

**Town of Drumheller  
COUNCIL MEETING  
AGENDA**

September 5, 2017 at 4:30 PM  
Council Chamber, Town Hall  
224 Centre Street, Drumheller, Alberta



Page

**1.0 CALL TO ORDER**

1.1 Councillor Tom Zariski to be sworn in as Deputy Mayor for the months of September and October, 2017

**2.0 MAYOR'S OPENING REMARK**

**3.0 PUBLIC HEARING**

**4.0 ADOPTION OF AGENDA**

**5.0 MINUTES**

**5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES**

3-14 5.1.1 Regular Council Meeting Minutes of August 21, 2017

**5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION**

15-22 5.2.1 Municipal Planning Commission Meeting Minutes of July 27, 2017

**5.3. BUSINESS ARISING FROM THE MINUTES**

**6.0 DELEGATIONS**

**7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS**

**8.0 REQUEST FOR DECISION REPORTS**

**8.1. CAO**

23-73 8.1.1 Infrastructure Financing Strategy Presentation by Stantec

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**8.1. CAO**

74-78 8.1.2 RFD - 2017 Infrastructure Financing Strategy

79-87 8.1.3 RFD - Purchasing Policy C-02-17

**8.2. DIRECTOR OF INFRASTRUCTURE SERVICES**

**8.3. DIRECTOR OF CORPORATE SERVICES**

**8.4. DIRECTOR OF COMMUNITY SERVICES**

**8.5. DIRECTOR OF PROTECTIVE SERVICES**

**9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION**

**10.0 PUBLIC HEARING DECISIONS**

**11.0 UNFINISHED BUSINESS**

**12.0 NOTICE OF MOTION**

**13.0 COUNCILLOR REPORTS**

**14.0 IN-CAMERA MATTERS**

14.1 Land Matter

**Town of Drumheller  
COUNCIL MEETING  
MINUTES**

**August 21, 2017 at 4:30 PM**  
**Council Chamber, Town Hall**  
224 Centre Street, Drumheller, AB, T0J 0Y4



**PRESENT:**

**MAYOR:**

Terry Yemen

**COUNCIL:**

Jay Garbutt

Tara McMillan

Patrick Kolafa

Sharel Shoff

**CHIEF ADMINISTRATIVE OFFICER/ENGINEER:**

Ray Romanetz

**DIRECTOR OF CORPORATE SERVICES**

Barb Miller

**DIRECTOR OF INFRASTRUCTURE SERVICES:**

Darryl Drohomerski

**DIRECTOR OF COMMUNITY SERVICES:**

Paul Salvatore

**DIRECTOR OF PROTECTIVE SERVICES:**

Greg Peters

**RECORDING SECRETARY:**

Linda Handy

**ABSENT:** Councillor Lisa Hansen-Zacharuk

Councillor Tom Zariski

**1.0 CALL TO ORDER**

Mayor Terry Yemen called the meeting to order at 4:30 PM.

Mayor Yemen advised that he has spoken with a number of individuals in the local tourist industry and they are experiencing a busy season.

Mayor Yemen advised that he attended the Physicians' Action Plan Attraction and Retention Meeting today which focuses on bringing more medical professionals to Drumheller.

**2.0 MAYOR'S OPENING REMARK**

**3.0 PUBLIC HEARING**

3.1 Mayor Terry Yemen called the Public Hearing to order at 4:35 PM.

Mayor Terry Yemen stated that the purpose of the public hearing is to consider Bylaw 07.17 being a bylaw to amend Plan 3867HU Lot 11 within the SW 1/4 Sec. 28-28-19 W4M in the Rosedale District from UT – Urban Transitional District to R-CH – Residential Cottage Housing District

Mayor Terry Yemen called the Public Hearing to order at 4:35 PM.

Mayor T. Yemen asked Cynthia Cvik – CEO, Palliser Regional Municipal Services (PRMS) to provide her planning report. C. Cvik advised that Bylaw 07.17 received first reading on June 12, 2017. Her report is summarized as follows:

*“The application proposes to introduce 57 cottage sites onto the upper section of the property, which will be developed as a gated community. The proposal also includes the construction of RV parking for resident’s vehicles and a meeting space / social building for the residents on the lower half of the site in a later phase of development. The application indicates that all sites will be developed with permanent cottage housing under a long term lease agreement. No subdivision is proposed.*

*After first reading of the bylaw, written notice of the proposal was sent to referral agencies including Transportation, the Health Department and the Town of Drumheller Administration. A total of twelve (12) referral agencies were circulated the application. As is required under Section 692(4)(c) of the Municipal Government Act (MGA), adjacent owners were also provided a copy of the application. Section 692 (7) of the MGA defines “adjacent” as land that is contiguous to the parcel of land that is being redesigned, or would be contiguous if not for a highway, road, river or stream. In this location twenty (20) parcels are considered adjacent by this definition. Fifty eight (58) letters were sent out in the neighbourhood on June 19, 2017. An additional forty five (45) letters were sent out to residents in the neighborhood on June 23 at the request of Town Administration, for a total of 103 residential referral letters. Newspaper advertising for the Public Hearing was completed in accordance with Section 606(2) of the MGA.*

*Seven (7) letters of opposition from local residents were received at the time this report was written. Alberta Health Services provided comments on July 19, 2017. The Health Department has indicated that all of the proposed sites must be hooked up to the municipal water and wastewater treatment systems. Telus, Canada Post and Alberta Transportation responded that they have no concerns with the proposal as presented.*

*The MPC reviewed the application on June 29, 2017. At that meeting, the following motion was made: “Cottage Structures that will carry 22 year leases are intended for but not limited to, clients who are looking to spend perhaps six (6) months of the year here (snowbirds). Extension of the water system would be a requirement and the requirement for foundations will have to be a condition of Drumheller’s Servicing Agreement. The MPC requested the size of lots, and architectural controls.”*

*Statutory and Non-Statutory Documents were considered:*

*Municipal Development Plan (MDP) identifies the subject property as residential. The proposed zoning and redevelopment of this site is in keeping with the identified future land use identified in the MDP. The MDP, as the long range or visionary document for the community, advocates that a variety of housing types be provided in the community and as well, acknowledges that the needs and desires of an aging population may have an impact on the character of the build. The MDP specifically supports reduced minimum floor areas for housing and a wide variety of lot sizes throughout the community.*

*Land Use Bylaw Amendment – the current zoning of the subject property is UT – Urban Transitional District. The purpose of the district is to identify lands on the perimeter of the built up area that can accommodate uses that will not inhibit more intensive development when planned for in an appropriate manner. The zoning proposed by the applicant is the R-CH – Residential Cottage Housing District, which is a more intensive form of development that will be required to have full urban potable water and wastewater services, to accommodate the permanent dwellings.*

*The housing sizes proposed in the concept plan range from a low of 55.75 m<sup>2</sup> (600 sq. ft.), with a proposed maximum cottage size of 120.7 m<sup>2</sup> (1300 sq. ft.). It should be noted that in accordance with the Land Use Bylaw, the minimum area for each “pad or lot” must be 186 m<sup>2</sup> (2000 sq. ft.), but can transition up to larger “lots”. In accordance with the R-CH, the minimum floor area for each of the individual structures must be a minimum of 29.74 m<sup>2</sup> (320 sq. ft.).”*

C. Cvik reviewed the purpose and intent of the R-CH District. She explained that a cottage dwelling cluster is a discretionary use. She further explained that the cottage dwelling cluster means a group of cottage dwellings that are located on the same parcel of land, developed according to an approved concept plan and must be characterized by special requirements as outlined in Section 28(f) of the LUB.

C. Cvik provided an overview of the Sagebrush Resorts Draft Concept Plan:

*“The site is currently naturally “divided” into an upper and lower plateau. The contour map indicated that the site elevation changes approximately 15 metres (almost 50 ft.), from the high point on the south, to the lower level on the north. A large portion of the elevation change occurs in the middle of the site. It is the intent for all of the housing to be developed on the upper portion to take advantage of the views and the lower portion of the site to remain largely undeveloped and house the recreational amenities. Parking will be provided for visitors and storage of the RV’s owned by residents will be accommodated. The Plan identifies several “green” initiatives which will be incorporated into the development of both the overall site, as well as individual housing plans, which includes grey water usage for irrigation, high energy efficiency standards, solar panels, etc. The concept plan introduces design controls for the architectural appearance of the structures on site. The individual houses are intended to have high pitched roofs, dormers and aesthetically interesting facades.”*

In conclusion, C. Cvik stated that the previous development proposal reviewed by Council in 2016 was not approved based on the numerous concerns expressed from adjacent residents. She further stated that the draft Sagebrush Concept Plan meets the general intent of the MDP and addresses some of the goals identified in the Municipal Sustainability Plan relative to energy consumption; "green" building standards; protection of the landscape/watershed; range of housing choices/affordability; and recycling of water and waste materials. C. Cvik stated that it is recommended that Council support Bylaw 07.17. She further stated that Council also has options: 1) That Council give bylaw 07.17 as presented, second reading; or 2) That Council request that changes be made to the Sagebrush Concept Plan and for the proposal to be brought back for consideration at a new Public Hearing; or 3) That Council defeat Bylaw 07.17, citing reasons.

Mayor Yemen asked the Secretary of the Public Hearing if any written submissions were received by the Town. Secretary L. Handy stated that seven (7) letters were received in opposition and one (1) letter was received in support of the proposal. A summary of the concerns / comments was read into the record.

Mayor Yemen asked for those who wished to speak in favor of the proposal.

Norah Hamilton illustrated the Sagebrush Resort Concept Plan through a PowerPoint presentation. She advised that she and her husband, Bob have resided in Drumheller for thirty-one (31) years and have established an excellent reputation in cabinetry, renovations and rebuild industry, citing Heartwood Manor as one of their rebuild projects. She explained that the proposed cottages will be built by contractors. She provided a variety of pictures showing the upper and lower levels, the tree line barrier to the north which will be left in place and continue to grow in density, the fifty-seven (57) proposed lots, two parking lots, community building, pathways, green space as well as photos of sample cottages (range in size and style). She advised that cottages will be architecturally controlled to ensure cottage-like in nature; cottages will be constructed by stick built contractors. She further advised that a community board will be established. With regards to concerns raised on state of the property, N. Hamilton explained that the property is mowed two to three times per year and the community has been allowed to use the property. In conclusion, N. Hamilton stated that she feels this type of development will attract new talents to the valley who wish to live more environment friendly and who wish to have a reduction of living expenses as they are not required to pay for the lot itself. She further stated that although intended for retirees, a healthy community has a mix of people of different ages.

Bob Hamilton advised that RH Hamiltons & Associates is not a big developer from the City, but a local developer who wants to set up a win-win for the community with the proposal before Council this evening. He further advised that he feels the new proposal satisfies a lot of concerns that were expressed in the last hearing. He explained that the cottages will be built on permanent foundations and will be aesthetically pleasing. He explained that they will try to avoid as much inconvenience in the construction phase as possible by looking at packages that are ready to assemble on site and / or ready to move-in structures with several different options and models

with artistic appeal. He further explained that the lifestyle will appeal to someone green minded and community minded. He explained that his love of gardening will be evident in the green space with ponds and waterfalls in the lower bench. In conclusion, B. Hamilton stated that the proposal will yield a tax increase to the community funds.

Mayor Yemen asked for those persons who wished to speak in opposition.

Heather Gallagher stated that she disagreed with a public hearing being held on a Monday in the middle of the afternoon in the middle of summer. She expressed concerns with the development being a trailer park - like the hoodoo campground; development on the upper land will encroach on privacy as the lots will directly overlook her property; would like assurance that the road will be used on Mabbott Road as opposed to 1<sup>st</sup> Avenue which is graveled, water and sewer needs to be paid for by the developer; the number of fifty eight (58) new homes is excessive; the size of the cottages at 300 sq. ft. versus the requirement under other zoning for residential at 1000 sq. ft. In conclusion, H. Gallagher stated that she does appreciate the garbage pickup on the property. She further stated that she would like assurances that it would be cottages rather than RV trailers.

Colleen McDonald stated that she would prefer a development that includes a modest amount of housing. Her concerns with the proposal includes increased traffic (already deal with tourist traffic to / from the Swinging Bridge); developer pay for sewer and water and concerns dealing with loss of privacy. In conclusion, she asked Council to reconsider holding public hearings in the summer months and asked how many times they would have to deal with these types of proposals for Rosedale.

Gwen Morse stated that her concerns are increased traffic and she does not want a new road in her backyard.

Vern Pasco stated that his concerns deal with the development turning into a trailer park (already indicated that there will be RV parking on the north side); will the intended development for "snowbirds" change to allow anyone as they can't discriminate against age; don't expect them to be developing gardens and green space and other activities; what are the health risks for using grey water recycling, gone over the campground / trailer park before and not sure how many more times it will be dealt with as Rosedale residents do not want it, and loss of his own privacy and peace.

Ron Pedersen stated that fifty eight (58) more properties in the area is a significant increase in density with only road to the development. This will result in larger traffic flows which is already busy because of tourist traffic. He further explained that the buffer of trees that suggests will provide privacy is not accurate; the cottages will loom over existing properties, for example Aerial Crescent will have ten (10) of these cottages in their backyard with a setback as little as four (4) feet.

Mikaela Chambers stated that she lives on Aerial Crescent and as a mother, has concerns with increased traffic and doesn't feel the current infrastructure can support an

influx in traffic. She questioned whether there would be open excavations, whether homes will be brought in year after year, is it a family development, are campfires permitted, is there potential for vandalism with residents not living there in the winter months, and if cottage owners would be able to rent their home in the winter (new concept of Airbnb). She further stated that although the developers have listened to concerns from the previous proposal, she feels that she is being chased from her home and that resale values of existing homes in the area will decrease.

