircraft when wind conditions are such that light aircraft are prevented from safely operating from the main runway. Key users include flight training organizations and medivac aircraft. The runway is used 5,000 times annually (20% of all departures and landings).

Runway 09-27 rehabilitation is based on a pavement analysis completed in October 2013. Runway 09-27 is deemed to be in fair to poor condition with significant cracking due to age, structure and frost heaving. Completion of the design and engineering will allow the project to be ready for construction in 2019/2020, subject to funding approval. This project supports Council's Strategic Priority #1 for Economic Development, Priority #2 for Infrastructure and Amenities, and Priority #3 for Social Wellness.

The benefit to determine scope and cost is that it will allow the City to be in a position to seek Federal and Provincial funding.

Alternatives and Options

Option 1 - Should design and engineering not be completed the runway rehabilitation cannot proceed. This will result in continued degradation of the surface and structure resulting in potentially unsafe conditions for users and implications for airport certification.

Option 2 - Increased maintenance as opposed to rehabilitation. The runway will require extensive maintenance, including spot repairs to asphalt and subgrade and significant crack sealing, resulting in higher maintenance costs in the short term and increased risk of damage to infrastructure and aircraft.

Option 3 - Close runway 09-27. This is not recommended as the runway supports general aviation and medi-vac flights when cross wind conditions make the primary runway inaccessible.

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works - Airport
Division: Development & Infrastructure
Project Name: Runway 09-27 Rehabilitation
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 1,2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	200	400	400	400	400	400	400	400
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	200	400	400	400	400	400	400	400
Revenue less Expense		\$ -	\$ -	\$ (200)	\$ (400)	\$ (400)	\$ (400)	\$ (400)	\$ (400)	\$ (400)	\$ (400)
Capital Expenditure		\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Runway 09-27 requires resurfacing and minor structural repair as well as drainage improvements to maintain structural integrity and safe aircraft operations. Rehabilitation option will be determined based on engineering assessment and preliminary design proposed to be completed in 2017, subject to approval of MOE.

Implications & Justification

Runway 09-27 is the crosswind or secondary runway at the Medicine Hat Airport. This runway is used primarily by general aviation and light commercial aircraft when wind conditions are such that light aircraft are prevented from safely operating from the main runway. Key users include flight training organizations and medi-vac aircraft. The runway is used 5,000 times annually (20% of all departures and landings).

Runway 09-27 rehabilitation is based on a pavement analysis completed in October 2013. Runway is deemed to be in fair to poor condition with significant cracking due to age, structure and frost heaving. Rehabilitation will consist of 65mm mill and fill with localized subgrade repair. Drainage will be assessed and repaired/replaced as necessary.

Runway 09-27 has reached the end of its useful life. Not completing the rehabilitation may result in pavement failure, deterioration of subgrade and foreign object damage to aircraft with increased risk to aircraft operators and the traveling public. This project will extend the life of the asset by 10-15 years, and supports Council's Strategic Priority #1 for Economic Development and Priority #2 for Infrastructure and Amenities.

This project is linked to MOE project for the engineering design of the required work, anticipated for the 2017/2018 timeframe. Once the design is complete, tendering of the construction project will be ready to proceed, pending funding approval.

Alternatives and Options

Option 1 - Closure of the runway. This is not recommended as this runway serves general aviation and medi-vac operations, when wind conditions make it unsafe to use the primary runway.

Changes in FTE headcount

None

FINANCING SUMMARY		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
GG)	Government Grants	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Airport South Node Storm Trunk
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 1,2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	4	-	-	-	-
	Amortization	-	-	-	40	80	80	80	80	80	80
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	40	80	84	80	80	80	80
Revenue less Expense		\$ -	\$ -	\$ -	\$ (40)	\$ (80)	\$ (84)	\$ (80)	\$ (80)	\$ (80)	\$ (80)
Capital Expenditure		\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

A new storm trunk is required to facilitate development of commercial/industrial lands within the Airport lands south node. The first phase of development within the south node is forecast to commence in 2018. The project will also address existing drainage issues within SW Agro area. The project conforms with the Airport Area Structure Plan adopted by Council in 2011.

Implications & Justification

Municipal Works is responsible for addressing trunk needs related to storm management off the airport south node lands. Commercial development has been identified to commence in the south node in 2018. In addition, existing development in the area may at times experience operational impacts due to the limited capacity of the existing storm management infrastructure.

The new storm trunk will promote economic development by providing a future storm water connection point for developments within the south node of the airport lands. In addition, the storm trunk will provide a higher level of service and increase public health and safety as it will address existing overland flooding issues along 30th Street SW and within the SW Agro industrial area.

This project involves the design and construction of storm management infrastructure that will benefit future and existing develop in the area. A reduction in operating costs will be realized as the SW Agro drainage area will be serviced by a suitable system. The project will also involve the construction of a storm water wetland which will reduce the flow/discharge rate and enhance the quality of runoff water prior to discharging into Seven Persons Creek. These measures are required by Alberta Environment and Parks.

This project supports Council's Strategic Priority #1 for Economic Development and Priority #2 for Infrastructure and Amenities as well as Council's adopted Off-site Levy Bylaw #4157. In addition, it supports the adopted Airport Area Structure Plan and is a key component of the City's Asset Management Program.

The project is predicated on growth in the airport area and anticipated for 2020. However, staff will continue to monitor growth and confirm timing for the project.

Note: Operational costs include inspections and maintenance completed by contracted services.

Alternatives and Options

Option 1 - Delay installation of new storm trunk. Delaying installation would limit commercial/industrial growth opportunities within the Airport lands and would not address the existing drainage issues within the SW Agro area.

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Various Intersection and Signalized Corridor Improvements
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	6	19	31	44	56	69	81	94	106	119
	Debt financing (Principal)	-	-	11	11	11	12	12	12	13	13
	Debt financing (Interest)	-	-	10	10	10	9	9	9	8	8
	Total	6	19	52	65	77	90	102	115	127	140
Revenue less Expense		\$ (6)	\$ (19)	\$ (52)	\$ (65)	\$ (77)	\$ (90)	\$ (102)	\$ (115)	\$ (127)	\$ (140)
Capital Expenditure		\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375
ROI %											

Description & Purpose

Intersection and corridor improvements to improve traffic flow, ease congestion and enhance mobility for pedestrian and cyclists.

Implications & Justification

Municipal Works is responsible for traffic management on the City's transportation network. Intersection design and traffic management techniques are predicated on the volume of traffic using the transportation network. Growth and new developments in the city will increase traffic volumes on the City's transportation network. As the city population grows, the road network and intersections in particular experience an increase in vehicle/pedestrian traffic and congestion. Key intersections begin to reach maximum capacity and require improvements in order to reduce delays and maintain an acceptable level of service for roadway users.

Currently, the city has 60 intersections with traffic signals and 18 signalized pedestrian crossings. These signals are at varying stages of their lifecycles and will eventually require upgrading or replacement. In addition, optimizing traffic management may include adding infrastructure to existing signal equipment or surface treatments in order to improve traffic movement efficiency.

These capital infrastructure improvements include new traffic signals, traffic signal coordination/optimization/synchronization along roadway corridors, traffic preemption devices, geometric improvements with minor land acquisition, pedestrian crossing signals, and wheel chair ramps. Intersection upgrades are critical in order to maintain and increase pedestrian and vehicular safety.

The risk of vehicle collision is lowered by reducing traffic congestion, improving accessibility and sightlines and improving the geometric design of intersections. Upgrading the city's key intersections supports Council's Strategic Priority #2 for Infrastructure and Amenities, Priority #3 for Social Wellness and aligns with the City's Roadway Systems Master Plan and Asset Management Program.

Alternatives and Options

Option 1 - Deferring the intersection upgrades is not recommended as it increases risk to both pedestrians and motorists, plus increases congestion and reduces the road user's level of service. It is also not in line with Council's Strategic Priority #2 for Infrastructure and Amenities, or the City's Roadway Systems Master Plan. By not upgrading the intersections and/or bringing existing infrastructure up to current standards, levels of service will decrease due to traffic congestion. Risk of pedestrian/vehicle accidents will also increase as the city's traffic/pedestrian volumes increase.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 375	\$ -	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375
INT)	Internal Loans	-	375	-	-	-	-	-	-	-	-
FINANCING TOTAL		\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Street Light LED Conversion
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2,5
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	(200)	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	38	77	77	77	77	77	77	77	77	77
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	38	(123)	77	77	77	77	77	77	77	77
Revenue less Expense		\$ (38)	\$ 123	\$ (77)	\$ (77)	\$ (77)	\$ (77)	\$ (77)	\$ (77)	\$ (77)	\$ (77)
Capital Expenditure		\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace existing High Pressure Sodium (HPS) street light with energy efficient Light Emitting Diode (LED) fixtures.