Questions from Council:

Councillor J. Garbutt asked Nora and Bob Hamilton to respond to the concerns expressed from those who spoke in opposition. N. Hamilton stated that she foresees a community area with a fire pit and that it would be possible to offer a service to check on homes when the residents are away. She further explained that she would encourage a mix of ages including young families but primarily their target market is seniors. With regards to loss of privacy, increase in traffic and noise, B. Hamilton stated there will be no RV's coming and going as previously proposed. He explained that those living in the permanent cottages will be people living there with a normal routine. He further explained that he intends to build a road around the perimeter of the development so that access and egress is off of Mabbott Drive, avoiding Aerial Crescent and 1<sup>st</sup> Avenue. He further explained that the lower bench will be developed into a park area with the higher density of population in the upper bench. Vehicular traffic will have a full vision at the top of the hill and with reduced speeds along the road (35 km), any safety concerns should be addressed. With regards to the worse-case scenario that the lots are not leased, B. Hamilton advised that the area would not be used for an RV park or campground. R. Romanetz advised that any development must be reviewed and ruled on based on the merits of an application by the Municipal Planning Commission. He stated that the MPC must take into account any concerns from residents as well.

Councillor S. Shoff asked the applicants why they have not considered residential homes and secondly, how will the privacy issue be addressed. B. Hamilton stated that in consultation with builders, there is no market for traditional residential housing, and locally, another housing development does not make sense. He further stated that builders have studied the market and found that seniors want to downsize; the cottages will be smaller in size and appeal to the seniors market. With regards to the privacy issue, B. Hamilton stated that he stood at the top of the upper bench and as it is flush with the tree level, one can only see rooftops and yard space. He further explained that the roadway on the upper bench will be designed to serve as a privacy barrier to the residents.

Councillor T. McMillan asked who maintains the roadway. B. Hamilton stated that road maintenance and snow removal as well as residential security will be looked after and cared for by a group of employees. She further asked if the lease holder has an option to sublease. N. Hamilton stated that any homeowner would not have restrictions. She further stated that she does not foresee leaseholders to sublease or rent under an Airbnb scenario however she would ask the market if this is something that needs to be considered. Councillor T. McMillan disagreed, stating that Airbnb is being more popular and must be addressed as it is happening in our valley.

Councillor P. Kolafa asked if each leaseholder would have separate utility accounts and secondly how would you ensure building standards are met? N. Hamilton stated that there will be separate utilities and there will be architectural controls with a bond in place if they do not build to the required specifications.

Mayor Yemen asked for rebuttals.

B. Hamilton stated that although concerns regarding RV's have been expressed, the development would have designated parking area for RV storage for the leaseholders; he reiterated that it is not an RV park. He reiterated that the cottages will have a permanent foundation; they are not trailers. He further explained that the foundation will be slab on grade / screw piles to minimize the excavation. He stated that any inconvenience will be kept to a minimum during the utilities and road installations.

Heather Gallagher asked if the Town has an Airb&b bylaw and if not, how would the Town control the Airbnb? R. Romanetz stated that the Town does not have an Airbnb bylaw. She further questioned whether each cottage owner will require a separate development permit? R. Romanetz advised that each cottage owner will require a separate development permit from the Town. She further asked for assurance that the road access will be from Mabbott Road. She stated that the trees do not provide privacy from the upper bench. She further questioned if the property is rezoned what assurances are in place that a new property owner would not build a campground? R. Romanetz stated that any development must go through the Municipal Planning Commission.

Dale Morse stated that in a conversation with N. Hamilton, she guaranteed privacy and he stated that the trees do not provide privacy. He further stated that the road is not a buffer zone.

Vern Pasco stated that a pile driven foundation will create noise. He further stated that he heard at the hearing that it is not only for "snowbirds" but open to people of all ages and wondered if this type of development would attract transients. He stated that the privacy fence was not addressed as well as other issues of concern not addressed.

Mayor Yemen closed the Public Hearing at 5:50 PM.

Mayor Yemen recessed the meeting at 5:50 PM.

Mayor Yemen reconvened the meeting at 5:55 PM.

#### **4.0 ADOPTION OF AGENDA**

**MO2017.103** McMillan, Shoff moved to adopt the agenda as presented. Carried unanimously.

#### **5.0 MINUTES**

**5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES**

**5.1.1 Regular Council Meeting Minutes of July 24, 2017**

**MO2017.104** Kolafa, Garbutt moved to adopt the Regular Council Meeting Minutes of July 24, 2017 as presented. Carried unanimously.

**5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION**

**5.3. BUSINESS ARISING FROM THE MINUTES**

**6.0 DELEGATIONS**

**7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS**

**8.0 REQUEST FOR DECISION REPORTS**

**8.1 CAO**

**8.1.1 Bylaw 04.17 being a bylaw to incur indebtedness by the issuance of debenture(s) in the amount of \$497,400 for the purpose of flood mitigation in Central Drumheller through berm enhancement and construction – second and third readings**

R. Romanetz advised that Bylaw 04.17 received first reading on June 12<sup>th</sup>, 2017. Since that time, the Town has received one comment from the public requesting that an article be published relating to the costing of the project. No further comments have been received from the public relating to the bylaw. He explained next steps: Council could proceed to second and third reading of the bylaw which would allow the dollars to be in place for the project to proceed; Council could debate the bylaw once passed to determine if borrowing or reserves would be the appropriate funding source; if reserves is the preferred option, the bylaw would sit on the books and stale-date itself within two years. He further advised that Administration would not move forward with borrowing until Council has had an opportunity to debate funding and provide direction.

**MO2017.105** Shoff, Kolafa moved for second reading of Bylaw 04.17.

Councillor J. Garbutt asked the length of the debenture? B. Miller advised that the debenture is for thirty (30) years as the expected life of the asset is fifty (50+) years at 3.17% current rate. In comparison to the investment return on reserves, B. Miller stated that long term investment is earning 2.61% for five years; Town reserves are held in GIC's with a significant amount of dollars in longer term investments (earning about 3%); of \$11M reserves \$6M are held in GIC's (more than half). Councillor J. Garbutt stated that at 3%, a thirty (30) year debenture would have in excess of \$0.5M worth of interest charges over its term and in the current environment, not possible to exceed that amount on an investment return on a GIC. He stated he was not in favour of passing the bylaw because the interest expenses outweigh what Town would make in an investment. He further asked which restricted reserves balance would the dollars be

drawn from and what would be the remaining balance. B. Miller stated that information is not available at this time as the Town has multi-reserve accounts and some of the dollars are committed at this time. R. Romanetz advised that Administration is working on a capital financing strategy and although initially intended for this meeting, it will be presented in two weeks. He explained that a financial plan has been mapped out that finds the balance between borrowing and reserves. He further explained that the document is meant to be a guideline and not cast in stone. He recommended that Council review the document in two weeks and make a decision at that time on whether mitigation funding should be borrowing or reserves. Councillor J. Garbutt asked if there was a bylaw in place that prevents the Town from being in excess of \$10M in outstanding debt? R. Romanetz stated that this is not the case and the Town is well below the debt limit set by the Province. He explained that there is a policy that states that the Town shall not exceed 60% of the limits established by the Province and the Town is currently running at 28% of debt limit. He stated that the draft financial plan proposes that over the next ten (10) years, dollars spent on reserves and amortization along with borrowing, will be at the same level at the end of ten (10) years.

Councillor J. Garbutt stated that he is not informed to make a decision; needs to know if the funds are available from reserves and the balance remaining. R. Romanetz advised that Council could give second and third reading as passing of the bylaw does not authorize Administration to move forward to borrow the monies. He reiterated that the capital financing plan would be available in two weeks. He further reiterated that the Town would be in a proactive position to access flood mitigation dollars when the project is approved and the outstanding issue with the Province (dyke ownership) is resolved.

Vote on Motion:

2 - In favour – Shoff, Yemen

3 - Opposed – Garbutt, McMillan, Kolafa

Defeated.

**8.1.2 Bylaw 05.17 being a bylaw to incur indebtedness by the issuance of debenture in the amount of \$516,000 for the purpose of flood mitigation in East Midland and Newcastle, through berm enhancement and construction – second and third readings**

R. Romanetz advised that Bylaw 05.17 received first reading on June 12, 2017.

**MO2017.106** McMillan, Shoff moved to table Bylaw 05.17. Carried unanimously.

**8.1.3 Draft Purchasing Policy**

R. Romanetz advised that the draft purchasing policy has been forwarded to the Chamber's Advocacy Committee for comment. Their comments will be presented to Council at the Regular Council Meeting of September 5, 2017. He further advised that in response to a comment from one Councillor regarding clarity on non discrimination, definitions are within the New West Partnership Agreement and there is no need to include these definitions in the Town's policy. He stated that the draft policy is

available for Council's and the public's review and any questions or comments should be directed to him prior to September 5<sup>th</sup>.

## **8.2. DIRECTOR OF INFRASTRUCTURE SERVICES**

### **8.2.1 Aquaplex Project Update**

D. Drohomerski advised that the total Aquaplex project is 45% - 50% complete with the mechanical and pumping work 90% complete; the men's shower / change room is 100% complete. He further noted that there have been delays with the removal of old concrete that was not expected, and will most likely impact the schedule. He stated that work on the women's shower room is being review to determine if there is budget availability or whether this work will be completed next year. He further stated that the project is well within Council's approved budget however the project could be a few weeks behind schedule. He invited Council on a walk-through tour to see the progress to date.

## **8.3. DIRECTOR OF CORPORATE SERVICES**

### **8.3.1 RFD – Advance Vote – 2017 Local Authority Elections**

B. Miller stated Section 73 of the Local Authorities Elections Act (LAEA) allows for the Returning Officer to hold advance voting polls, provided that Council has passed a resolution authorizing the Returning Officer to do so. She recommended that Council pass a motion to allow for advance voting which provides greater access to the voting process for all eligible residents.

**MO2017.107** Shoff, Kolafa moved to authorize the Returning Officer to provide for the holding of an advance vote for the 2017 municipal election on Thursday, October 5<sup>th</sup> from 4:00 PM – 8:00 PM and Saturday, October 14<sup>th</sup> from 10:00 AM – 2:00 PM. Carried unanimously.

## **8.4. DIRECTOR OF COMMUNITY SERVICES**

### **8.4.1 Downtown Revitalization Update**

P. Salvatore advised that he will be joined by J. Fielding – Economic Development Officer / Communication Officer and D. Drohomerski – Director of Infrastructure in the update.

J. Fielding presented the results of the public engagement on the Downtown Revitalization Strategy working with Urban Systems. The summary from the online questionnaire and the boards that were placed at the BCF (60 responders in total) is as follows:

- The creation of a downtown plaza and enhanced maintenance of existing features were identified as top revitalization priorities, followed by additional soft landscaping and street furniture.
- Shade, an outdoor performance area and seating were identified as key elements of a downtown park or plaza.
- Over 80% of respondents currently attend organized outdoor markets. Ideas to enhance the outdoor market experience include improved signage and advertising, improved maintenance of the streetscape and more pedestrian-friendly features.

- Events/programming and entry signage were identified as the primary opportunities to improve branding of the Town, followed by the use of a logo/theming, banners/wayfinding signage and street furniture.
- The Town will host a public engagement session on August 29<sup>th</sup> at 6:00 PM at the former Lowleft building.

Councillor P. Kolafa asked if the streets will have their original names. P. Salvatore explained that the green street signs will continue to exist with the addition of the secondary sign. Councillor P. Kolafa stated that those streets named with local flavor should not have a secondary name. P. Salvatore stated that the total voting number was 3148 in response to the street naming. Councilor J. Garbutt asked if there was duplication in the voting process. P. Salvatore stated there was only one opportunity to vote with the same IP address. Councillor J. Garbutt asked what the Economic Development Advisory Committee is doing about the overwhelming negative comments on the street naming? P. Salvatore explained that the wayfinding signs had a similar type reaction and since that time, the negative comments have subsided. Councillor J. Garbutt requested the Economic Development Advisory Committee to re-enforce the message that the signage design is to enhance the tourism experience.

D. Drohomerski provided an overview on the proposed changes to Drumheller's decorative lights. He explained that the current forty six (46) decorative lights need to be replaced due to their age, deficiencies, unavailability of replacement parts and high energy consumption. He explained that the proposed new LED lights will be a brighter light at less energy consumption (similar to lighting at the BCF) with the ability for new lighting to be focused away from building. He further stated that there will be high intensity lighting at the downtown intersection. He explained that the change out will begin next spring and completed before mid-June (3 month project). He further noted that there will be a demonstration of the lights at the public engagement session on August 29<sup>th</sup>. The Town intends to send out a communiqué and work with the property owners.

Councillor J. Garbutt asked the cost of the new lighting. D. Drohomerski stated that the cost per fixture is \$2500 and noted that Council has approved a budget of \$50,000 per year for replacement for a three year program (\$130,000). He further stated that ATCO's is subsidizing the cost of the lights plus installing the conduit and cabling.

## **8.5 DIRECTOR OF PROTECTIVE SERVICES**

## **9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION**

## **10.0 PUBLIC HEARING DECISIONS**

### **10.1 Bylaw 07.17 – second and third readings**

**MO2017.108** McMillan, Shoff moved second reading of Bylaw 07.17.

1 – In favour - Yemen

4 – Opposed – McMillan, Shoff, Kolafa, Garbutt

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Regular Council Meeting Minutes  
August 21, 2017

## ***Agenda Item # 5.1.1***

Defeated.

### **11.0 UNFINISHED BUSINESS**

### **12.0 NOTICE OF MOTION**

### **13.0 COUNCILLOR REPORTS**

### **14.0 IN CAMERA MATTERS**

There being no further business, the Mayor declared the meeting adjourned at 6:55 PM.

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Chief Administrative Officer

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Mayor



# DRUMHELLER

COMMUNITY SERVICES



**Municipal Planning Commission  
MINUTES  
Meeting of Thursday July 27, 2017**

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**Present:** Paul Salvatore, Director of Community Services  
Julie Steeper, Development Officer  
Linda Taylor, Recording Secretary  
Clayton Gillis, Chair  
Sharon Clark, Vice Chairperson  
Scott Kuntz, Member  
Stacey Gallagher, Member  
Sharel Shoff, Councillor/Member

**Absent:** Allen Hendriks, Member - regrets  
Tom Zariski, Councillor/Member - regrets  
Cynthia Cvik - Palliser Regional Municipal Services Representative - Regrets

**Delegates:** Shelley Boyer – T00248-17D – exited the meeting at 12:16 pm  
Mitch Barr – T00249-17D – exited the meeting at 12:16 pm

**1.0 CALL TO ORDER – 12:05 pm**

C. Gillis presented the Agenda for the July 27, 2017 meeting.

**1.1 Agenda – Additions or Deletions**

**1.2 Acceptance of Agenda**

**Motion:** S. Shoff moved to accept the agenda of July 27, 2017

**Second:** – S. Clark - Carried

**2.0 MINUTES FROM PREVIOUS MEETINGS**

**2.1 July 20, 2017**

**Motion:** S. Kuntz moved to accept the minutes of July 20, 2017 as presented

**Second:** – C. Gillis. Carried



# DRUMHELLER

COMMUNITY SERVICES



### 3.0 DEVELOPMENT PERMITS

#### 3.1 T00230-17D – Doreen Oliver - Deck

J. Steeper presented Development Permit T00230-17D submitted by Doreen Oliver for a new construction deck located at 11 Poplar Grove, Trailer Court, Drumheller on Plan 9810598; Block S; Lot 4. Zoning is MHP, manufactured Home Park Residential District.

J. Steeper advised this development permit is for a 52 foot by 10 foot deck with a 10 foot by 22 foot covered area. Proximity to property line is 8 feet, distance should be 10 feet, a variance of 2 feet or 20% is required to grant this development. The existing deck is in disrepair and will be torn down prior to construction. The neighbor to the south has no concerns and this deck would not impede on the surrounding development.

Municipal Planning Commission discussed the application.

**Motion:** S. Clark moved to approve Development Permit T00230-17D submitted by Doreen Oliver for a new construction deck located at 11 Poplar Grove, Trailer Court, Drumheller on Plan 9810598; Block S; Lot 4, subject to the following conditions;

1. Development shall conform to Town of Drumheller Land Use Bylaw 10-08.
2. Placement of construction as per plot plan submitted.
3. Construction to be in accordance with the Alberta Building Code.
4. All necessary permits (building, electrical, gas, or plumbing) to be in place prior to construction/installations.
5. All local improvements at owner’s expense including, however not limited to, driveways, frontage charges, water/sewer services.
6. External finished appearance of the proposed construction to be compatible with that of existing development and to the satisfaction of the Development Authority.
7. If the holder of the permit wishes to make any changes in the proposed development from application as approved, the holder of the permit must first obtain permission of the Development Officer/Municipal Planning Commission. An additional development permit may be necessary.
8. Must conform to any/all Federal, Provincial and/or Municipal regulations and/or guidelines that may apply.
9. Contractor(s) to have a valid Business License with the Town of Drumheller.

**Second:** S. Shoff - Carried      Vote: 1 opposed

#### 3.2 T00242-17D – John Wallace - Garage

J. Steeper presented Development Permit T00224-17D submitted by John Wallace for new construction detached garage located at 409 12 Street East, Drumheller on Plan 8157GW; Block 12; Lot 23. Zoning is R-1, Residential District.

J. Steeper advised this development permit application is for new construction of a 25 foot by 30 foot 15 foot high detached garage. The garage is 750 square feet which is larger than the size allowable, the site coverage is 12.5% site coverage. An existing shed will be demolished.

Municipal Planning Commission Members discussed the application.



# DRUMHELLER

## COMMUNITY SERVICES



**Motion:** S. Shoff moved to approve Development Permit T00224-17D submitted by John Wallace for new construction detached garage located at 409 12 Street East, Drumheller on Plan 8157GW; Block 12; Lot 23, subject to the following conditions;

1. Development shall conform to Town of Drumheller Land Use Bylaw 10-08.
2. Placement of construction as per submitted site plan.
3. Height of accessory building as per plans submitted and not to exceed 4.57 m (15 ft.).
4. Construction to be in accordance with the Alberta Building Code.
5. Contact Alberta One-Call to request that buried utilities be located and marked before you dig; secondary utilities are the property owners responsibility. 1-800-242-3447 Alberta One-Call.
6. If the holder of the permit wishes to make any changes from the site plan, the details of the application or from any condition, guideline or restriction imposed, the holder of the permit must obtain prior permission of the Development Officer/Municipal Planning Commission. An additional development permit application may be necessary.
7. All necessary Safety Codes permits (building, electrical, gas, plumbing, etc.) to be in place prior to commencement of any construction/installation.
8. Any and all local improvements including, however not limited to driveways, frontage charges, water/sewer services, are at the expense of the owner.
9. Development to conform to any and all Federal, Provincial and/or Municipal regulations and/or guidelines that may apply.
10. All Contractors and Sub-Contractors to be in possession of a valid Town of Drumheller business license.
11. External finished appearance to be compatible with existing development and to the satisfaction of the Development Authority.
12. The existing accessory buildings (24ft X 24ft garage and 6ft X 5ft shed) shall be demolished by October 31, 2017.

**Second:** S. Clark - Carried

### 3.3 T00248-17D – Shelley Boyer - Fence

J. Steeper presented Development Permit T00248-17D submitted by Shelley Boyer for a 6 foot fence located at 179 2 Street West, Drumheller on Plan 2691BC, Block 33, Lot 3 & 4. Zoning is R1 - Residential District.

J. Steeper advised this development permit is for a 6 foot fence in the front yard, and is to continue down both sides of the property. The applicant is requesting this height of fence as a sound barrier to the traffic on the road along the front of the property. Photos have been submitted by the applicant, of fences and or hedges that exceed 4 feet in height.

S. Boyer was in attendance to speak in regards to the application. The applicant noted that the rear yard of the property is used for parking, and would like to use the front yard more but due to traffic noise finds it limiting. Also mentioned was that traffic was re-routed from turning at the fountain on to 1<sup>st</sup> Avenue West to turning onto 2<sup>nd</sup> Avenue West increasing traffic flow past her home. S. Boyer also mentioned she had lived on this same Avenue before.

J. Steeper encouraged the members to read the comments submitted by D. Drohomerski, Director of Infrastructure Services



# DRUMHELLER

COMMUNITY SERVICES



"I have reviewed the request from the above properties for the installation of a 1.8m (6') high fence in the front yards in order to screen the properties from the road. In Part VII, section 41 clause (b), of the current Land Use By-law, the maximum fence height in a front yard is 1.2 m (4'). Along 2<sup>nd</sup> Street W from 3<sup>rd</sup> Avenue to 1<sup>st</sup> Avenue, there are no fences constructed that are higher than 1.0 m and allowing the installation of a high fence would detract from the look of the street. I do not recommend we deviate from the LUB by allowing the construction of a 1.8m high fence at these properties.

*What I do see on this street is the use of plants, shrubs and trees to screen the property from the street that not only provides a physical separation but also has an aesthetic appeal that fits well with the neighbourhood. I recommend that the proponents be allowed to construct a fence in compliance with the LUB and plant fast growing hedges or shrubs to further enhance their privacy."*

Municipal Planning Commission Members discussed the application. MPC noted the re-routed traffic had happened in the years prior to the applicant purchasing the property. J. Steeper checked if the province had plans to create sound barriers along this corridor, no plans to date. Members also recommended the use of a fence in compliance with the Land Use Bylaw along with shrubs or hedges for use as a sound barrier. Also discussed was variance criteria as well as the appearance and character of the use of fencing along this corridor.

**Motion:** C. Gillis moved to approve Development Permit T00248-17D submitted by Shelley Boyer for a 6 foot fence located at 179 2 Street West, Drumheller on Plan 2691BC, Block 33, Lot 3 & 4.

**Second:** S. Kuntz

**Votes:** For the development – 0 Opposed to the development – 4 Denied

### REASON FOR REFUSAL

The Municipal Planning Commission refused the application for a 6ft High Front Yard Fence for the following reasons;

1. "In a residential district, a fence or hedge located within the front yard of a lot shall not exceed 1.2m (4ft) in height" as per Land Use Bylaw 10-08 Part VII General Land Use Regulations, 41, Fences and Hedges (b), Page 118.
2. The proposed relaxation " [...]would make the proposed development incompatible with existing development or uses;" as per Land Use Bylaw Part III Development Permits, 9,7b, (vi) Test Criteria, (iv) Page 37.
3. "The design, siting, external finish, architectural appearance and landscaping generally of all buildings, including any accessory buildings or structures and signs and any reconstruction shall be to the satisfaction of the Development Authority in order that there shall be general conformity in such matters with adjacent buildings. The finish of buildings should complement other structures and natural site features." as per Land Use Bylaw 10-08 Part VII General Land Use Regulations, 44 Design, Character, and Appearance of Buildings, (b), Page 119. The Municipal Planning Commission feels this proposed fence would be inconsistent with the surrounding area.

Note: The Municipal Planning Commission suggest that with the use of landscaping techniques the applicant may be able to achieve their desired outcome with the use of a 4ft fence and a hedge.



# DRUMHELLER

## COMMUNITY SERVICES



### 3.4 T00249-17D – Mitch Barr – Fence

J. Steeper presented Development Permit T00249-17D submitted by Mitch Barr for a 6 foot fence located at 169 2 Street West, Drumheller on Plan 2691BC, Block 33, Lot 5 & 6. Zoning is R1 - Residential District.

J. Steeper advised this development permit is for a 6 foot fence in the front yard, and is to continue down both sides of the property. The applicant is requesting this height of fence as a sound barrier to the traffic on the road along the front of the property.

M. Barr was in attendance to speak in regards to the application. The applicant noted his request for the 6 foot fence is for a sound and site barrier to the provincial road running in front of the property, the front yard has little privacy and the noise begins around 3:00 am each day.

J. Steeper encouraged the members to read the comments submitted by D. Drohomerski, Director of Infrastructure Services

*"I have reviewed the request from the above properties for the installation of a 1.8m (6') high fence in the front yards in order to screen the properties from the road. In Part VII, section 41 clause (b), of the current Land Use By-law, the maximum fence height in a front yard is 1.2 m (4'). Along 2<sup>nd</sup> Street W from 3<sup>rd</sup> Avenue to 1<sup>st</sup> Avenue, there are no fences constructed that are higher than 1.0 m and allowing the installation of a high fence would detract from the look of the street. I do not recommend we deviate from the LUB by allowing the construction of a 1.8m high fence at these properties.*

*What I do see on this street is the use of plants, shrubs and trees to screen the property from the street that not only provides a physical separation but also has an aesthetic appeal that fits well with the neighbourhood. I recommend that the proponents be allowed to construct a fence in compliance with the LUB and plant fast growing hedges or shrubs to further enhance their privacy."*

Municipal Planning Commission Members discussed the application. MPC noted the re-routed traffic had happened in the years prior to the applicant purchasing the property. J. Steeper checked if the province had plans to create sound barriers along this corridor, no plans today. Members also recommended the use of a fence in compliance with the Land Use Bylaw along with shrubs or hedges for use as a sound barrier. Also discussed was variance criteria as well as the appearance and character of the use of fencing along this corridor.

**Motion:** C. Gillis moved to approve Development Permit T00249-17D submitted by Mitch Barr for a 6 foot fence located at 169 2 Street West, Drumheller on Plan 2691BC, Block 33, Lot 5 & 6.

**Second:** S. Kuntz

**Votes:** For the development – 0 Opposed to the development – 4 Denied

#### REASON FOR REFUSAL

The Municipal Planning Commission refused the application for a 6ft High Front Yard Fence for the following reasons;

"In a residential district, a fence or hedge located within the front yard of a lot shall not exceed 1.2m (4ft) in height" as per Land Use Bylaw 10-08 Part VII General Land Use Regulations, 41, Fences and Hedges (b), Page 118.

The proposed relaxation " [...]would make the proposed development incompatible with existing development or uses;" as per Land Use Bylaw Part III Development Permits, 9,7b, (vi) Test Criteria, (iv) Page 37.



# DRUMHELLER

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"The design, siting, external finish, architectural appearance and landscaping generally of all buildings, including any accessory buildings or structures and signs and any reconstruction shall be to the satisfaction of the Development Authority in order that there shall be general conformity in such matters with adjacent buildings. The finish of buildings should complement other structures and natural site features." as per Land Use Bylaw 10-08 Part VII General Land Use Regulations, 44 Design, Character, and Appearance of Buildings, (b), Page 119. The Municipal Planning Commission feels this proposed fence would be inconsistent with the surrounding area.

Note: The Municipal Planning Commission suggest that with the use of landscaping techniques the applicant may be able to achieve their desired outcome with the use of a 4ft fence and a hedge.

### 3.5 T00251-17D – Rodney Morse – Occupancy

J. Steeper presented Development Permit T00251-17D submitted by Rodney Morse for occupancy for automotive repair located at 1111 South Railway Avenue, Drumheller on Plan 7611210, Block 1, Lot 15 & 16. Zoning is M-1 Light Industrial District.

J. Steeper advised this development permit for occupancy of a building for an automotive repair shop in the Light Industrial District, this type of occupancy is a discretionary use in this district. An oilfield business previously used the same bay(s) and a paint shop is currently located in the same building.

Municipal Planning Commission Members discussed the application.

**Motion:** C. Gillis moved to approve Development Permit T00251-17D submitted by Rodney Morse for occupancy for automotive repair located at 1111 South Railway Avenue, Drumheller on Plan 7611210, Block 1, Lot 15 & 16, subject to the following conditions;

1. Development shall conform to Town of Drumheller Land Use Bylaw 10-08.
2. Development shall conform to the Town of Drumheller Community Standards Bylaw (16-10).
3. All necessary permits (building, electrical, plumbing, etc) to be in place prior to any construction/installations. Authorization from property owner required for any building renovations/modifications.
4. All contractors and/or sub-trades to possess a valid Town of Drumheller Business License.
5. If the holder of the permit wishes to make any change in the conduct of the business that departs from the description in the application or from any other condition or restrictions imposed, the holder of the permit must obtain prior permission of the Development Officer/Municipal Planning Commission. An additional development application may be necessary.
6. Development application is required for signage placement and made under separate application prior to placement.
7. Development to conform to any/all Municipal, Provincial and Federal regulations, guidelines and/or legislation that may apply.
8. Commercial and Industrial Developments abutting a residential district shall be screened from view to the satisfaction of the Development Authority.
9. Garbage and waste materials must be stored in weather proof and animal proof containers and screened from adjacent sites and public thoroughfares. Separate containment must be provided for the disposal and recycling of cardboard materials.