Implications & Justification

Of the City's total 8,300 street lights, approximately 3,200 were converted to LED luminaires and about 5,100 street lights remain using the old high pressure sodium (HPS) lamp technology. In general, costs associated with operating LED streetlights are about half the cost of HPS fixtures due to a significant reduction in energy consumption. Annual energy cost when all streetlights were HPS (pre-2013) was approximately \$400,000 per year. In 2015 (present day), with 40% of the City's streetlights converted to LED, energy costs were approximately \$196,000. Annual energy costs are anticipated to be approximately \$103,000 if the remaining streetlights are converted to LED. This represents a savings of \$93,000 per year when compared to present day.

In addition, operationally, the life span of LED fixtures ranges between 15 to 20 years versus the average 5 year life span for HPS technology. Therefore, HPS fixtures need to be replaced up to five times before LED's require replacement; translating to a maintenance cost savings of about \$100,000 per year. The use of LED fixtures will also reduce the City's Carbon Footprint through the reduction in energy consumption.

When taking into account the anticipated operational energy cost savings of \$93,000 plus the maintenance savings of \$100,000, a total annual savings of around \$200,000 would be realized when compared to present day costs.

Municipal Works initially intended to complete the conversion from HPS to LED fixtures over a five year phased project. To date two phases of the conversion program were funded and completed in 2013 and 2014. Results of an online survey conducted by Municipal Works indicated that 87% of the survey responses support LED streets light installation. Additional public feedback indicates a desire for LED street lights in areas still using HPS technology.

Based on the information reviewed, the City would achieve significant financial, public and environmental benefits from the full conversion of its streetlights to LED technology. This project supports Council's Strategic Priority #2 for Infrastructure and Amenities and Priority #5 for Fiscal Management.

Alternatives and Options

Option 1 - Continued long-term use of HPS fixtures is not recommended as it will result in higher operations and maintenance costs. Operating resources that could be diverted to other priorities would be required to keep the HPS street lights operational.

Changes in FTE headcount

None

FINANCING SUMMARY		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
GG)	Government Grants	\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL		\$ 2,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Kingsway and Spencer Intersections Upgrade
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	58	117	117	117	117	117	117	117
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	58	117	117	117	117	117	117	117
Revenue less Expense		\$ -	\$ -	\$ (58)	\$ (117)	\$ (117)	\$ (117)	\$ (117)	\$ (117)	\$ (117)	\$ (117)
Capital Expenditure		\$ -	\$ -	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Upgrade to the Spencer/Kingsway Intersection to address traffic congestion concerns.

Implications & Justification

The City's Roadway Systems Master Plan (RSMP) has identified that an upgrade to the Spencer Street and Kingsway Avenue intersection is warranted and the intersection has been identified in the City's off-site levy bylaw for construction in 2016. City growth has resulted in additional traffic volumes along the Kipling Street arterial roadway resulting in the intersection currently experiencing traffic congestion and long delays. Future growth and traffic volume will further decrease the intersection's level of service by creating a major bottleneck and causing potential vehicle/pedestrian safety issues.

Geometric and traffic signal improvements are required to address the traffic queuing problems that are a result of the current configuration. The design of the Spencer Street and Kingsway Avenue intersection upgrade shall be carried out in 2019 and the construction shall be completed in 2020. This TCA project, in conjunction with the Kipling Street corridor and College Avenue intersection improvements will greatly improve the level of service experienced by the travelling public.

Upgrading the roadway and intersections supports Council's Strategic Priorities #2 for Infrastructure and Amenities, Priority #3 for Social Wellness, aligns with Municipal Works Pavement Management System, the RSMP and is a key component of the City's Asset Management Program. The intersection upgrade is identified in the City's Off Site Levy bylaw.

Alternatives and Options

Option 1 - Not upgrading the roadway and intersections. This option is not recommended, as it increases traffic congestion, and reduces vehicle/pedestrian safety and level of service.

Option 2 - Upgrading the Kipling Street and College Avenue intersection without rehabilitating the Seven Person's Creek crossing. This option is not recommended as the threat of substantial damage to the existing twin culvert crossing would remain. These options do not support Council's Strategic Priority #2 for Infrastructure and Amenities.

Option 3 - Delaying the upgrade is not recommended because it will result in a continued increase in traffic congestion which reduces level of service and public safety at the intersections. Traffic congestion will also increase the risk of vehicle/pedestrian accidents. In addition, not rehabilitating the existing crossing over Seven Persons Creek will reduce the service life of the structure and continue to cause backup in the creek resulting in potential overland flooding and resultant property damage.

Changes in FTE headcount

None

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
FINANCING SUMMARY											
GG)	Government Grants	\$ -	\$ -	\$ 1,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OFF)	Offsites	-	-	1,750	-	-	-	-	-	-	-
FINANCING TOTAL		\$ -	\$ -	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Traffic Signal Controllers and Related Infrastructure
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	1	3	5	7	9	11	13	15	17	19
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	1	3	5	7	9	11	13	15	17	19
Revenue less Expense		\$ (1)	\$ (3)	\$ (5)	\$ (7)	\$ (9)	\$ (11)	\$ (13)	\$ (15)	\$ (17)	\$ (19)
Capital Expenditure		\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60
ROI %											

Description & Purpose

Lifecycle replacements of traffic signal infrastructure, including controllers, cameras and uninterrupted power supplies (UPS).

Implications & Justification

The City currently has 60 signalized intersections with equipment of varying age and condition. Some traffic controllers are nearing (or exceeding) their expected life of about 30 years. Older signals are also typically not capable of retrofit to accept current technology. For example, some existing controllers are not able to sense smaller vehicles such as motorcycles. In addition, some older controllers do not have adequate equipment (communications) to allow for traffic signal coordination along a corridor.

Budgeting to replace the infrastructure at two locations per year would allow the City to plan for replacement if/when they fail with the most current traffic signal technology. Replacing two per year for the next 30 years would cover all 60 locations. Budget for two cameras and two UPS per year would allow the City to fill in existing gaps to bring all signals to current technology, and plan for future replacements. This will allow the City to use current technology and provide a higher level of service related to traffic management.

Depending on life-cycle needs, this budget may also be able to cover the replacement of assets that become damaged or otherwise need replacement before their end-of-life. This TCA supports Council's Strategic Priority #2 for Infrastructure and Amenities to have high quality and sustainable infrastructure, as well as Priority #3 for Social Wellness insuring safe traffic control.

Alternatives and Options

Option 1 - Do nothing and deal with failures as they occur is not recommended, as more of the City's traffic signals will reach their end of life and fail. Repairs and maintenance requirements to keep traffic signals operational will rise and the reliability will decrease. Potential traffic safety concerns and congestion will result from failed signals.

Changes in FTE headcount

None

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
FINANCING SUMMARY											
GG)	Government Grants	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60
FINANCING TOTAL		\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60	\$ 60

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Saamis and Cottonwood Coulee Storm Conveyance Rehabilitation
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	4	-	-	-	-	-
	Amortization	-	-	40	80	80	80	80	80	80	80
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	40	80	84	80	80	80	80	80
Revenue less Expense		\$ -	\$ -	\$ (40)	\$ (80)	\$ (84)	\$ (80)	\$ (80)	\$ (80)	\$ (80)	\$ (80)
Capital Expenditure		\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The purpose of the project is to rehabilitate Saamis and Cottonwood Coulees. Over the past number of years these coulees have experienced significant erosion and slope failures resulting in damage to the storm water system and leisure trails.

Implications & Justification

The Saamis and Cottonwood Coulees provide overland flow from existing storm water systems to the Seven Persons Creek. The Cottonwood Subdivision, Light Industrial area and the Airport all discharge storm water through the coulees. Slope failures have caused severe damage to the existing storm water outfalls and at one point required closure of an existing leisure trail. In 2013 Council approved \$500,000 for temporary repairs until such time as permanent measures could be installed. Until permanent measures are installed, further erosion and slope failures will result in continual failure of the storm system and present a health and safety concern for the general public.

In addition, the coulees are identified as containing historical and archeological significance by the Province. There are three known historical resource sites within the project area which are protected under the Historical Resource Act; Seven Persons Kill Site, Hill Side Campsite and the Saamis Archaeological Site. As such, the Province has indicated a strong desire for the City to look at solutions to eliminate the erosion. Failure to continue with this project may cause Provincial regulatory officials to force mitigation measures on the City.