10. Provincial license required from Alberta Motor Vehicle Industry Council (AMVIC). Copy of license to be submitted annually to the Town of Drumheller.
11. Annual Business License is required.

**Second:** S. Kuntz - Carried

### 3.6 T00252-17D – Hope College – Occupancy

J. Steeper presented Development Permit T00252-17D submitted by Hope College for occupancy of the College located at 120 3 Avenue East, Drumheller on Plan 2089BN, Block 26 Lot 1 & 2. Zoning is C-B - Central Commercial District.

J. Steeper advised this development permit is for occupancy of a building for the Hope College in the Central Commercial District, this type of occupancy is a discretionary use in this district. A used clothing store occupied the building previously. Town parking lots are within walking distance of this location.

Municipal Planning Commission Members discussed the application.

**Motion:** S. Shoff moved to approve Development Permit T00252-17D submitted by Hope College for occupancy of the College located at 120 3 Avenue East, Drumheller on Plan 2089BN, Block 26 Lot 1 & 2, subject to the following conditions;

1. Development shall conform to Town of Drumheller Land Use Bylaw 10-08.
2. Development shall conform to the Town of Drumheller Community Standards Bylaw (16-10).
3. All necessary permits (building, electrical, plumbing, etc) to be in place prior to any construction/installations.
4. All contractors and/or sub-trades to possess a valid Town of Drumheller Business License.
5. Development to conform and meet the requirements of the Regional Fire and Health Authority. Prior to commencement of occupancy and business activities, confirmation must be provided to the Development Officer from the Local Fire Authority that the building is occupiable for such purposes.
6. Applicant to ensure authorization from the property owner is obtained prior to any renovation/modification.
7. If the holder of the permit wishes to make any change in the conduct of the business that departs from the description in the application or from any other condition or restrictions imposed, the holder of the permit must obtain prior permission of the Development Officer/Municipal Planning Commission. An additional development application may be necessary.
8. Development application is required for signage placement and made under separate application prior to placement.
9. Applicant to ensure any/all modifications to water/sewer services to the satisfaction of the Town of Drumheller. Please contact Utilities Manager at 403-823-1330 for approval and specifications.
10. Development to conform to any/all Municipal, Provincial and Federal regulations and/or legislation that may apply.
11. Garbage and waste materials must be stored in weather proof and animal proof containers and screened from adjacent sites and public thoroughfares. Separate containment must be provided for the disposal and recycling of cardboard materials.



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- 12. Outdoor storage shall be screened from view by fencing and landscaping to the satisfaction of the Development Authority. Where the site abuts a residential district, visual screening to a minimum height of 1.5 m (5 ft.) shall be provided.
- 13. Annual Business License is required.

**Second:** C. Gillis - Carried

#### 4.0 PALLISER REGIONAL MUNICIPAL SERVICES

4.1 No discussion items

#### 5.0 OTHER DISCUSSION ITEMS

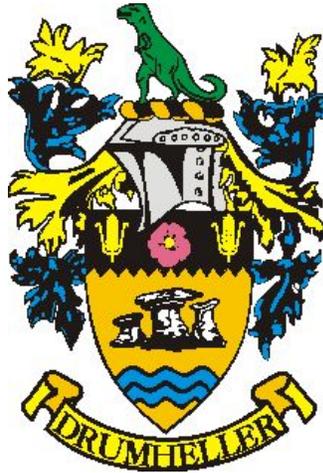
5.1

**6.0 Adjournment – Meeting adjourned by at 1:00 pm.**

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**Chairperson**

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**Development Officer**

**Attachments:** Agenda



**Town of Drumheller**  
**Infrastructure Financing Strategy**

**Draft 3.1**  
**August 31, 2017**

**Based on Policy Adopted by Council**  
**July 18, 2011**

...

## ***Agenda Item # 8.1.1***

### **EXECUTIVE SUMMARY**

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## 1. Introduction

### 1.1. Definitions

For the purposes of this document certain terms need to be identified and defined.

- a. Capital Asset – An asset that provides a long-term benefit to the town and its historical cost is a material amount. Examples: Buildings, heavy equipment, and water and wastewater infrastructure.
- b. Capital Asset Value – As defined in the Infrastructure Plan. Value is based on the estimated cost to replace that asset with a similar although not identical asset.
- c. Capital Addition or Upgrade Expense – The acquisition of a capital asset that is new, or expands the capacity of an existing capital asset or is a new technology of a significant scale and cost.
- d. Capital Reinvestment Expense – The acquisition of a capital asset that replaces an existing asset that is already identified in the Infrastructure Plan. The capital asset acquired may have greater capacity or involve new technology but the increases would be marginal.
- e. Infrastructure Plan – Town of Drumheller Multi-year Infrastructure Plan as revised and adopted from time to time by Council.
- f. Restricted Surplus (Type/Function)– An amount of money set aside to assist in funding the renewal, upgrading and replacement of infrastructure of a specified type or function in the present or future years. Also referred to as a reserve.
- g. Restricted Surplus – Overall Contingency – An amount of money set aside to cover operating costs in the future in case the Town’s source of revenue is unexpectedly interrupted.
- h. Strategy – Town of Drumheller Infrastructure Financing Strategy as revised and adopted from time to time.
- i. Operating Expense – An expense that is required to carry on the daily or routine operations of a facility or service. It does not include major renewal, upgrading or replacement of existing infrastructure nor the purchase or construction of new infrastructure.
- j. Tangible Capital Asset – are non-financial assets having physical substance that:
  - (i) are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
  - (ii) have useful economic lives extending beyond an accounting period;
  - (iii) are to be used on a continuing basis; and
  - (iv) are not for sale in the ordinary course of operations.

## 1.2. Objective of the Strategy

This Strategy sets out the approach for funding the expenses identified in the Infrastructure Plan. This strategy identifies how the funding needed to renew, upgrade and replace the Town's infrastructure will be provided.

The Strategy will set out the contributions to the Overall Contingency necessary to build up sufficient funds to cover operating expenses for a certain time period should the Town ever lose its operating revenue for some unforeseen reason.

This Strategy will also identify target levels for contributions to restricted surpluses for:

- facilities,
- vehicles and equipment
- streets and roads
- storm drainage
- water, and
- wastewater

to allow for continuing renewal, upgrading and replacement necessary to maintain the Town's assets at an acceptable service level.

This Strategy and the Infrastructure Plan will be reviewed and updated on a regular basis to ensure that these continue to reflect current financial, political, environmental and community priorities.

This Strategy is used to set up the funding approach for the 2017 – 2026 Infrastructure Plan, most recently updated to August 31, 2017 and which reflects the adopted 2017 Capital Budget.

## 1.3. Previous Capital Financing Strategies

Over the past 20 years the capital financing strategies of Council have continued to evolve. The first strategy was put in place in 1998 (Policy C-02-98). That strategy was replaced by a more detailed policy in 2004 which was further refined in 2006. A new strategy was adopted in 2011 and the present strategy is patterned on that policy with additional detail and analysis included.

## 1.4. Tangible Capital Asset Value

At the end of 2016, the original cost of the Town's tangible capital assets totalled \$230,808,008 with net book value after amortization of \$143,112,340 (2015 - \$144,402,277). This balance reflects the book value of tangible capital assets as detailed in the Town's general ledger. For 2017 the budgeted annual amortization (depreciation) is projected to total \$3.74 Million:

- general revenue supported functions - \$1.65 Million
- water utility - \$1.25 Million
- wastewater utility – \$840,000

## 1.5. Assumptions

The following assumptions are used in the preparation of this strategy.

1. The annual expense for renewal, upgrading and replacement of each element of the Town's Infrastructure is set out in the Infrastructure Plan
2. Water and Wastewater utilities are self-funded from the monthly revenue they generate. Restricted surpluses for water and wastewater utilities are independent of the general restricted surpluses for facilities, equipment, transportation and storm related infrastructure. Capital contributions paid by the Kneehill Regional Water Services Commission and the Starland Water Authority are held in a deferred revenue account and amortized to restricted surpluses with the interest earned used for capital.
3. Annual earned interest income on the investment of restricted surplus funds will accrue to respective restricted surplus. However, because of the very low rates of return on investments, interest earned on restricted surplus funds is not considered as a revenue in the Infrastructure Plan
4. The revenue and expense set out in the Infrastructure Plan are expressed in 2017 dollars and inflation is not considered. Debt servicing costs are shown with the actual amount in the year of payment.
5. Operating Funds will be made available to assist in funding the expenses identified in the Infrastructure Plan
6. The annual amount diverted from general revenue toward replacement and renewal of existing non-utility infrastructure will not exceed an amount equal to the amortization expense of that year.
7. Long-term borrowing is used to fund a portion of major new infrastructure but is to remain below the maximum levels identified in the borrowing policy.
8. The amount available for infrastructure spending in each year is identified in the Infrastructure Plan. Annual variations may result due to saving for large scale projects, which exceed the annual average developed in the Infrastructure Plan.

## 2. Funds Available for Infrastructure Expenses

There are three primary sources of funds for infrastructure purposes:

- Grants, Donations, Development Contributions and other External Contributions
- Town's own property taxation revenue, revenue from sales of service and other general revenues
- Borrowing

This Strategy will blend funds from each of these sources in the most advantageous way to fund particular infrastructure expenses.

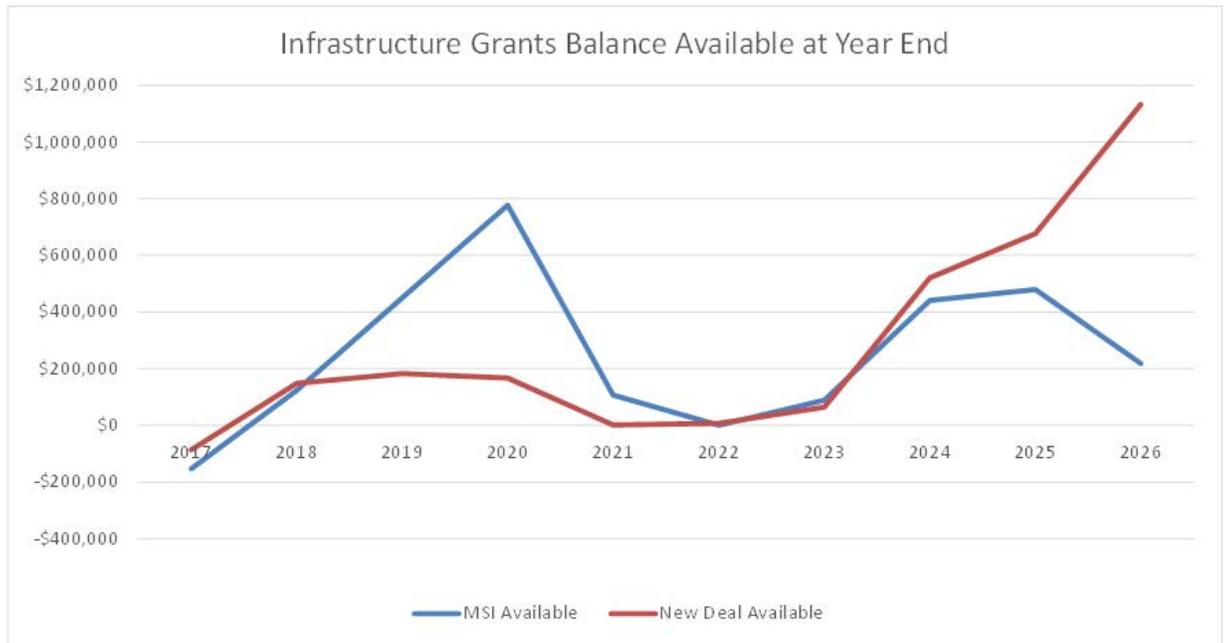
**2.1. General Conditional Infrastructure Grant Funds**

In common with other Alberta Municipalities, the Town is eligible each year for funds under the Alberta Municipal Affairs Municipal Sustainability Initiative (MSI) Program (including MSI Capital and BMTG Components) and the New Deal for Cities (Federal Gas Tax Fund or GTF Program) for infrastructure purposes. In 2017, the Town will be eligible for \$1.81 Million under both components of the MSI program and \$435,000 under GTF Program.

In the Infrastructure Plan, it is assumed that the Town will continue to be eligible for similar levels of per capita funding from a continuation of these current programs or any successor programs. With the carry forward of \$1.19 Million from 2016 and assuming an average annual population increase of 1%, it is assumed that a total of \$22.98 Million will be available under these grants over the 10 years of the Infrastructure Plan.

The Infrastructure Plan at this point identifies uses of \$22.82 Million leaving \$1.35 Million available for other projects near the end of the 10 year planning time frame. For every 10% drop in these grants from 2017 expected levels, the Town would lose \$225,000 annually in funding.

	Available Beginning 2017	2017 - 2026		Remaining End 2026
		Received	Used	
Municipal Sustainability Reserve	\$1,185,372	\$18,530,609	\$19,497,246	\$218,735
Federal Gas Tax Fund	\$0	\$4,453,573	\$3,320,000	\$1,133,573
	<b>\$1,185,372</b>	<b>\$22,984,183</b>	<b>\$22,817,246</b>	<b>\$1,352,308</b>



Administration of the FGT Program shifted to Alberta Municipal Affairs in 2016. The program's description on the AMA website, identifies that FGTF funding is "intended to cover capital costs only. How this criteria is administered and to what extent its use for

funding the renewal and replacement of existing infrastructure is allowed may have implications for the ability to use this grant for expenses identified in the Multi Year Infrastructure Plan.

Beginning in 2018, funds under the MSI and FGT programs are not planned to be used for water and wastewater infrastructure.

## **2.2. Defined Purpose Conditional Infrastructure Grants**

Additionally there are conditional grants under Federal and Provincial programs that may be available for funding Town infrastructure expenses. The Multi Year Infrastructure Plan contemplates funding over the 10 year planning time frame from the:

- Alberta Municipal Water/Wastewater Partnership Program, both the
  - regular program - \$230,000, and
  - Water for Life Strategy - \$2.4 Million
- Alberta Community Resiliency Program – \$29.4 Million
- Strategic Transportation Infrastructure Program – \$1.6 Million
- Federal Clean Water / Wastewater Fund (FCW/WWF) - \$685,000

Beyond the FCW/WWP Funding other potential funding from Government of Canada federal infrastructure programs has not been contemplated in the Multi-Year Infrastructure Plan.