This project includes the design and construction of storm infrastructure improvements needed to mitigate the erosion issues. Rehabilitation of these storm water conveyance systems will repair the existing erosion issues and provide sound infrastructure to prevent problems in the future. The storm system rehabilitation is also required to meet regulatory guidelines as set out by Alberta Environment and Parks for storm water discharge, and will fully utilize the existing environmental features of the areas. Following completion, the public will be able to safely continue to utilize the area for personal enjoyment and the historical significance will be preserved.

This project supports Council's Priority #2 Infrastructure and Amenities and Priority #3 for Social Wellness as well as being a key component of the City's Asset Management Program.

Note: Operational costs include inspection and maintenance through contracted services.

Alternatives and Options

Option 1 - Do not rehabilitate the storm water conveyance system. By not proceeding with this project further erosion will occur, causing extreme failures to our existing storm water system, significant health/safety issue for the general public, and the potential loss of historically significant artifacts (regulatory implications).

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Downtown Surface Enhancements
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 1, 2, 4
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	5	-	2	-	-	-	-
	Amortization	-	-	17	33	42	50	50	50	50	50
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	17	38	42	52	50	50	50	50
Revenue less Expense		\$ -	\$ -	\$ (17)	\$ (38)	\$ (42)	\$ (52)	\$ (50)	\$ (50)	\$ (50)	\$ (50)
Capital Expenditure		\$ -	\$ -	\$ 1,000	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The purpose of the project is to complete surface enhancements along 3rd Street Downtown in support of the City's Downtown Infrastructure Asset Replacement Plan which was endorsed by City Council.

Implications & Justification

The City's Downtown Redevelopment Plan (DRP) outlines a list of "street level enhancements" to help improve the downtown. Installation of the improvements have been included in conjunction with deep utility replacement projects in order to take economic advantage of project synergies. Surface enhancements have already been completed along 2nd Street and were viewed as a success. The CCDA and general public feedback has indicated that the surface enhancements have been a welcomed addition to the downtown streetscape. Since completion of the work along 2nd Street, new businesses have opened and vacant buildings and lots have been sold with the potential for new developments.

This project would provide for enhancements to be done along 3rd Street. The work would include mid-block crossing upgrades, upgrades or rehabilitation of sidewalks including wheel chair ramps, pedestrian crossing upgrades and improved signage. The project would also consider potential enhancements of streetscape features such as boulevard treatments, installation of new street furniture (benches, garbage cans, bike racks), planters, trees, bollards, patterned concrete or asphalt. The varied funding requirements are due to the 2019 project encompassing the eastern portion of 3rd Street which includes more infrastructure requirements such as 2 mid-block crossings. The 2021 project, (western portion of 3rd Street), includes one mid-block crossing.

Municipal Works will incorporate items included in this project in conjunction with other downtown utility upgrade projects in order to capitalize on as many synergies as possible. This project supports Council's Strategic Priority #1 for Economic Development, Priority #2 for Infrastructure and Amenities and Priority #4 for Image & Profile. The project also supports the City's Downtown Infrastructure Asset Replacement Plan.

Note: Operational costs include contracted services for maintenance and operations.

Alternatives and Options

Option 1 - Do not proceed with enhancements. Not undertaking this project will result in 3rd Street being inconsistent with the Downtown Redevelopment Plan and the newly enhanced 2nd Street. Further private redevelopment interest in the downtown area as experienced along 2nd Street could become stagnate.

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Kensington Coulee Storm Conveyance Rehabilitation
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	2	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	20	40	40	40	40	40	40
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	20	40	42	40	40	40	40
Revenue less Expense		\$ -	\$ -	\$ -	(20)	(40)	(42)	(40)	(40)	(40)	(40)
Capital Expenditure		\$ -	\$ -	\$ -	3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

The purpose of the project is to rehabilitate Kensington Coulee. Over the past several years the coulee has experienced significant erosion and slope failures resulting in damage and closure of the Kensington pedestrian bridge.

Implications & Justification

Municipal Works is responsible for the operation and maintenance of the City's storm management system. The Kensington Coulee provides overland flow from existing storm water systems to the Seven Persons Creek.

The Kensington Subdivision, SW Hill Subdivision and the SW Light Industrial area all discharge storm water through the Kensington coulee. The resultant erosion has caused slope failures around the Kensington Pedestrian Bridge in the past which required closure of the bridge until repairs could be made. Until the coulee is fully remediated, further erosion and slope failures will continue resulting in failure of the storm system and further impacts to the bridge structure creating a potential health and safety concern for the general public.

This project includes the engineering design and construction of mitigative measures to address erosion issues. Rehabilitation of this storm water conveyance system will repair the existing erosion issues and provide sound infrastructure to prevent problems in the future. The storm system rehabilitation is also required to meet regulatory guidelines as set out by Alberta Environment and Parks for storm water discharge, and will fully utilize the existing environmental features of the areas. Following completion the public will be able to safely continue to utilize the area for personal enjoyment without risk of closures due to failures.

This project supports Council's Priority #2 for Infrastructure and Amenities and Priority #3 for Social Wellness and is a key component of the City's Asset Management Program.

Note: Operational costs include inspection and maintenance completed by contracted services.

Alternatives and Options

Option 1 - Do not rehabilitate the storm water conveyance system. By not proceeding with this project further erosion will occur, causing failures to our existing storm water system and health/safety risks to the general public.

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Arterial Road Upgrade 2020
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 1,2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	15	-	-	-	-
	Amortization	-	-	-	150	300	300	300	300	300	300
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	150	300	315	300	300	300	300
Revenue less Expense		\$ -	\$ -	\$ -	\$ (150)	\$ (300)	\$ (315)	\$ (300)	\$ (300)	\$ (300)	\$ (300)
Capital Expenditure		\$ -	\$ -	\$ -	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Upgrading 13th Avenue SE between Strachan Road and South Boundary Road

Implications & Justification

13th Avenue SE between Strachan Road and South Boundary Road is currently a two lane rural roadway. 13th Avenue SE is considered a major arterial roadway that links the SE portion of the city to the TransCanada Highway and beyond. Predicated on growth in the area, the City's Roadway System Master Plan (RSMP) identified this section of road to be upgraded to a four lane urban arterial road in 2015. However, a development slowdown in this area and accelerated growth in other areas made it necessary to shift the priority and upgrade a section of road elsewhere (ie: Box Springs).

The existing roadway geometry is not capable of adequately handling projected growth and the current condition indicates that it is close to exceeding useful service life and requires periodic rehabilitation and upgrade. Upgrading the roadway supports Council's Strategic Priority #1 for Economic Development, Priority #2 for Infrastructure and Amenities and aligns with Municipal Works Pavement Management System, the RSMP, as well as Off-site Levy Bylaw #4157.

The project will be designed to address all current standards, practices, and City objectives. Items such as asphalt trails and handicap accessible pedestrian crossings will contribute to the quality of life for all residents within the city. Considerations such as proper storm water management and efficient traffic flow will positively contribute to our environment.

The anticipated project includes engineering design in 2020 and construction in 2021. Staff will continue to monitor growth and confirm the timing of this project.

Note: Operating expenses are for maintenance and operations such as snow and ice control by contracted services.

Alternatives and Options

Option 1 - Segments of this roadway is important to the overall City transportation network and by not proceeding with this project, other roadways in the area will experience significant congestion. Since the road is already experiencing significant failures, increased annual operating maintenance funding is required to keep it functional. As the population increases, this roadway will become a safety hazard if not upgraded to applicable standards. Delayed upgrading of the road is not recommended as it is not a cost effective solution and does not support Council's Strategic Priority for Infrastructure and Amenities, and Economic Growth. The Roadway System Master Plan also recommends the road upgrade be completed by 2015 to meet current and future traffic demands. Not proceeding with this project will add congestion to the road network as traffic volumes increase, resulting in potential traffic safety concerns.

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Industrial Avenue Bridge Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	83	167	167	167	167	167
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	83	167	167	167	167	167
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	(83)	\$ (167)	\$ (167)	\$ (167)	\$ (167)	\$ (167)
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Purpose of the project is to replace the Industrial Avenue Bridge over Seven Persons Creek. The bridge does not meet current bridge codes and is reaching the end of its economic service life requiring replacement.

Implications & Justification

Municipal Works is responsible for the City's transportation network including its bridges. The Industrial Avenue Bridge was identified in the Municipal Works Bridge Inventory Asset Management Report as requiring replacement within the next five years. The Industrial Avenue Bridge has required numerous repairs and rehabilitation over the past several years. The bridge cannot be economically upgraded to current codes as it is nearing the end of its service life.

Industrial Avenue Bridge is along a critical arterial roadway that connects the City with Highway 41. Closure of the bridge would have significant economic impacts to the city, as it is a vital link in and out of the city. As well, the existing bridge has a very narrow channel width which cannot efficiently convey floodwaters. As a result, water backup and increased flooding on the upstream side of the bridge is experienced during flooding events. The water backup jeopardizes public and private property. Also, the bridge is especially vulnerable to damage during flooding events and typically requires closure for structural repairs after each event. The new bridge would be built to current bridge codes which would include widening the channel to increase flow capacity, thus reducing backwater flooding and frequent damage to the bridge.

This project engineering design and construction and supports Council's Strategic Priority #2 for Infrastructure and Amenities.

Alternatives and Options

Option 1 - Do not proceed with bridge replacement. Not proceeding with replacement will increase the risk that the bridge may fail. This would be catastrophic and result in health/safety concerns for the general public and have significant economic impacts due to closure of a critical arterial roadway.

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Arterial Road Upgrade 2022
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 1,2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	14	-	-	-
	Amortization	-	-	-	-	-	67	133	133	133	133
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	67	133	147	133	133
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	(67)	(133)	(147)	(133)	(133)
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ -	4,000	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Upgrading Box Springs Road from Box Springs Link to Box Springs Street

Implications & Justification

The City's Roadway System Master Plan (RSMP) identified this section of road to be upgraded to a four lane urban arterial road in 2017. However, subsequent traffic analysis related to recent growth in the area, including the Event Centre and other commercial developments, indicated that upgrades to Box Springs Road and 23rd Street intersection and the section of Box Springs Road from Box Springs Boulevard to Box Springs Link in 2015 would be sufficient for the near future. This allowed for postponement of the northern portion of Box Springs Road until sometime in the future.

Box Springs Road from Box Springs Link to Box Springs Street is currently a two lane rural roadway. Based on the current rate of growth it is anticipated that the existing roadway geometry will not be capable of adequately handling projected traffic and is close to exceeding useful service life and require rehabilitation and upgrade.

Upgrading the roadway supports Council's Strategic Priority #1 for Economic Development, Priority #2 for Infrastructure and Amenities, and aligns with Municipal Works Pavement Management System, the RSMP, as well as Off-site Levy Bylaw #4157. The project will be designed to address all current standards, practices, and City objectives. Considerations such as proper storm water management and efficient traffic flow positively contribute to our environment.

The project is predicated on growth in the north west sector of the city and anticipated for 2022. However, staff will continue to monitor growth and confirm timing for the project.

Note: Operating costs include contracted services for maintenance and operations (ie: snow clearing).

Alternatives and Options

Option 1 - This segment of roadway is important to the transportation network and by not proceeding with this project, other roadways in the area will experience significant congestion. Since the road is already experiencing significant failures, increased annual operating maintenance funding is required to keep it functional. As the population increases, this roadway will become a safety hazard if not upgraded to applicable standards. Delayed upgrading of the road is not recommended as it is not a cost effective solution and does not support Council's Priorities for Infrastructure and Amenities and Economic Growth. As well, the Roadway System Master Plan recommended the road upgrade be completed by 2015 to meet current and future traffic demands. Not proceeding with this project will add congestion to the road network as traffic volumes increase, resulting in potential traffic safety concerns.

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: South Boundary Road Phase 2
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 1,2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	15	-
	Amortization	-	-	-	-	-	-	183	367	367	367
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	183	367	382	367
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	(183)	\$ (367)	\$ (382)	\$ (367)
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,000	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Upgrading South Boundary Road to two lanes of an ultimate four lane urban arterial road.

Implications & Justification

This section of South Boundary Road is close to exceeding its useful service life and requires rehabilitation and upgrades. It is a major arterial roadway which serves the south side of the city and is exhibiting numerous distresses such as severe rutting, cracking, surface distortions and pavement failure. Drainage is also compromised which is accelerating the roadway deterioration. In order to extend the life span of the road, Municipal Works plans to complete a surface rehabilitation (2017) on portions of the road most in need of repairs.

The South Boundary Road project is also required to support growth in the south area by encouraging private capital investment into an area with a well developed transportation system. As per the City's Off-site Levy Bylaw, the project has been identified for construction in 2023.

The project will be designed to address all current standards, practices, and City objectives. Items such as asphalt trails and accessibility options will contribute to the quality of life for all residents within the city, while considerations such as efficient traffic flow positively contribute to our environment. This project is consistent with Council's Strategic Priority #1 for Economic Development, Priority #2 for Infrastructure and Amenities, and Council's adopted Off-site Levy Bylaw #4157.

The project is anticipated for 2023, however is predicated on growth in the area. Staff will continue to monitor growth to confirm timing of the project.

Note: Operational costs include utilities, contracted services and materials.

Alternatives and Options

Option 1 - This segment of roadway is important to the overall city network and by not proceeding with this project, congestion and reduced levels of service within the south sector of the city will be realized. Since the road is already experiencing failures, increased operating funding will be required to maintain the existing road in a safe condition. As traffic increases due to growth in the south sector, this roadway will become a safety hazard if not upgraded to current standards. Delayed upgrading of South Boundary Road is not recommended as it does not support Council's priorities for infrastructure and economic growth. As well, the Roadway System Master Plan recommends the road upgrade be completed by 2023 to meet current and future traffic demands. Not proceeding with this project will add congestion to the road network as traffic volumes increase, resulting in delays to private investment in the area and potential lost tax revenue to the City.

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Day Street Bridge Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	-	-	-	-	-	-	-	-	167
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	167
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	(167)
Capital Expenditure		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
ROI %											

Description & Purpose

To replace Day Street Bridge over Ross Creek. The bridge does not meet current bridge codes and is reaching the end of its economic service life requiring replacement.

Implications & Justification

Municipal Works is responsible for the City's transportation network including its bridges. The Day Street Bridge is 94 years old and has required numerous repairs and rehabilitation over the past several years to remain functional. As well, the bridge requires increased maintenance efforts annually to maintain a minimal level of service.

The bridge cannot be economically upgraded to current bridge codes as it is nearing the end of its service life. The bridge is especially vulnerable to damage during flooding events and typically requires closure for structural repairs after each event. The bridge is the only means of access for the development on the east side of Ross Creek. The new bridge would be built to current bridge codes which would provide increased flood protection to handle flooding events.

This project includes engineering design and construction and supports Council's Strategic Priority #2 for Infrastructure and Amenities and is a key component of the City's Asset Management Plan.

Alternatives and Options

Option 1 - Do not proceed with bridge replacement. Not proceeding with replacement will result in increased maintenance and repair costs to maintain function serviceability of the bridge. As well, due to the age and condition of the bridge, there will be an increased risk of failure.

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Kipling Street Corridor and College Intersection Upgrade
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	14	-	-	-	-	-	-
	Amortization	-	-	42	275	467	467	467	467	467	467
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	42	289	467	467	467	467	467	467
Revenue less Expense		\$ -	\$ -	\$ (42)	\$ (289)	\$ (467)	\$ (467)	\$ (467)	\$ (467)	\$ (467)	\$ (467)
Capital Expenditure		\$ -		\$ 2,500	\$ 11,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Upgrade the Kipling/Spencer corridor, intersection at College Av and replace the creek crossing to address traffic congestion and road structure concerns.

Implications & Justification

The Kipling/Spencer Street corridor from College Avenue to Kingsway Avenue is nearly exceeding its useful service life and is in need of rehabilitation and upgrades. The City's Roadway Systems Master Plan (RSMP) has identified the Kipling/Spencer Street corridor including the intersections at the west end (Kipling St & College Ave) and east end (Spencer St & Kingsway Ave) as a critical link in the City's overall transportation network. City growth has resulted in additional traffic volumes along the College Avenue and Kipling Street arterial roadways and the two intersections identified above. The Kipling/Spencer Street corridor upgrade is required to improve the geometry, drainage facility and pedestrian connectivity. In addition, the road structure is nearing its end of service life and requires structure rehabilitation.

The Kipling Street and College Avenue intersection is currently experiencing long delays and queue lengths, and is warranted by Transportation Association of Canada guidelines for an upgrade to a signalized intersection/roundabout. Future growth and traffic volume will decrease the intersection's level of service by creating a major bottleneck and causing potential vehicle/pedestrian safety issues.

In addition, a flood study of Seven Persons Creek indicates the twin culvert crossing at Kipling Street and College Avenue intersection is not sufficient to handle peak flows on the creek, causing a constriction point in the flow. Replacing the twin culverts with a wider single span bridge crossing is recommended to allow for more creek flow under the road and reduce the potential for overland flooding in the general area.

The design of the Kipling Street corridor, intersection upgrade and creek crossing shall be carried out in 2018, with construction in 2019.

Upgrading the roadway and intersections supports Council's Strategic Priorities #2 for Infrastructure and Amenities, Priority #3 for Social Wellness, aligns with Municipal Works Pavement Management System, the RSMP, and is a key component of the City's Asset Management Program. The intersection upgrade is identified in the City's Off Site Levy.