The Town will continue to monitor infrastructure grant availability and make applications for funding as the opportunity arises. Funding received from defined purpose conditional grants may allow the reallocation of general conditional infrastructure grants (Section 2.1) or Taxation and General Revenue funds (Section 2.4) to other infrastructure expense but is not intended to result in a reduction of the Taxation and General Revenue made available for infrastructure purposes.

## **2.3. Off-site Levies and Development Contributions**

The Town, where able, will require land development to contribute toward major street, water, wastewater and storm drainage infrastructure through the payment of offsite levies. In 2017 the Town has a balance of \$396,000 in collected offsite levies. The Infrastructure Plan at this point does not contemplate drawing any of those funds as revenue for infrastructure projects.

## **2.4. Donations and Other Contributions**

The Town will not seek donations and fundraising contributions from others for the renewal and replacement of infrastructure but rather for the major upgrading of existing and the development of new recreation and parks infrastructure and for specialty emergency services equipment. Apart from one small project in 2017, the Infrastructure Plan does not include in its funding sources any further donations, fundraising and other contributions.

## **2.5. Taxation and General Revenue Available for Non-Utility Infrastructure**

A portion of the annual taxation and general revenue of the Town is made available for non-utility infrastructure purposes – expenses in that year and infrastructure borrowing

costs with funds unneeded in the present year, placed in reserves for future years. As part of the financing strategy, it is necessary to forecast how much funding will be available from the Town's own annual revenues for infrastructure purposes.

The 2017 Town Budget anticipates sufficient revenues to cover operating expense and about 2/3 of tangible capital asset amortization (depreciation). In that amortization is a non-cash transaction, the revenue remaining after operating expense is cash that can be used for infrastructure. In previous years funds actually available neared 100% of amortization. In 2016, it was 90%.

In 2017 it is expected that about \$1.9 Million in cash would be available after regular operating expenses. After deducting debt principal payments, about \$1.4 Million is expected to be available. Assuming a similar magnitude is available in future years and adjusting for changes in debenture principal payments, a net amount of about \$1.7 Million per year is available for 2018 – 2023 and \$1.5 Million per year thereafter. These funds would be allocated as follows:

- 5% for unanticipated operating expense or to operating reserves
- 10% for diversion to Contingency Reserves
- 85% for infrastructure expense

The total taxation and general revenue available for non-utility infrastructure expenses for the 10 year period of the Infrastructure Plan would total about \$14 Million. Each 1% of increase in the municipal tax rate would add about \$100,000 annually in available revenue.

## **2.6. Utility Revenue Available for Water and Wastewater Infrastructure**

The water and wastewater utilities are financially self-supporting and do not utilize taxation or other general revenues of the Town. The Town prepares utility rate models annually for the water and wastewater utilities which forecast the rates and revenue for the next three years.

For water, the rates and expected revenue for 2017, 2018 and 2019 will generate funds for water infrastructure of \$865,000; \$980,000 and \$985,000 respectively. This amount would decline in the future by the amount of annual payments for debt. Total estimated funds that would be available for water infrastructure for the period 2017 – 2026 would be about \$9.4 Million.

Similarly the wastewater utility is projected to generate surplus funds for wastewater infrastructure of \$4.78 Million over the next 10 years rising beginning at \$450,000 in 2017 and averaging about \$480,000 over the decade.

## **2.7. Restricted Surplus**

With the changes in financial reporting requirements, the term “reserve” has been replaced with the phrase “restricted surplus.” In this policy the terms restricted surplus and reserve are used interchangeably.

The total restricted surplus for the Town for all purposes at the beginning of 2017 was \$14.5 Million. (see table in Section 2.9 below) This is about \$1,820 per capita based on a 2016 federal census population of 7,982. This compares to a median value of \$1,339 for

the group of municipalities to which the Town compares itself in a review of 2015 reported values.

By 2026 it is estimated that the total of all reserves would be about \$18.1 Million, a gain of about \$3.6 Million over the 10 years of the Plan. The objective would be to continue to increase the sum of total reserves by an average of about \$300,000 per year.

It has been and remains a goal to ultimately have in place reserves totalling 10% of the original cost of the Town’s tangible capital assets. As identified in Section 1.4, the Town’s original cost of tangible capital assets totals nearly \$231 million. The long term goal of the Town would be reserves totalling about \$23 Million.

**2.8. Restricted Surplus – Contingency**

A restriction in surplus for contingencies would be used to cover unexpected expense or interruptions revenue receipts. There are two contingency reserves maintained.

Contingency Reserve – Infrastructure

Funds from the Infrastructure Contingency Reserve would be available to fund unexpected but necessary infrastructure spending that has not been anticipated in the 10 Year Infrastructure Plan.

Contingency Reserve – Overall

Funds from the overall contingency reserve would be available to cover operating expenses in the event of an interruption in the revenue or cash flow or for emergency operating costs caused by a natural disaster, emergencies, or by extremely high inflation.

The question would be how many months’ coverage should be kept in the overall contingency fund to keep the Town operating if an unexpected problem arises. Private business usually keeps no less than three months operating costs as cash on hand. Municipally various objectives are identified. A 3 month benchmark for the Town would provide enough funding and time to take action should an interruption occur.

The Town’s 2016 (audited) cash Operating Expenses, (net of amortization but including debt principal payments) was \$15.7 Million, an average of \$ 1.3 Million per month. At a target of 3 months minimum, the Town’s Restricted Surplus – Contingency should be about \$ 3.95 Million.

**Target for Accumulated Surplus - Contingency**

At the beginning of 2017, the Town had just over \$3 Million in both contingency accounts.

- Contingency – Long Term \$905,000
- Contingency – Overall \$2,175,000

A diversion to Restricted Surplus – Contingency of 10% of available taxation and general revenue funds as identified in Section 2.5 above – about \$170,000 annually, the Town would accumulate about \$4.7 Million. The Overall Contingency Reserve would be capped

at 3 months of operating expenses or \$4 million in 2022. The remaining funds would be diverted to the Infrastructure Contingency and be available for unanticipated, premature failure or loss of infrastructure.

**2.9. Restricted Surplus for Specific Functions and Types of Infrastructure**

The Town to this point has had restricted surpluses established for each of the five major areas of infrastructure: transportation, facilities, equipment, water and wastewater. A sixth is added for storm drainage infrastructure.

The amount of cash held in these funds or the target level should represent at least the annual reinvestment required to keep a particular asset at its present level of service. Establishing the level of restricted surpluses for capital reinvestment has no hard and fast rules. Some jurisdictions are able to fund their entire annual capital programs from the interest earned from restricted surpluses, while others do not hold anything in reserve and borrow money to pay for their programs.

In this Strategy, the funds available annually for infrastructure expense from the Town’s annual revenue are allocated to the six infrastructure restricted surplus funds. Funds needed for Infrastructure Projects are drawn out of the respective restricted surplus funds in the present or in future years as the case may be.

Funds available for non-utility infrastructure over the period 2017 – 2026 have been allocated as follows:

Equipment	30%	\$4,483,764
Facilities	25%	\$4,047,558
32 Streets and Roads	35%	\$5,231,058
37 Storm Drainage	10%	\$1,183,500
		<b>\$14,945,880</b>

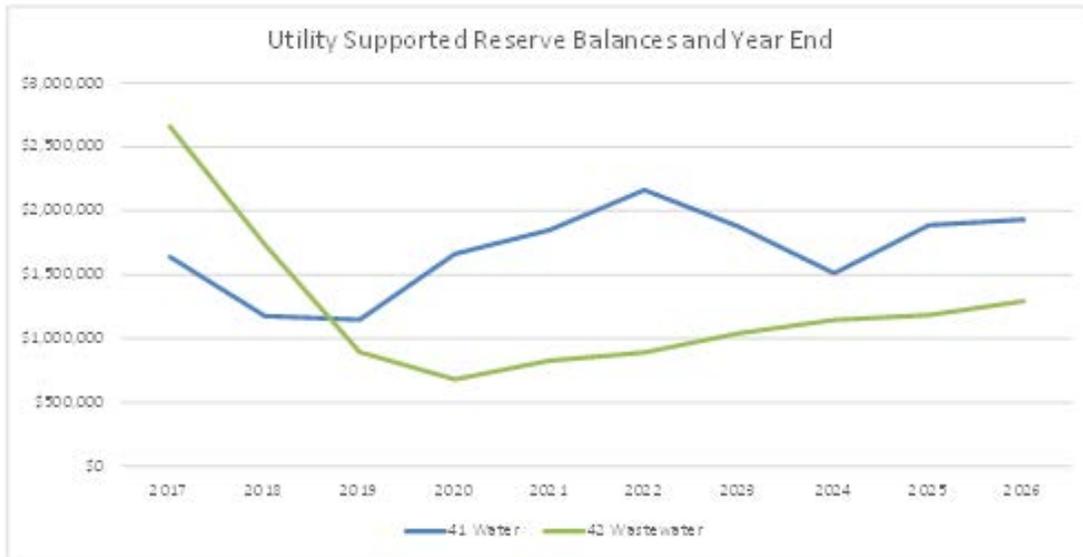
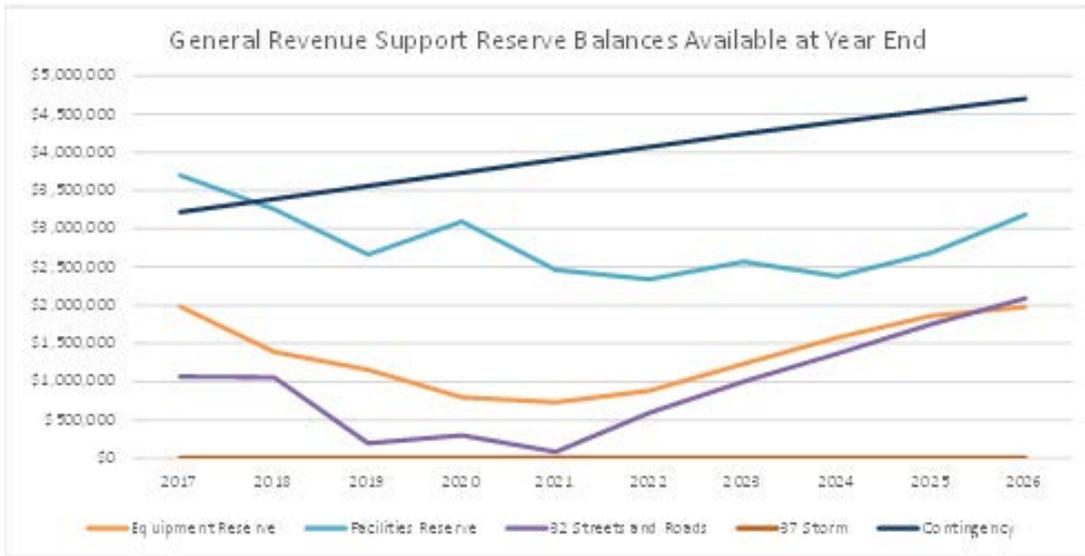
A total of \$9.38 Million has been added to water restricted surplus and \$4.78 Million added to wastewater restricted surplus.

The balance of the various restricted surplus funds for the 10 year planning timeframe is as set out below.

	Reserve Balances	
	Beginning 2017	Ending 2026
<u>Infrastructure Reserves</u>		
Equipment	\$1,813,450	\$2,177,522
Facilities	\$4,200,500	\$3,696,308
Transportation	\$1,318,450	\$2,591,878
Storm	\$0	\$0
Water	\$988,355	\$2,734,920
Wastewater	\$2,704,900	\$1,801,098
	<u>\$11,025,655</u>	<u>\$13,001,726</u>
<u>Contingency Reserves</u>		
Contingency - Infrastructure	\$905,000	\$702,288
Contingency - Overall	\$2,175,000	\$4,000,000
	<u>\$3,080,000</u>	<u>\$4,702,288</u>
<u>Other Reserves</u>		
General Capital	\$51,520	\$55,000
Offsite Levies	\$393,000	\$395,882
Land	(\$342,500)	(\$342,500)
Municipal (Parks) Reserves	\$12,236	\$12,236
Sandstone	\$41,000	\$66,000
Various Operating Reserves	\$265,100	\$265,100
	<u>\$420,356</u>	<u>\$451,718</u>
	<u><u>\$14,526,011</u></u>	<u><u>\$18,155,732</u></u>

To fund the funding requirements of the Infrastructure Plan, some of the specific restricted surplus funds have been drawn down in the years 2017 to 2021. There is recovery in the years 2022 to 2026 such that the restricted surplus available for infrastructure is nearly \$2 Million higher in 2026.

Total restricted surplus for all purposes including contingency rises to over \$18 Million by 2026.



**2.10. Debt Financing**

The third major source of infrastructure financing is debt financing. Historical practice of some municipalities is to keep borrowing to a minimum and only allow borrowing on major projects having life expectancy of 40 years or more. However, a number of larger communities with significant water systems or suppliers of regional water have adopted the less restrictive debt practices advocated by the Alberta Utilities Commission (AUC). Those practices are more in line with other utility systems such as electrical and natural gas.

The total debt principal owing at December 31, 2016 is \$10.5 Million. For non-utility infrastructure, new debt taken on includes:

- \$1 Million in 2017 as part of funding for the \$7.3 Million Flood Protection Project and
- \$2.5 Million in 2021 – 2022 for the development of a replacement Public Works shop facility (Shop A)
- \$1.4 Million as funding towards \$2.4 Million of unspecified investment in the years 2024 - 2026

For water, new debt taken includes:

- \$800,000 in 2022 for the Penitentiary Booster Station Replacement,
- \$1.6 Million in 2025 for the Water Treatment Plant upgrade to handle treatment process residual wastewater

For water, the long term debt principal balance begins at just under \$2.7 million at the beginning of 2017, drops to \$1.7 million in 2021 and rises to \$2.8 Million by 2026. Debt as a proportion of the total capitalization of the water system remains very low at about 10%. The notional capital structure upon which the utility rates are calculation is 70% debt and 30% equity.