Alternatives and Options

Option 1 - Not upgrading the roadway and intersections. This option is not recommended, as it increases traffic congestion, and reduces vehicle/pedestrian safety and level of service.

Option 2 - Upgrading the Kipling Street and College Avenue intersection without rehabilitating the Seven Person's Creek crossing. This option is not recommended as the threat of substantial damage to the existing twin culvert crossing would remain. These options do not support City Council's Strategic Priority #2 for Infrastructure & Amenities.

Option 3 - Delaying the upgrade is not recommended because it will result in a continued increase in traffic congestion which reduces level of service and public safety at the intersections. Traffic congestion will also increase the risk of vehicle/pedestrian accidents. In addition, not rehabilitating the existing crossing over Seven Persons Creek will reduce the service life of the structure and continue to cause backup in the creek resulting in potential overland flooding and resultant property damage.

Changes in FTE headcount

None

ATTACHMENT A - TCA DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: Police Ancillary Equipment
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	2	6	10	14	18	22	26	30	34	38
	Debt financing (Principal)	-	-	-	-	-	-	-	-	-	-
	Debt financing (Interest)	-	-	-	-	-	-	-	-	-	-
	Total	2	6	10	14	18	22	26	30	34	38
Revenue less Expense		\$ (2)	\$ (6)	\$ (10)	\$ (14)	\$ (18)	\$ (22)	\$ (26)	\$ (30)	\$ (34)	\$ (38)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-0.01%	-0.01%
Capital Expenditure		\$ 45	\$ 35	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40
ROI %											

Description & Purpose

In order to support Police Service Operations, numerous pieces of ancillary equipment are required. This program is to provide funds to acquire new and replace existing pieces of ancillary equipment as required.

Implications & Justification

2017 = Forensic Workstation Upgrade \$15,000, Remote Tracking \$10,000, TACT Night Vision \$20,000
 2018 = Remote Tracking \$10,000, Fuming Chamber \$13,100, DNA Freezer Replacement \$12,000
 2019-2026 = Estimate based on previous expenditures

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

Changes in FTE headcount

N/A

FINANCING SUMMARY	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
OP) Operating / Working Capital	\$ 45	\$ 35	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40
FINANCING TOTAL	\$ 45	\$ 35	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40

ATTACHMENT A - TCA DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: EDU Robot Replacement
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	3	7	7	7	7	7	7	7	7	7
	Debt financing (Principal)	-	13	13	13	13	13	-	-	-	-
	Debt financing (Interest)	-	1	1	1	0	0	-	-	-	-
	Total	3	20	20	20	20	20	7	7	7	7
Revenue less Expense		\$ (3)	\$ (20)	\$ (20)	\$ (20)	\$ (20)	\$ (20)	\$ (7)	\$ (7)	\$ (7)	\$ (7)
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replace the existing 19 year old Remote Mobile investigator (RMI) with industry standard ICOR Caliber MK3.

Implications & Justification

New RMI will provide greater operational range maximizing safety for operator and public.

Current RMI is 19 years old and is non operational due to state of electrical faults. Repair costs are prohibitive

The ICOR Caliber MK3 is the RMI of choice for the Canadian Police College and the Canadian Industry Standard.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Brand new unit would cost \$130,000, but can purchase a refurbished model for \$65,000 (recommended option)

Changes in FTE headcount

N/A

FINANCING SUMMARY

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT) Internal Loans	\$ 65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: IT Data Server / Storage Refresh
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	7	20	27	27	27	27	27	27	27	27
	Debt financing (Principal)	-	27	52	53	53	54	26	-	-	-
	Debt financing (Interest)	-	2	4	3	2	1	0	-	-	-
	Total	7	50	82	82	82	82	53	27	27	27
Revenue less Expense		\$ (7)	\$ (50)	\$ (82)	\$ (82)	\$ (82)	\$ (82)	\$ (53)	\$ (27)	\$ (27)	\$ (27)
Tax Impact		0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%
Capital Expenditure		\$ 140	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Replacement of current hardware purchased in 2011

Implications & Justification

Current hardware is only supportable for 7 years less a day, and therefore must be replace by 2018 at the latest.

Core server and storage infrastructure provides the compute and processing resources as well as storage and retention of all operating functions.

Failure to maintain could result in data loss and inability to meet demands for compute resources and storage.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

Changes in FTE headcount

N/A

FINANCING SUMMARY

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT) Internal Loans	\$ 140	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ 140	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: Specialized Traffic Enforcement Equipment Upgrade
Project Type: TCA (on-going costs)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Amortization	-	8	17	17	17	17	17	17	17	17
	Debt financing (Principal)	-	-	32	33	34	34	35	-	-	-
	Debt financing (Interest)	-	-	3	2	2	1	1	-	-	-
	Total	-	8	52	52	52	52	52	17	17	17
Revenue less Expense		\$ -	\$ (8)	\$ (52)	\$ (52)	\$ (52)	\$ (52)	\$ (52)	\$ (17)	\$ (17)	\$ (17)
Tax Impact		0.00%	0.00%	-0.01%	-0.01%	-0.01%	-0.01%	-0.01%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 168	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Existing equipment was purchased in 2005. Request is to upgrade components of the current system to extend life span by 7-10 years.

Implications & Justification

Failure to upgrade may result in system failure, reducing ability to effectively monitor speeds within our community.
Updated equipment will have enhanced capabilities such as multilane enforcement.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.
1) Purchase new system - Not required as existing system is still functioning well - Not recommended.

Changes in FTE headcount

N/A

FINANCING SUMMARY

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
INT) Internal Loans	\$ -	\$ 168	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCING TOTAL	\$ -	\$ 168	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: City Solicitor
Division: General Government
Project Name: Litigation Matters
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 1
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

Litigation matters which require contracting with external legal firms.

Implications & Justification

Complex litigation requires specialized expertise and resources outside of the core services provided by the City Solicitor Department.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) N/A

Changes in FTE headcount

N/A

FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025
Operating	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - MOE DECISION PACKAGES

Department: City Clerk
Division: n/a
Project Name: 2017 Census
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 1.6.6.2
Department Priority Ranking: n/a
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 150	\$ -	\$ 160	\$ -	\$ 170	\$ -	\$ 180	\$ -	\$ 190	\$ -

Description & Purpose

Conduct a Municipal Census: hire and train temporary workers; purchase necessary equipment, supplies, online portal, advertising and required audit.

Implications & Justification

This project is only recommended if the Federal Census count (released February 2017) is significantly low enough to substantially affect grant funding dollars

Census numbers are used to calculate funding from other levels of geovernment (value of over \$15 million for 2015 census)

Alternatives and Options

Do not conduct a Census

1) accept the Federal census count and subsequent per-capita grant funding (which may be less than municipal numbers)

Changes in FTE headcount

One temporary term (who will also help with election MOE)

<u>FUNDING SOURCES</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: City Clerk
Division: n/a
Project Name: 2017 Election
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 1.6.6.3
Department Priority Ranking: n/a
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 193	\$ -	\$ -	\$ -	\$ 212	\$ -	\$ -	\$ -	\$ 233	\$ -

Description & Purpose

2017 Municipal and School Board Election

Implications & Justification

Required pursuant to the MGA

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) n/a

Changes in FTE headcount

One temporary term (who will also help with census MOE)

<u>FUNDING SOURCES</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 193	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party	7									
TOTAL FUNDING SOURCES	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: Land and Business Support
Division: Development and Infrastructure
Project Name: Downtown Development Incentive Program
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 1.3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

Continuation of the Downtown Development Incentive Program that was initiated in 2011 and revised in 2015.

The program focuses on providing grants to assist property owners in the downtown who are redeveloping or doing new development.

Implications & Justification

The past program has supported significant (+/- \$10M) private sector investment in the downtown.

Administration recommends the program be continued as utilization of the program has been fully subscribed with more applications than there is funding.

The redevelopment of downtown aligns with Council's strategic priority of economic development and downtown redevelopment

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Do not fund the program. This may result in a reduction of private investment in the downtown.

Changes in FTE headcount

N/A

FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Operating	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: Finance - Systems & Billing
Division: Corporate Services
Project Name: Cogsdale Customer Service Management (CSM) System
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ 155	\$ -	\$ 160	\$ -	\$ 165	\$ -	\$ 170	\$ -

Description & Purpose

CSM Application Upgrade to Microsoft Dynamics Great Plains Version 2016

Implications & Justification

The CSM Utility Billing System, implemented in 2006, is currently on Microsoft Dynamics Great Plains Version 2013 (v12.32) and scheduled to convert to MS Dynamics GP Version 2015 in 2016. Microsoft only supports two versions and MS Dynamics GP Version 2016 was released in May 2016. The main stream support for GP2015 will end in Q1 2018. CSM system generates over \$150 million in revenue per year in Energy and Municipal Services, and is the record of source for 32,000 customers and 82,000 meter assets, with integrations to/from multiple corporate systems. Upgrade to GP2016 is necessary for maintenance and support, as well as benefits from enhancements, efficiencies, and modifications in later versions of the software. Not keeping CSM upgrades to current version, system stability and continuity of billing and collections of the utilities revenue and data information would be at risk. System support and maintenance may be discontinued. This upgrade is a programmed upgrade at approx 10% of the cost of the system.

Alternatives and Options

Contract with a third party provider for the maintenance of CSM. Not recommended as future enhancements or upgrades to improve customer information and systems efficiencies would not be available. Eventually a new billing system would have to be sourced at a significant cost

Changes in FTE headcount

none

FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025
Operating	\$ -	\$ 155	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ -	\$ 155	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department:	Finance	Reference No:	5.1
Division:	Corporate Services	Department Priority Ranking:	3
Project Name:	Value for Money Audit	Organization Priority Ranking:	
Project Type:	MOE (one-time cost) <i>in thousands of dollars</i>	Recommended by Management Team:	Yes (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ 120	\$ -	\$ 130	\$ -	\$ 140	\$ -	\$ 150	\$ -	\$ 160

Description & Purpose

The audits will be performed by external parties. The purpose for the audit is to identify the adequacy of management systems controls and practices, the management of resources, and the extent to which programs, operations or activities have been effective. The audits will also provide recommendations on improving business processes, identify where significant deficiencies exist and identify where performance may be improved.

Implications & Justification

The corporation may not be operating as efficient or effective as possible. This could result in the corporation not utilizing resources effectively and potentially incur significant losses over time.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1). Audits performed internally, Not recommended as the corporation does not have the resources or the expertise.
- 2). Do not perform value for money audits. Not recommended as it does not create the efficiencies desired and the corporation may incur significant losses over time.

FUNDING SOURCES	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ -	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ -	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT A - TCA DECISION PACKAGES

Department: Finance - Customer Service & Collections
Division: Corporate Services
Project Name: Pathway to 311
Project Type: TCA (one-time cost)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

<u>Incremental Operating Changes</u>		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Expenditure		\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ROI %											

Description & Purpose

Pathway to 311 - Integrated Customer Experience. A 311 Centre provides the public with a central point of contact for City of Medicine Hat information, programs and service requests. It offers customers simplicity with well defined work processes, and managed work flows. 311 Agents assist customers with their request until completion or in cases where the request requires a higher level of technical expertise, the request is sent to the appropriate department for completion, tracked and measured.

Implications & Justification

To explore an enhanced integrated customer experience on the pathway to 311. Consultant required in 2017 to assist in the requisition of the appropriate CRM systems that would be required, define the scope of 311 and help define the pathway to get there in an efficient manner. 2018 the purchase of a CRM system would be required. A SRM system is the tool that integrates with all other city systems (Cogsdale & City Works) to have one order book for service simplicity. Keeps all the customer information and tracking in one central system. Without a CRM, all tracking would be manual or required duplication.

Alternatives and Options

1) No change to existing operations. This is not recommended as work is being duplicated through numerous departments with customer interactions. No central customer information system is in place. Current system lacks intelligence, accountability and tracking, department focus (customer vs operational) and customer simplicity.

<u>FUNDING SOURCES</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: ICS Application Services
Division: Corporate Services
Project Name: Agresso Enhancements
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: MOE_ICS_001
Department Priority Ranking: 1 of 3
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ 200	\$ -	\$ 200	\$ -	\$ 200	\$ -	\$ 200	\$ -	\$ 200

Description & Purpose

The purpose of this request is to secure funding to advance the functionality available in the Agresso Business World (ABW) Enterprise Resource Planning system implemented in CMH in late 2016. There is a desire to advance the functionality available and keep to the most recent version minus 1 within ABW to further streamline our CMH processes. Examples would be the Salary Planning or Modeller. As an example with the Modeller Experience Pack from ABW, creating new departments, moving people from one division to another or simply finding people within your organisation is straightforward using drag and drop functionality, with changes shown immediately. Built in reporting and analysis helps you monitor these changes. In order to plan, implement and train our folks here at CMH on this type of functionality, there will be some professional services required. This request is for \$150,000 to be used to procure ABW experienced professional services to lead our internal resources in the implementation of chosen process changes, functionality and/or ABW Experience Packs. This MOE will also be used for training and professional development in regards to our ERP system.

Implications & Justification

In order to continue to drive efficiency with our new ERP system, we need to continue to invest in further implementing pieces of the systems that currently exist and were not in scope for initial project and in the new functionality available by the vendor Unit4. Efficient processes and use of resources is always important but it is paramount in financially constrained times.

Alternatives and Options

- 1) An alternative is to do nothing and exist with current functionality. This is not progressive nor aligned with our recent investment in ABW.
- 2) An alternative is to continue to use our internal resources to move the efficiencies forward. These are the same resources who support the system on a daily basis thus time to advance new projects is minimal.

Changes in FTE headcount

None

FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Operating	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: ICS
Division: Electronics and Telecommunications
Project Name: Network Closet Wiring Standardization
Project Type: MOE
in thousands of dollars

Reference No: MOE_IC003
Department Priority Ranking: 3 of 3
Organization Priority Ranking:
Recommended by Management Team: Yes
(ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ 75	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

This MOE is required to address power, cooling and TIA network cabling standards not found in many City building network communication closets. There is a

Implications & Justification

These communication rooms provides the equipment that operates the data network, phones, Wi-Fi AP's, Keyscan security systems and cameras that must function for day to day operation. Failure of these systems would cause a variety of communication problems for many departments.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Do nothing and wait for problems to occur and systems start to fail.
- 2) Tackle the long list of outstanding issues with small operating budget funds which would take an extremely long time to complete.

Changes in FTE headcount

No increase in staff FTE's are required for this new MOE request.

FUNDING SOURCES	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 75	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 75	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: Community Development - Social Development & Senior Services
Division: Public Services
Project Name: Equipment Replacement Program
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: SP 4 KR 4.4

Department Priority Ranking: 2

Organization Priority Ranking:

Recommended by Management Team:
(ie. is included in staff proposed plan)

Incremental Operating Changes		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ -	\$ -	\$ -	\$ 40	\$ -	\$ 40	\$ -	\$ 50	\$ -

Description & Purpose

Equipment and furniture will be purchased as part of the new Seniors Centre. This request is for the lifecycle replacement of the equipment and furniture.

The City has successfully applied for grants in the past to purchase equipment and furniture such as fitness equipment, tables, chairs, kitchen equipment, e grants range from a set maximum to a cost share of 50/50 to 100% funding.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Request the budgets in future years. (Not recommended, this request is a place holder for future requests.)
- 2) Request the budget as grants are successfully applied for. (Not recommended, this would result in requiring a budget amendment and there may not be funding to support it at that time, thus jeopardizing the utilization of grant funding.)

Changes in FTE headcount

None

ATTACHMENT B - MOE DECISION PACKAGES

Department: Planning & Development Services
Division: Development & Infrastructure
Project Name: Intermunicipal Development Plan
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 6.1.1.2
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Debt financing (P&I)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

Requirement of the modernized *Municipal Government Act*. Specialized consulting services required.

Implications & Justification

Detail why the project or program is being recommended. What are the benefits?

Compare costs and benefits; demonstrate that the benefits outweigh the costs.

- Provincially required to have in place three years after proclamation of modernized *Municipal Government Act*.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

1) Consultant to complete entire project (estimated \$200K).

Provincial requirement to be in place by January 1, 2019. Chosen approach utilizes external facilitator to gain support of regional partners.

Changes in FTE headcount

None.

ATTACHMENT A - MOE DECISION PACKAGES

Department: Planning & Development Services
Division: Development & Infrastructure
Project Name: Municipal Development Plan
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 7.1.12
Department Priority Ranking: 3
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Debt financing (P&I)	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 210	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

Major review of the Municipal Development Plan as the City is required to conform with the modernized *Municipal Government Act*. Specialized consulting services required.

Implications & Justification

Detail why the project or program is being recommended. What are the benefits?

Compare costs and benefits; demonstrate that the benefits outweigh the costs.

- Provincial requirement to be in place by January 1, 2019.
- Meet provincial legislation.
- Confirmation of long-term community vision.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Consultant to complete entire project (estimated \$500K).
- 2) Complete entire project in-house which would require additional staff resources.

Recommended approach efficiently uses existing resources and compliments with external specialized knowledge and skills.

Changes in FTE headcount

None.