For wastewater, new debt taken on includes:

- \$485,000 in 2017 as a portion of the \$1.3 Million for the East Coulee Lift Station Replacement
- \$219,450 in 2020 as the balance of funding needed after grant to finance upgrading of the River Outfall
- \$650,000 in 2023 for the construction of the 11<sup>th</sup> Street to 19<sup>th</sup> Street Forcemain

Wastewater debt principal peaks at \$3.2 Million at the end of 2017 and declines to \$2.2 Million by 2026. Debt as a proportion of the total capitalization of the wastewater system remains very low at about 10%

New debt is contemplated by way of debentures issued by Alberta Capital Finance Authority for 25 year amortization period at 4% interest for debenture taken in 2017 and 5% for debentures thereafter. The current (Aug 2017) 25 year rate from ACFA is 3.227%. The estimated total debt principal owing at the end of the 10 year planning timeframe is \$10.4 Million.

	Taxation and General Revenue Supported	Water Utility Supported	Wastewater Utility Supported	Total
Principal Owing - Beginning 2017	\$4,927,734	\$2,672,310	\$2,908,314	\$10,508,357
Annual Payments at Highest	\$752,865	\$461,963	\$366,843	\$1,581,672
Annual Payments at Lowest	\$513,110	\$291,893	\$285,192	\$1,090,196
Interest Paid - 2017- 2026	\$2,486,727	\$1,015,551	\$1,232,237	\$4,734,515
Principal Owing - Ending 2026	\$5,364,973	\$2,829,617	\$2,204,566	\$10,399,157

**2.11. Compliance with Debt Management Policy**

The Town’s Debt Management Policy provides for the following debt related limits:

- Total debt will not exceed 60% of the debt limit established in the *Municipal Government Act* and regulations
- Total debt service costs will not exceed 60% of the debt service limit established in the *Municipal Government Act* and regulations
- Debt service costs for tax-supported debt will not exceed 20% of the taxes available for municipal purposes.

As set below, the debt financing contemplated in the Infrastructure Plan is well within the limits established in the Debt Management Policy. In 2017, the debt owing is 38% of the statutory debt limit and 63% of the Debt Management Policy limit. By 2026, slightly less of policy limit is used - 35% of statutory and 58% of debt policy limits.

The annual debt servicing cost (payments of interest and principal) in 2017 is only 28% of the statutory limit and 47% of Debt Management Policy limit. By 2025 this remains low at 32% of statutory and 53% of debt policy limits. There is room for an additional borrowing of \$7.6 Million under the debt management policy.

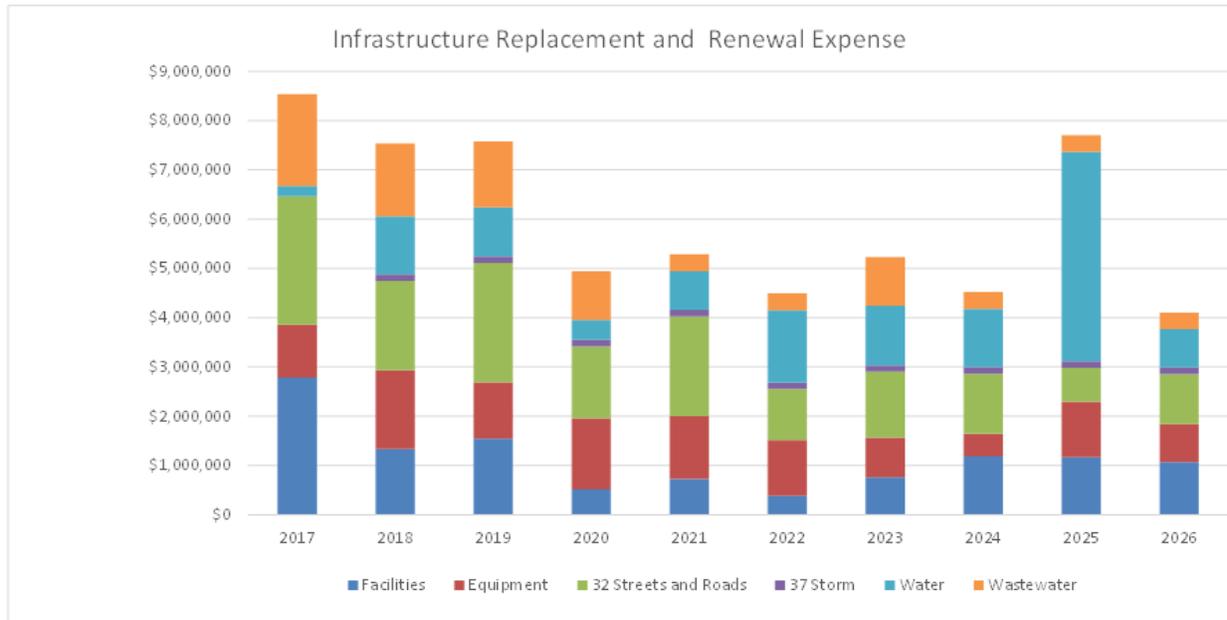
	2017	2026
<b>Debt Limit</b>		
Prior Year Annual Revenue	\$18,611,114	\$20,000,000
Debt Limit as Factor of Annual Revenue	1.5	1.5
Legislated Debt Limit	\$27,916,671	\$30,000,000
<b>Debt Management Policy</b>		
As % of Legislated Debt Limit	60%	60%
Debt Management Policy Limit	\$16,750,003	\$18,000,000
<b>Total Debt Principal Owing at Dec 31</b>		
Total Debt Principal Owing at Dec 31	\$10,508,357	\$10,399,157
% of Legislated Debt Limit	38%	35%
% of Debt Management Policy Limit	63%	58%
<b>Debt Servicing Limit</b>		
Debt Servicing Limit as % of Annual Revenue	25%	25%
Legislated Debt Servicing Limit	\$4,652,779	\$5,000,000
<b>Debt Management Policy</b>		
As % of Legislated Debt Service Limit	60%	60%
Debt Management Policy Service Limit	\$2,791,667	\$3,000,000
<b>Annual Debt Servicing Expense</b>		
Annual Debt Servicing Expense	\$1,317,925	\$1,581,672
% of Legislated Debt Servicing Limit	28%	32%
% of Debt Management Policy Limit	47%	53%

**3. Infrastructure Expense**

**3.1. Infrastructure Renewal, Upgrading and Replacement**

The total expense set out in the Infrastructure Plan for renewal, upgrading and replacement of existing infrastructure is estimated at \$60.5 million over the period 2017 – 2026.

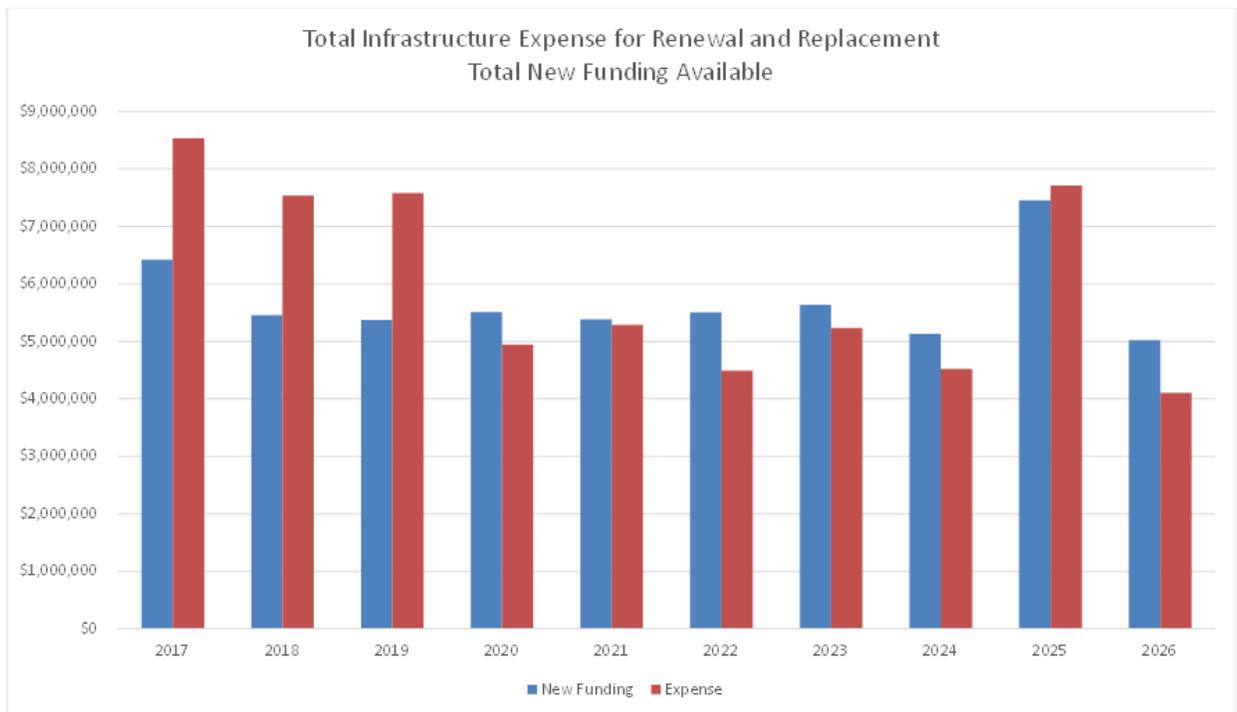
2017 - 2026		
	Amount	Proportion
<b>Reinvestment and Renewal</b>		
<b>Common</b>		
Facilities	\$11,479,726	19%
Equipment	\$10,833,784	18%
<b>Functions</b>		
32 Streets and Roads	\$15,616,000	26%
37 Storm	\$1,183,500	2%
41 Water	\$12,478,600	21%
42 Wastewater	\$8,365,000	14%
<b>Total Expense</b>	<b>\$59,956,610</b>	

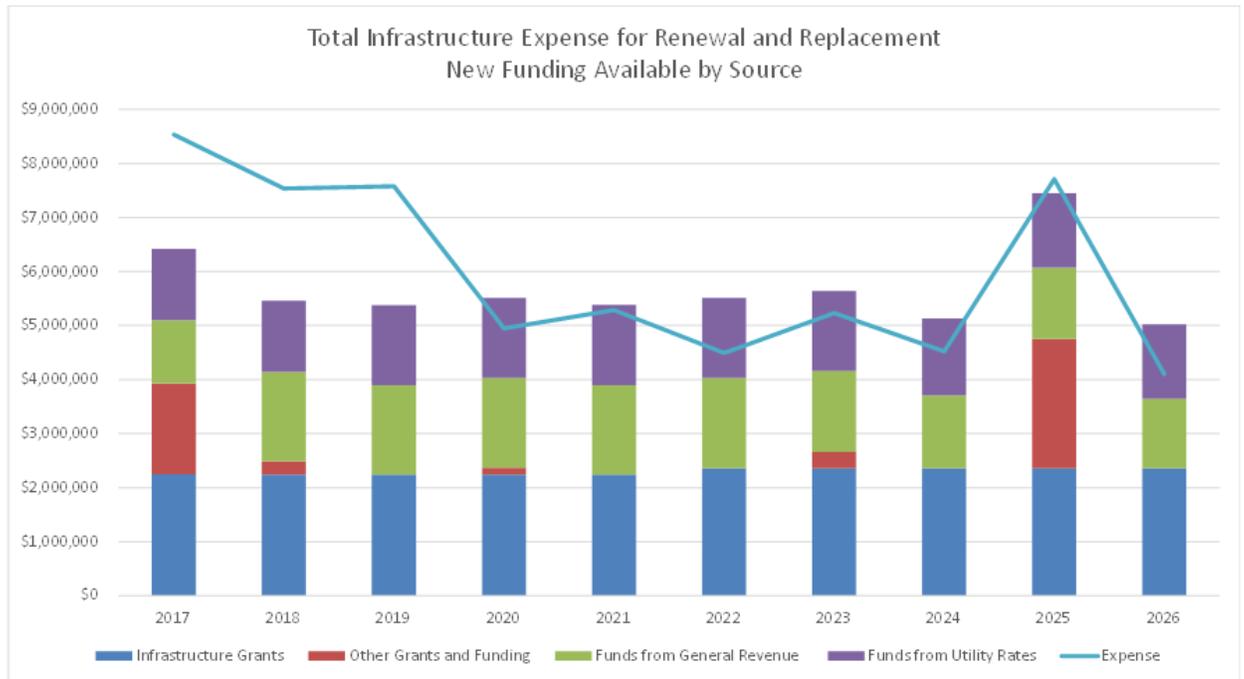


The average annual level of renewal and replacement contemplated under the Infrastructure Plan exceeds the identified policy targets in earlier financing strategies and exceeds the annual long term life cycle replacement costs set out in the Infrastructure Plan.

	Policy 2-98	Policy 1-04	Long Term Life Cycle	Plan Yearly Avg 2017 - 2026
<b>Common</b>				
Facilities	\$203,571	\$490,345	\$589,137	\$1,147,973
Equipment	\$308,779	\$470,060	\$631,661	\$1,083,378
<b>Functions</b>				
32 Streets and Roads	\$1,282,182	\$928,089	\$1,453,779	\$1,561,600
37 Storm		\$0	\$82,183	\$118,350
41 Water	\$202,460	\$365,320	\$568,749	\$1,247,860
42 Wastewater	\$269,961	\$449,860	\$725,462	\$836,500
<b>Average Annual Infrastructure Expense</b>	<b>\$2,266,953</b>	<b>\$2,703,674</b>	<b>\$4,050,970</b>	<b>\$5,995,661</b>

The timing of the projects and expenses in the Infrastructure Plan are concentrated toward the beginning of the 10 year planning timeframe. Only after 2020 does the amount new funding available exceed infrastructure expense.





### 3.2. New Infrastructure / Major Projects

Set out following are the new infrastructure and major projects included in the Infrastructure Plan.

[Index](#)

	Time Frame	Total Cost	Funded By			
			Grant	Debt	Reserves	Undetermined
<b>Facilities</b>						
Shop A Replacement	2021/ 2022	\$5,000,000	\$500,000	\$2,500,000	\$2,000,000	
72 BCF Phase 2 - Arena	2022	\$10,000,000				\$10,000,000
72 BCF Phase 2 - Curling Rink	2022	\$7,500,000				\$7,500,000
<b>37 Storm Drainage</b>						
Flood Protection - Berm Enhncmnt	2017	\$7,430,000	\$6,413,600	\$1,016,400		\$0
Flood Mitigation (5 Year Program)	2018 - 2022	\$18,400,000	\$18,400,000	\$0		\$0
<b>Total New Infrastructure / Major Projects</b>		<b>\$48,330,000</b>	<b>\$25,313,600</b>	<b>\$3,516,400</b>	<b>\$2,000,000</b>	<b>\$17,500,000</b>

Phase 2 of the Badlands Community Facility which includes \$10 Million of a second ice surface and \$7.5 Million for a replacement of the curling rink is included in the Infrastructure Plan in the year 2022 but remains unfunded at this time.

4. **Tables**

Summary of Replacement and Renewal of Existing Infrastructure  
Overall Summary of Infrastructure Expense and Funding  
Facilities Infrastructure Expense and Funding Summary  
Vehicles and Equipment Infrastructure Expense and Funding Summary  
32 Streets and Roads Infrastructure Expense and Funding  
37 Storm Drainage Infrastructure Expense and Funding Summary  
41 Water Infrastructure Expense and Funding Summary  
42 Wastewater Infrastructure Expense and Funding Summary  
General Infrastructure Grant Funding  
Capital Debt Summary  
Operating Revenues Available for Ongoing Infrastructure Projects  
Restricted Surplus (Reserves)

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
Summary of Replacement and Renewal of Existing Infrastructure**

[Index](#)

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total 2017- 2026
<b>General Revenue Supported Functions</b>											
<b>Expense</b>											
Facilities	\$2,787,726	\$1,332,000	\$1,545,000	\$515,000	\$730,000	\$380,000	\$765,000	\$1,185,000	\$1,170,000	\$1,070,000	\$11,479,726
Equipment	\$1,072,450	\$1,599,880	\$1,145,600	\$1,446,080	\$1,268,148	\$1,140,000	\$804,356	\$459,772	\$1,127,498	\$770,000	\$10,833,784
32 Streets and Roads	\$2,601,770	\$1,818,750	\$2,423,000	\$1,456,500	\$2,027,000	\$1,032,500	\$1,331,000	\$1,218,480	\$687,000	\$1,020,000	\$15,616,000
37 Storm	\$0	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$1,183,500
<b>Total Expense</b>	<b>\$6,461,946</b>	<b>\$4,882,130</b>	<b>\$5,245,100</b>	<b>\$3,549,080</b>	<b>\$4,156,648</b>	<b>\$2,684,000</b>	<b>\$3,031,856</b>	<b>\$2,994,752</b>	<b>\$3,115,998</b>	<b>\$2,991,500</b>	<b>\$39,113,010</b>
<b>Funding</b>											
Grants											
General Infrastructure	\$3,467,746	\$1,730,000	\$1,880,000	\$1,930,000	\$2,577,000	\$1,955,000	\$2,210,000	\$1,547,500	\$2,010,000	\$2,160,000	\$21,467,246
Special	\$1,000,000	\$142,000	\$0	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$1,442,000
Restricted Surplus	\$1,707,600	\$2,701,814	\$3,346,796	\$1,482,820	\$1,569,310	\$639,000	\$514,760	\$838,057	\$340,915	\$331,500	\$13,472,572
Other Functions	\$0	\$308,316	\$18,304	\$136,260	\$10,338	\$90,000	\$7,096	\$109,195	\$365,083	\$0	\$1,044,592
Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$400,000	\$500,000	\$1,400,000
Trade In, Disposition Proceeds	\$30,000										
Outside Contributions	\$9,600										
To be Determined	\$247,000										
	<b>\$6,461,946</b>	<b>\$4,882,130</b>	<b>\$5,245,100</b>	<b>\$3,549,080</b>	<b>\$4,156,648</b>	<b>\$2,684,000</b>	<b>\$3,031,856</b>	<b>\$2,994,752</b>	<b>\$3,115,998</b>	<b>\$2,991,500</b>	<b>\$38,826,410</b>
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Water Utility</b>											
<b>Expense</b>											
Water Infrastructure	\$213,600	\$1,172,000	\$995,000	\$407,000	\$792,000	\$1,471,000	\$1,212,000	\$1,188,000	\$4,255,000	\$773,000	\$12,478,600
Vehicles and Equipment	\$0	\$267,440	\$18,304	\$62,510	\$6,698	\$0	\$3,396	\$104,195	\$294,699	\$0	\$757,242
<b>Total Expense</b>	<b>\$213,600</b>	<b>\$1,439,440</b>	<b>\$1,013,304</b>	<b>\$469,510</b>	<b>\$798,698</b>	<b>\$1,471,000</b>	<b>\$1,215,396</b>	<b>\$1,292,195</b>	<b>\$4,549,699</b>	<b>\$773,000</b>	<b>\$13,235,842</b>
<b>Funding</b>											
Restricted Surplus	\$213,600	\$1,439,440	\$1,013,304	\$469,510	\$798,698	\$671,000	\$1,215,396	\$1,292,195	\$549,699	\$773,000	\$8,435,842
Special Grants											
AMW/WWP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water for Life	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400,000	\$0	\$2,400,000
Federal Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt	\$0	\$0	\$0	\$0	\$0	\$800,000	\$0	\$0	\$1,600,000	\$0	\$2,400,000
<b>Total Funding</b>	<b>\$213,600</b>	<b>\$1,439,440</b>	<b>\$1,013,304</b>	<b>\$469,510</b>	<b>\$798,698</b>	<b>\$1,471,000</b>	<b>\$1,215,396</b>	<b>\$1,292,195</b>	<b>\$4,549,699</b>	<b>\$773,000</b>	<b>\$13,235,842</b>

**Wastewater Utility**

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
Summary of Replacement and Renewal of Existing Infrastructure**

[Index](#)

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total 2017- 2026
<b>Expense</b>											
Wastewater Infrastructure	\$1,860,000	\$1,485,000	\$1,340,000	\$990,000	\$340,000	\$340,000	\$990,000	\$340,000	\$340,000	\$340,000	\$8,365,000
Vehicles and Equipment	\$0	\$40,876	\$0	\$73,750	\$3,640	\$90,000	\$3,700	\$5,000	\$70,384	\$0	\$287,350
<b>Total Expense</b>	<b>\$1,860,000</b>	<b>\$1,525,876</b>	<b>\$1,340,000</b>	<b>\$1,063,750</b>	<b>\$343,640</b>	<b>\$430,000</b>	<b>\$993,700</b>	<b>\$345,000</b>	<b>\$410,384</b>	<b>\$340,000</b>	<b>\$8,652,350</b>
<b>Funding</b>											
Restricted Surplus	\$490,000	\$1,423,301	\$1,340,000	\$713,750	\$343,640	\$430,000	\$343,700	\$345,000	\$410,384	\$340,000	\$6,179,775
General Infrastructure Grants	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
Special Grants											
AMW/WWP	\$0	\$102,575	\$0	\$130,550	\$0	\$0	\$0	\$0	\$0	\$0	\$233,125
Federal Infrastructure	\$685,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$685,000
Debt	\$485,000	\$0	\$0	\$219,450	\$0	\$0	\$650,000	\$0	\$0	\$0	\$1,354,450
	<b>\$1,860,000</b>	<b>\$1,525,876</b>	<b>\$1,340,000</b>	<b>\$1,063,750</b>	<b>\$343,640</b>	<b>\$430,000</b>	<b>\$993,700</b>	<b>\$345,000</b>	<b>\$410,384</b>	<b>\$340,000</b>	<b>\$8,652,350</b>

**Town of Drumheller**  
**Multi Year Infrastructure Plan 2017 - 2026**  
**Overall Summary of Infrastructure Expense and Funding**

<a href="#">Index</a>	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future	Total 2017- 2026
<b>Infrastructure Expense</b>												
<b>Reinvestment and Renewal</b>												
<a href="#">Facilities</a>	\$2,787,726	\$1,332,000	\$1,545,000	\$515,000	\$730,000	\$380,000	\$765,000	\$1,185,000	\$1,170,000	\$1,070,000	\$0	\$11,479,726
<a href="#">Equipment</a>	\$1,072,450	\$1,599,880	\$1,145,600	\$1,446,080	\$1,268,148	\$1,140,000	\$804,356	\$459,772	\$1,127,498	\$770,000	\$1,238,021	\$10,833,784
<a href="#">32 Streets and Roads</a>	\$2,601,770	\$1,818,750	\$2,423,000	\$1,456,500	\$2,027,000	\$1,032,500	\$1,331,000	\$1,218,480	\$687,000	\$1,020,000	\$0	\$15,616,000
<a href="#">37 Storm</a>	\$0	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$0	\$1,183,500
<a href="#">41 Water</a>	\$213,600	\$1,172,000	\$995,000	\$407,000	\$792,000	\$1,471,000	\$1,212,000	\$1,188,000	\$4,255,000	\$773,000	\$17,058,000	\$12,478,600
<a href="#">42 Wastewater</a>	\$1,860,000	\$1,485,000	\$1,340,000	\$990,000	\$340,000	\$340,000	\$990,000	\$340,000	\$340,000	\$340,000	\$0	\$8,365,000
<b>Total Reinvest/Renewal</b>	<b>\$8,535,546</b>	<b>\$7,539,130</b>	<b>\$7,580,100</b>	<b>\$4,946,080</b>	<b>\$5,288,648</b>	<b>\$4,495,000</b>	<b>\$5,233,856</b>	<b>\$4,522,752</b>	<b>\$7,710,998</b>	<b>\$4,104,500</b>	<b>\$18,296,021</b>	<b>\$59,956,610</b>
<b>New Infrastructure / Major Projects</b>												
Facilities - Shop A	\$50,000	\$0	\$0	\$0	\$3,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$5,050,000
Provincial Highway	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000
37 Storm Drainage	\$7,430,000	\$4,600,000	\$4,600,000	\$4,600,000	\$4,600,000	\$4,582,400	\$0	\$0	\$0	\$0	\$0	\$30,412,400
66 Subdivision	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
72 BCF Phase 2 - Arena	\$0	\$0	\$0	\$0	\$0	\$10,000,000	\$0	\$0	\$0	\$0	\$0	\$10,000,000
72 BCF Phase 2 - Curling Rink	\$0	\$0	\$0	\$0	\$0	\$7,500,000	\$0	\$0	\$0	\$0	\$0	\$7,500,000
<b>Sub-Total Major Projects</b>	<b>\$8,130,000</b>	<b>\$4,600,000</b>	<b>\$4,600,000</b>	<b>\$4,600,000</b>	<b>\$7,600,000</b>	<b>\$24,082,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$53,612,400</b>
<b>Total Infrastructure Expense</b>	<b>\$16,665,546</b>	<b>\$12,139,130</b>	<b>\$12,180,100</b>	<b>\$9,546,080</b>	<b>\$12,888,648</b>	<b>\$28,577,400</b>	<b>\$5,233,856</b>	<b>\$4,522,752</b>	<b>\$7,710,998</b>	<b>\$4,104,500</b>	<b>\$18,296,021</b>	<b>\$113,569,010</b>
<b>Capital Revenue</b>												
<b>General Fund</b>												
<b>Grants</b>												
MSI - Capital	\$2,667,746	\$1,050,000	\$1,000,000	\$1,000,000	\$1,997,000	\$1,545,000	\$1,350,000	\$1,087,500	\$1,400,000	\$1,700,000	\$500,000	\$14,797,246
MSI - BMTG	\$480,000	\$480,000	\$480,000	\$480,000	\$480,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	\$0	\$4,700,000
FGT	\$320,000	\$200,000	\$400,000	\$450,000	\$600,000	\$450,000	\$400,000	\$0	\$150,000	\$0	\$0	\$2,970,000
Federal Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special	\$8,063,600	\$4,742,000	\$4,600,000	\$4,600,000	\$4,600,000	\$4,582,400	\$300,000	\$0	\$0	\$0	\$0	\$31,488,000

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future	Total 2017- 2026
<b>Restricted Surplus</b>												
Facility	\$911,750	\$890,000	\$1,045,000	\$15,000	\$1,080,000	\$580,000	\$165,000	\$535,000	\$20,000	(\$180,000)	\$0	\$5,061,750
Equipment	\$182,450	\$1,091,564	\$727,296	\$859,820	\$560,810	\$355,000	\$97,260	\$63,077	\$112,415	\$270,000	\$735,507	\$4,319,692
32 Transportation	\$663,400	\$588,750	\$1,443,000	\$476,500	\$797,000	\$72,500	\$121,000	\$108,480	\$77,000	\$110,000	\$0	\$4,457,630
37 Storm	\$0	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$0	\$1,183,500
Solid Waste Management	\$0							\$0	\$0	\$0		\$0
Debt	\$1,016,400	\$0	\$0	\$0	\$1,500,000	\$1,000,000	\$0	\$500,000	\$400,000	\$500,000	\$0	\$4,916,400
Development Levies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trade in, Disposition	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
Outside Contributions	\$9,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,600
To be Determined	\$247,000	\$0	\$0	\$0	\$0	\$17,500,000	\$0	\$0	\$0	\$0	\$0	\$17,747,000
	<b>\$14,591,946</b>	<b>\$9,173,814</b>	<b>\$9,826,796</b>	<b>\$8,012,820</b>	<b>\$11,746,310</b>	<b>\$26,676,400</b>	<b>\$3,024,760</b>	<b>\$2,885,557</b>	<b>\$2,750,915</b>	<b>\$2,991,500</b>	<b>\$1,235,507</b>	<b>\$91,680,818</b>
<b>Water</b>												
Grants												
MSI - Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MSI - BMTG	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FGT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
AMW/WWP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water for Life	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,400,000	\$0	\$0	\$2,400,000
Federal Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Restricted Surplus	\$213,600	\$1,439,440	\$1,013,304	\$469,510	\$798,698	\$671,000	\$1,215,396	\$1,292,195	\$549,699	\$773,000	\$58,000	\$8,435,842
Operating Revenue												
Debt	\$0	\$0	\$0	\$0	\$0	\$800,000	\$0	\$0	\$1,600,000	\$0	\$0	\$2,400,000
Development Levies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development Contributions											\$17,000,000	\$17,000,000
To be Determined	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>\$213,600</b>	<b>\$1,439,440</b>	<b>\$1,013,304</b>	<b>\$469,510</b>	<b>\$798,698</b>	<b>\$1,471,000</b>	<b>\$1,215,396</b>	<b>\$1,292,195</b>	<b>\$4,549,699</b>	<b>\$773,000</b>	<b>\$17,058,000</b>	<b>\$13,235,842</b>