ATTACHMENT B - MOE DECISION PACKAGES

Department: Parks and Recreation
Division: Public Services
Project Name: Planning & Development Plans
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: Council Priority #3, KR 3.5

Department Priority Ranking:

Organization Priority Ranking:

Recommended by Management Team:

(ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ -	\$ 130	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ 125	\$ 225

Description & Purpose

Systematic updating of planning documents that provide long term strategic direction for the department

Project	Cost Estimate	Yr
Outdoor Amenities Utilization Analysis	\$ 50,000.00	2017
Marketing Plan	\$ 30,000.00	2017
EDRP Infrastructure Audit	\$ 50,000.00	2017
GIS Park Planning and Assessment Tool	\$ 50,000.00	2018
Future Trail Development	\$ 100,000.00	2026
PKRC System Management Plan	\$ 125,000.00	2025
Recreation Master Plan Phase 2	\$ 125,000.00	2026

Implications & Justification

The Recreation Master Plan was prepared in 2011 and provided the strategic direction for indoor and outdoor recreation. The Outdoor Amenities Utilization analysis is required in order to pro-actively and systematically review the use of outdoor sports fields (baseball, slowpitch, soccer, football, rugby) to determine community need for new or reconfigured sports fields that results in the best utilization of the sportsfields and determine future needs. Development of a long term sportsfields plan supports City Council's strategic priorities by providing sustainable infrastructure and amenities. In addition, the analysis will address City Council's strategic priority of increasing recreational opportunities in the south side of the City (Key Result 3.5)

The development of a marketing plan for the Family Leisure Centre will focus on the development of branding and marketing strategies in order to maximize promotion of the facility and increase participation in the programs. The plan is a systematic approach as opposed to ad-hoc and supports and complements the new programs developed as part of the expansion of the Family Leisure Centre. This project supports City Council's strategic priorities of Image and Profile by promoting our excellent quality of life to our citizens thru the promotion of recreation programs.

The Echo Dale Infrastructure Audit for the water treatment plant is a preventative maintenance tool that needs to be completed on a systematic basis in order to be proactive with the maintenance and scheduled equipment replacements for the plant. The water treatment plant is operated and maintained according to Provincial regulatory requirements and is critical infrastructure providing treated water from the South Saskatchewan River that is utilized in filling the swimming lake in the park and providing irrigation water. The audit will identify a long term infrastructure plan that supports City Council's strategic priorities by providing sustainable infrastructure. Not proceeding with the audit in a timely, systematic basis may result in a risk of system failure and inability to deliver water for irrigation and operation of the swimming lake.

The Park Planning tool is GIS based and measures the impact/benefit of investment in parks and recreation development and how well a City is being served by the parks and recreation amenities and facilities. It is a decision making support tool that identifies areas of greatest need and properly informs investment decisions in a defensible and systematic way. It is tied closely to the Parks System Management Plan and Recreation Master Plan and asset management plan.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Not proceed with the plan (not recommended as it may result in planning, maintenance and development of parks and recreation infrastructure in a non-systematic, non-sustainable, ad-hoc manner)
- 2) Defer plans to a future year (not recommended as it may result in planning, maintenance and development of parks and recreation infrastructure in a non-systematic, non-sustainable, ad-hoc manner)
- 3) Complete plans with in-house resources (not recommended as resources are not available and technical expertise is required)
- 4) Complete systematic plan (recommended)

Changes in FTE headcount

none

ATTACHMENT B - MOE DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Infrastructure Rehabilitation
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Major Operating Expense		\$ 265	\$ 100	\$ -	\$ 250	\$ -	\$ 100	\$ -	\$ 300	\$ -	\$ 150

Description & Purpose

Provide inspection and repair maintenance of City bridge, storm system, sidewalk and streetlight infrastructure.

Implications & Justification

The Municipal Works Department implemented infrastructure asset management programs for City bridge, storm system, sidewalk and streetlight infrastructure. The programs include the condition assessment and prioritization of work required to maintain the current levels of service for the infrastructure. In addition, this project includes required repairs such as sidewalk trip hazard removal, storm system repairs (e.g. catchbasin lead repairs), minor bridge repairs (guard rails), and streetlight pole repair/replacements.

The repair or replacement of aging infrastructure will reduce the risk of claims against the City such as tripping on public sidewalks, flooding of private property due to localized storm system failure, bridge accidents or reduced streetlighting due to failures.

Condition assessments of City infrastructure is a key component in the successful implementation of the City's asset management program. The assessment condition information is used to plan future projects, prioritizing where improvements are most needed as well as optimizing funding to complete the repairs/replacements efficiently and cost effectively.

This program supports Council's Strategic Priority #2 for Infrastructure & Amenities and Priority #3 for Social Wellness by providing safe and sound public infrastructure and has been identified in the City's Development & Infrastructure Water, Sewer, Storm and Transportation Aging Infrastructure Policy.

Alternatives and Options

Not inspecting or maintaining our sidewalk, storm, bridge, or streetlight infrastructure. This is not recommended as it does not support planning an effective asset management program, increases the legal risk to the City, allows for further deterioration of our infrastructure and would result in a lowered level of service to the community.

Changes in FTE headcount

None

FUNDING SOURCES	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 265	\$ 100	\$ -	\$ 250	\$ -	\$ 100	\$ -	\$ 300	\$ -	\$ 150
TOTAL FUNDING SOURCES	\$ 265	\$ 100	\$ -	\$ 250	\$ -	\$ 100	\$ -	\$ 300	\$ -	\$ 150

ATTACHMENT B - MOE DECISION PACKAGES

Department: Municipal Works - Airport
Division: Development & Infrastructure
Project Name: Air Service Attraction, Retention and Development
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 1,2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Major Operating Expense		\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -

Description & Purpose

Market analysis, strategic planning, communication and incentive support to retain existing and attract new air service to Medicine Hat.

Implications & Justification

The Airport regularly collects air travel data from various sources including residents and the business community. Data is gathered by a variety of means such as telephone survey, regular passenger surveys and by purchasing it from airline data processing firms. Current market data is essential when dealing with air carriers and presenting air service opportunities.

In the past, the Airport has made regular representations to WestJet, Air Canada, and several smaller regional air service providers. Continued funding of these market development programs helps ensure accurate and timely passenger travel data is available to present to existing and potential air carriers. Regular communication with air service stakeholders and air service providers is critical to preserving existing air service, expanding routes or attracting new carriers.

The Air Service Attraction, Retention and Development program also supports incentive programs to encourage new and existing carriers to add destinations and frequencies. Developing materials and programs to support air service attraction initiatives and to integrate air service availability and development into future economic development strategies for the City is also part of this program. This project supports Council's Strategic Priority #1 for Economic Development and Priority #2 for Infrastructure and Amenities.

Alternatives and Options

Option 1 - Leave air service development to the air carriers. This is not recommended as Medicine Hat competes for air service with airports across the country and air carriers expect Airports and communities to make market data available.

Option 2 - Air Service Development is a fundamental element of airport growth and development. Coordination is required with economic development leaders both government and business community led. Greater reliance on Airport/economic development partnership may deliver comparable results but takes some of the control and leadership out of City hands. The City, through the Airport, should retain its leadership role and invite stakeholders and others to participate as may be required.

Changes in FTE headcount

None

FUNDING SOURCES	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Operating	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Roadway System Master Plan Update
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

Update the Road System Master Plan (RSMP) to align with update Municipal Development Plan (MDP), validate assumptions and update upgrades

Implications & Justification

Municipal Works is responsible for the City's transportation network which includes the operation and maintenance of existing infrastructure as well as identifying the future needs as the city grows. The RSMP is the fundamental planning document which provides Municipal Works with technical guidance and preliminary planning information for future roadway and intersection improvement requirements throughout the city. The RSMP provides technical data relating to traffic management and recommended capital upgrades (roads and intersections), including the required scope of future upgrades. The RSMP is predicated on growth and needs to align with updated MDP population projections and growth strategies to identify what, where and when transportation network upgrades are required.

The last RSMP update was completed in 2013 and included a comprehensive review of the transportation network based on the most current population projection available. It is anticipated that the City will complete an update to the MDP in the 2018/2019 timeframe. An update to the RSMP would be completed using information presented in the new MDP.

This project is viewed as a periodic update that will use consultant resources to upgrade the traffic model to the latest version, validate various assumptions, and validate the previously identified road and intersection upgrades associated with city growth. The information will then be presented to Council as an update to the RSMP. The RSMP update project conforms with Council's Strategic Priority #2 for Infrastructure and Amenities.

Alternatives and Options

Option 1 - Continue to rely on the RSMP report completed in 2013. This option is not recommended as the planning information in the 2010 update will become dated. This option does not support Council's Strategic Priority # 2 for infrastructure and Amenities. The lack of an updated strategic plan for the roadway network will result in limited funds being expended on inappropriate improvements at the wrong location and time.

Changes in FTE headcount

None

ATTACHMENT B - MOE DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Storm Water BU
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 2
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

Consulting assistance on the development of a storm water business unit.

Implications & Justification

The City's Municipal Works department is responsible for the stormwater management system, including storm mains, manholes, catch basins, storm outfalls, lift stations, and storm management ponds. The storm system is a major component of the City's Asset Management Program. The total replacement value of the entire system is nearly half a billion dollars.

Through several stormwater studies completed within Medicine Hat, over \$100M worth of capital projects have been identified to address various storm capacity issues. As well, it is estimated that we will need to invest up to \$170M over the next 30 years to replace and maintain our existing stormwater infrastructure. This demand has created the need to prioritize capital projects from the various City Departments, resulting in competing priorities and a significant financing challenge for the City.

In order to address the funding challenges, other municipalities in North America have established a user-pay based utility funding model for their storm management needs. City Council has requested an investigation of the feasibility of establishing a similar storm water utility based on fair and equitable calculation of management fees throughout the city. Phase I of the project includes a preliminary program assessment and needs analysis intended to analyze and formulate an appropriate rate structure as well as develop a recommended implementation strategy.

Being that municipal storm utilities are relatively new, use of consultant resources with expertise in Storm BU establishment would be beneficial to the City. Consultant expertise would provide detailed information to be used in a comprehensive feasibility report on the establishment of a storm utility, including how other jurisdictions work, BU structure, financial requirements, and risks/benefits of BU establishment.

This project supports Council's Strategic Priority #2 for Infrastructure & Amenities and the City's Asset Management Program.

Alternatives and Options

This project will assist staff in providing accurate, useful information to Council when they render a decision on proceeding with establishing a storm water utility. By not completing this project, insufficient information may be presented to Council.

Changes in FTE headcount

None

ATTACHMENT B - MOE DECISION PACKAGES

Department: Municipal Works
Division: Development & Infrastructure
Project Name: Connaught Pond Dam Safety Review
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No: 2,3
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team:
 (ie. is included in staff proposed plan)

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ -	\$ -	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ -

Description & Purpose

Comprehensive Dam Safety Review (DSR) of the Connaught Pond Dam and Reservoir is required.

Implications & Justification

Municipal Works is responsible for the safe operation and maintenance of the Connaught Dam and Reservoir as required by current legislation, (ie: the Alberta Water Act, Water Regulations, Section 6 - Dam and Canal Safety). As part of the requirements, the City has developed an emergency response plan which needs to be periodically reviewed through a comprehensive Dam Safety Review (DSR).

Due to the "very high" consequence classification of the Connaught Pond Dam and Reservoir, it is mandatory that a DSR be completed every five years as per the Canadian Dam Association Dam Safety Guidelines. The Dam Safety Review is to be completed by an external consultant, and is to present the City of Medicine Hat (City) with a formal report containing the conclusions of the review and recommendations that will help the City fulfill the responsibility for the Dam's safety and to comply with regulations. The Dam Safety Review must be sent to the Alberta Dam Regulator, Alberta Environment. Failure to complete the safety review may result in regulatory non-compliance action and potential public safety concerns with the operation of the dam.

College Drive SE is located over the dam and is an important link in the City's road network. Closure of the road due to dam safety concerns could potentially result in impacts to the road and pedestrian network. This project supports Council's Strategic Priority #2 for Infrastructure & Amenities and Priority #3 for Social Wellness as well as being a key component of the City's Asset Management Program.

Alternatives and Options

Not completing the periodic review would create a risk of non compliance with the Canadian Dam Association Dam Safety Guidelines, regulated by Alberta Environment and potentially result in public safety concerns related to the dam operation.

Changes in FTE headcount

None

ATTACHMENT B - MOE DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: Taser Transition
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

The current model of Tasers being used by the MHPS are no longer supported and must be replaced with a newer model.
 Half of the MHPS tasers were transitioned to new model in 2016. These funds will complete the transition for the remaining inventory.

Implications & Justification

Police officers are often faced with dangerous situations that have the potential to result in serious harm or death. Tasers provide a less lethal option.
 The use of tasers are heavily regulated by Provincial Standards and require regular maintenance and certification.
 The MHPS current X26 model Tasers have been discontinued by the manufacturer and therefore parts and support are no longer supported.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.
 1) Not replace - There are numerous times when empty hand or impact weapons are insufficient to control the situation and where the transition to lethal force (firearm), may be legally justified by not necessarily the only way to deal with the situation. Not Recommended

Changes in FTE headcount

N/A

FUNDING SOURCES	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

ATTACHMENT B - MOE DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: MDT Refresh
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40

Description & Purpose

Various police operational units rely on mobile data terminals (MDT's) to access critical databases to carry out duties, including access CPIC (warrants, missing persons, criminal records, mapping and licensing information). Each hardware refresh includes, upgrades to RAM, and a new touchscreen.

Implications & Justification

The MDT's are heavily used, and are in service 24/7, 365 days per year and as a result experience significant wear and tear, even though rugged units are purchased. The devices need to be refreshed every 3-4 years to prevent system failure, software incompatibility and possible data loss.

Compare costs and benefits; demonstrate that the benefits outweigh the costs.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

Changes in FTE headcount

N/A

<u>FUNDING SOURCES</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40
TOTAL FUNDING SOURCES	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40	\$ 40

ATTACHMENT B - MOE DECISION PACKAGES

Department: POLICE
Division: Public Services
Project Name: In Car Camera Pilot
Project Type: MOE (one-time cost)
in thousands of dollars

Reference No:
Department Priority Ranking:
Organization Priority Ranking:
Recommended by Management Team: Yes
 (ie. is included in staff proposed plan)

		<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenue	Fees & Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Expense	Salaries & benefits	-	-	-	-	-	-	-	-	-	-
	Equipment	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-
	Materials & supplies	-	-	-	-	-	-	-	-	-	-
	Contracted services	-	-	-	-	-	-	-	-	-	-
	Total	-	-	-	-	-	-	-	-	-	-
Revenue less Expense		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Impact		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Major Operating Expense		\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Description & Purpose

In-Car Digital Video (ICDV) system will enhance officer safety and to increase public transparency and accountability.

The ICDV system will also help capture an independent account of an incident which can be used as evidence in legal proceedings; to help resolve citizen complaints surrounding officer conduct and assist with civil claims against the Service.

Implications & Justification

With advances in digital video technology and because of an increasing public desire for police transparency and accountability, there is a growing expectation that police services will adopt new technology into their existing policing practices.

This pilot project will provide the knowledge, policies & expertise to seamlessly transition into a full future body worn video and In - Car Digital Video program in 2019.

Alternatives and Options

Identify alternatives and options considered and why the recommended project or program was chosen.

- 1) Wait until the provincial Body Worn Camera committee has completed review and recommendations for the use of BWC in late 2018; and then start building, testing and implementing a digital video program for both types of video. (In Car & BWC)
- 2) Commence a limited pilot project for In-Car Digital Video (ICDV) systems commencing in June 2017. Recommended

Changes in FTE headcount

N/A

FUNDING SOURCES	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Operating	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUNDING SOURCES	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2017-2018 Personnel Summary

	FTE's				PEP's		
Department	2016	2017	2018		2016	2017	2018
Admin Committee	13	13	13		13.0	13.0	13.0
City Clerk	3.0	3.0	3.0		3.0	3.0	3.0
City Solicitor	6.2	6.2	6.2		6.0	6.0	6.0
Community Development	129.7	129.7	129.7		114.0	114.0	114.0
Corporate Asset Management	50.7	50.7	50.7		40.0	40.0	40.0
Corporate Communications	5.1	5.1	5.1		6.0	6.0	6.0
Finance	78.4	78.4	78.4		81.0	81.0	81.0
Fire Services	83.5	83.5	83.5		83.0	83.0	83.0
Health, Safety & Environment	12.0	12.0	12.0		12.0	12.0	12.0
Human Resources	21.6	21.6	21.6		20.0	20.0	20.0
Information & Computer Services	33.5	33.5	33.5		33.0	33.0	33.0
Land & Business Support	6.5	6.5	6.5		6.0	6.0	6.0
Municipal Works	62.6	62.6	62.6		53.0	53.0	53.0
Parks & Recreation	128.9	128.9	128.9		78.0	78.0	78.0
Planning & Development Services	35.5	35.5	35.5		35.0	35.0	35.0
Police Services	153.5	151.0	151.0		152.0	151.0	151.0
TOTAL	823.7	821.2	821.2		735.0	734.0	734.0