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future	Total 2017- 2026
<b>Wastewater</b>												
Grants												
MSI - Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MSI - BMTG	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FGT	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000
AMW/WWP	\$0	\$102,575	\$0	\$130,550	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$233,125
Federal Infrastructure	\$685,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$685,000
Special	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
From Facilities												
Restricted Surplus	\$490,000	\$1,423,301	\$1,340,000	\$713,750	\$343,640	\$430,000	\$343,700	\$345,000	\$410,384	\$340,000	\$0	\$6,179,775
Debt	\$485,000	\$0	\$0	\$219,450	\$0	\$0	\$650,000	\$0	\$0	\$0	\$0	\$1,354,450
Development Levies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
To be Determined	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>\$1,860,000</b>	<b>\$1,525,876</b>	<b>\$1,340,000</b>	<b>\$1,063,750</b>	<b>\$343,640</b>	<b>\$430,000</b>	<b>\$993,700</b>	<b>\$345,000</b>	<b>\$410,384</b>	<b>\$340,000</b>	<b>\$0</b>	<b>\$8,652,350</b>
<b>Total Capital Revenue</b>	<b>\$16,665,546</b>	<b>\$12,139,130</b>	<b>\$12,180,100</b>	<b>\$9,546,080</b>	<b>\$12,888,648</b>	<b>\$28,577,400</b>	<b>\$5,233,856</b>	<b>\$4,522,752</b>	<b>\$7,710,998</b>	<b>\$4,104,500</b>	<b>\$18,293,507</b>	<b>\$113,569,010</b>

**Town of Drumheller**  
**Multi Year Infrastructure Plan 2017 - 2026**  
**Facilities Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future
<b>Infrastructure Expense</b>											
<b>12 Administration / Fire Hall</b>											
1 Building Upgrades	\$0	\$150,000	\$0	\$0	\$0	\$30,000	\$30,000	\$430,000	\$300,000	\$0	\$0
2 Land for Government Use (Frontage)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$150,000	\$0	\$0	\$0	\$30,000	\$30,000	\$430,000	\$300,000	\$0	\$0
<b>21 Police</b>											
1 RCMP Building	\$0	\$40,000	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>23 Fire</b>											
1 Drumheller Fire Hall	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2 Rosedale Fire Hall	\$0	\$30,000	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3 East Coulee Fire Hall	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0
	\$0	\$30,000	\$0	\$110,000	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0
<b>24 Emergency Services</b>											
1 Floodway	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>31 Common Services</b>											
1 Shop A	\$0	\$150,000	\$0	\$35,000	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0
2 Shop B	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3 New Shop Facility	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$185,000	\$0	\$35,000	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0
<b>33 Airport</b>											
1 Terminal Building	\$0	\$10,000	\$0	\$65,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2 Runway	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0
3 Lights and Equipment	\$0	\$142,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4 Fuel Facilities	\$35,000										
	\$35,000	\$152,000	\$0	\$65,000	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0
<b>56 Cemetery</b>											
1 Paving	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0
2 Cemetery Phase 2 Concrete Paving	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3 Phase 3 - Expansion	\$150,000	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0
	\$175,000	\$25,000	\$25,000	\$70,000	\$175,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>68 Housing</b>											
1 Community Housing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
Facilities Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future
<b>42 Wastewater</b>											
Transfer to Wastewater Function											
<b>72 Recreation Facilities</b>											
1 Arena	\$225,000	\$655,000	\$1,080,000	\$100,000	\$50,000	\$0	\$50,000	\$0	\$0	\$0	\$0
2 Aqualplex	\$1,803,976	\$50,000	\$270,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$0
3 Curling Rink	\$0	\$25,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4 Community Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5 BCF	\$50,000	\$20,000	\$20,000	\$70,000	\$20,000	\$120,000	\$20,000	\$20,000	\$20,000	\$20,000	\$0
6 All Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>\$2,078,976</b>	<b>\$750,000</b>	<b>\$1,520,000</b>	<b>\$220,000</b>	<b>\$120,000</b>	<b>\$170,000</b>	<b>\$120,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$0</b>
<b>74 Parks</b>											
1 Parks	\$47,000	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0
2 Trails	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$0
3 Entrance Signage	\$0	\$0	\$0	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$0	\$0	\$0
4 Dinosaurs	\$100,000	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0
5 Suspension Bridge Facilities	\$100,000	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
6 Hoodoo Facilities	\$100,000	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7 Downtown/Corridor Beautification	\$151,750	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8 Skateboard Park	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>\$498,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$315,000</b>	<b>\$145,000</b>	<b>\$15,000</b>	<b>\$45,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Unspecified Investment</b>								\$600,000	\$800,000	\$1,000,000	
<b>Total Facility Renewal / Replacement</b>	<b>\$2,787,726</b>	<b>\$1,332,000</b>	<b>\$1,545,000</b>	<b>\$515,000</b>	<b>\$730,000</b>	<b>\$380,000</b>	<b>\$765,000</b>	<b>\$1,185,000</b>	<b>\$1,170,000</b>	<b>\$1,070,000</b>	<b>\$0</b>
<b>New Facilities</b>											
Shop A Facility	\$50,000	\$0	\$0	\$0	\$3,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0
BCF Phase 2 - Arena	\$0	\$0	\$0	\$0	\$0	\$10,000,000	\$0	\$0	\$0	\$0	\$0
BCF Phase 2 - Curling Rink	\$0	\$0	\$0	\$0	\$0	\$7,500,000	\$0	\$0	\$0	\$0	\$0
<b>Total New Facilities</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,000,000</b>	<b>\$19,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Facilities Infrastructure Expense</b>	<b>\$2,837,726</b>	<b>\$1,332,000</b>	<b>\$1,545,000</b>	<b>\$515,000</b>	<b>\$3,730,000</b>	<b>\$19,880,000</b>	<b>\$765,000</b>	<b>\$1,185,000</b>	<b>\$1,170,000</b>	<b>\$1,070,000</b>	<b>\$0</b>

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
Facilities Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future
<b>Infrastructure Funding</b>											
<b>General Revenue Supported</b>											
Funding Required	\$2,837,726	\$1,332,000	\$1,545,000	\$515,000	\$3,730,000	\$19,880,000	\$765,000	\$1,185,000	\$1,170,000	\$1,070,000	\$0
<b>Provided From</b>											
MSI Capital	\$1,653,976	\$300,000	\$500,000	\$500,000	\$1,150,000	\$700,000	\$300,000	\$150,000	\$750,000	\$750,000	
MSI BMTG											
FGT						\$100,000					
Federal Infrastructure											
Special	\$25,000	\$142,000					\$300,000				
Surplus Restricted for Facilities	\$911,750	\$890,000	\$1,045,000	\$15,000	\$1,080,000	\$580,000	\$165,000	\$535,000	\$20,000	-\$180,000	
Surplus Restricted for Transportation											
Surplus Restricted for Land Development											
Debt					\$1,500,000	\$1,000,000		\$500,000	\$400,000	\$500,000	
Outside Contributions											
To be Determined	\$247,000					\$17,500,000					
<b>Total General Revenue Funding</b>	<b>\$2,837,726</b>	<b>\$1,332,000</b>	<b>\$1,545,000</b>	<b>\$515,000</b>	<b>\$3,730,000</b>	<b>\$19,880,000</b>	<b>\$765,000</b>	<b>\$1,185,000</b>	<b>\$1,170,000</b>	<b>\$1,070,000</b>	<b>\$0</b>
<b>Total Funding</b>	<b>\$2,837,726</b>	<b>\$1,332,000</b>	<b>\$1,545,000</b>	<b>\$515,000</b>	<b>\$3,730,000</b>	<b>\$19,880,000</b>	<b>\$765,000</b>	<b>\$1,185,000</b>	<b>\$1,170,000</b>	<b>\$1,070,000</b>	<b>\$0</b>
<b>Sustainable Funding Levels</b>											
Life Cycle Re-investment											
Replacement	\$1,572,954	\$1,572,954	\$1,572,954	\$1,572,954	\$1,572,954	\$1,572,954	\$1,572,954	\$1,572,954	\$1,572,954	\$1,572,954	\$1,572,954
Renewal	\$589,137	\$589,137	\$589,137	\$589,137	\$589,137	\$589,137	\$589,137	\$589,137	\$589,137	\$589,137	\$589,137
Planned Average Annual Investment	\$1,335,261	\$1,335,261	\$1,335,261	\$1,335,261	\$1,335,261	\$1,335,261	\$1,335,261	\$1,335,261	\$1,335,261	\$1,335,261	\$1,335,261
Average Annual Restricted Surplus	\$414,180	\$414,180	\$414,180	\$414,180	\$414,180	\$414,180	\$414,180	\$414,180	\$414,180	\$414,180	\$414,180
% of Total Average Annual Investment	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%
<b>Surplus Restricted for Facilities Infrastructure (Facilities Capital Reserve)</b>											
Opening Balance	\$4,200,500	\$3,699,534	\$3,258,026	\$2,661,518	\$3,095,009	\$2,463,501	\$2,339,802	\$2,569,402	\$2,376,555	\$2,686,368	
Additional Restricted Surplus	\$410,784	\$448,492	\$448,492	\$448,492	\$448,492	\$456,301	\$394,599	\$342,153	\$329,813	\$319,941	
Withdrawn	-\$911,750	-\$890,000	-\$1,045,000	-\$15,000	-\$1,080,000	-\$580,000	-\$165,000	-\$535,000	-\$20,000	\$180,000	
<b>Closing Balance</b>	<b>\$3,699,534</b>	<b>\$3,258,026</b>	<b>\$2,661,518</b>	<b>\$3,095,009</b>	<b>\$2,463,501</b>	<b>\$2,339,802</b>	<b>\$2,569,402</b>	<b>\$2,376,555</b>	<b>\$2,686,368</b>	<b>\$3,186,308</b>	

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
Vehicles and Equipment Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future
<b>Infrastructure Expense</b>											
<b>By Type of Equipment</b>											
Information systems, Administrative Equipmer	\$92,000	\$50,500	\$51,000	\$199,500	\$52,000	\$62,500	\$52,500	\$62,500	\$52,500	\$35,000	\$52,000
100 Series Light Duty Trucks	\$0	\$60,000	\$60,000	\$103,000	\$60,000	\$60,000	\$60,000	\$60,000	\$70,000	\$60,000	\$0
200 Series Passenger Vehicles	\$45,000	\$0	\$0	\$35,000	\$0	\$0	\$35,000	\$0	\$0	\$0	\$0
300 Series Heavy Duty Trucks	\$173,000	\$270,000	\$50,000	\$265,000	\$335,000	\$345,000	\$120,000	\$225,000	\$105,729	\$150,000	\$0
400 Series - Heavy Duty Equipment	\$240,000	\$421,000	\$414,600	\$203,000	\$197,000	\$180,000	\$185,000	\$7,500	\$186,826	\$200,000	\$645,630
500 Series Parks	\$0	\$236,000	\$100,000	\$105,000	\$110,000	\$115,000	\$0	\$55,000	\$150,613	\$100,000	\$0
600 Series Emergency Services	\$500,000	\$500,000	\$455,000	\$500,000	\$500,000	\$370,000	\$330,000	\$5,500	\$41,783	\$150,000	\$531,555
700 Series Trailers	\$0	\$14,000	\$0	\$2,080	\$0	\$0	\$10,240	\$44,272	\$132,583	\$50,000	\$8,836
800 Series Hand Tools	\$0	\$7,000	\$15,000	\$33,500	\$7,200	\$7,500	\$7,500	\$0	\$41,943	\$25,000	\$0
900 Series Pumps & Power	\$0	\$41,380	\$0	\$0	\$6,948	\$0	\$4,116	\$0	\$345,521	\$0	\$0
Communications	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Solid Waste Management	\$12,450	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total by Type</b>	<b>\$1,072,450</b>	<b>\$1,599,880</b>	<b>\$1,145,600</b>	<b>\$1,446,080</b>	<b>\$1,268,148</b>	<b>\$1,140,000</b>	<b>\$804,356</b>	<b>\$459,772</b>	<b>\$1,127,498</b>	<b>\$770,000</b>	<b>\$1,238,021</b>

**By Function**

General Revenue Supported

12 Administration	\$15,000	\$10,000	\$0	\$18,000	\$0	\$10,000	\$35,000	\$10,000	\$0	\$10,000	\$0
15 Information Services	\$77,000	\$40,500	\$51,000	\$181,500	\$52,000	\$52,500	\$52,500	\$52,500	\$52,500	\$25,000	\$52,000
16 Communications	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
21 Police	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
23 Fire	\$500,000	\$500,000	\$415,000	\$500,000	\$503,000	\$330,000	\$330,000	\$5,500	\$1,783	\$150,000	\$504,436
24 Emergency Services											
26 Enforcement	\$45,000	\$19,003	\$0	\$0	\$0	\$40,000	\$0	\$0	\$50,700	\$0	\$27,119
31 Common Services	\$0	-\$31,669	\$69,478	\$30,066	\$89,720	\$176,970	\$76,760	\$17,694	\$215,353	\$285,000	\$213,642
32 Streets and Roads	\$413,000	\$514,494	\$451,818	\$465,250	\$501,881	\$325,530	-\$9,900	\$165,611	\$196,686	\$200,000	\$438,310
43 Solid Waste	\$12,450	\$0	\$0	\$0	\$0	\$0	\$0	\$31,056	\$87,593	\$0	\$0
56 Cemetery	\$0	\$0	\$0	\$0	\$0	\$0	\$14,965	\$0	\$0	\$0	\$0
72 Recreation and Parks	\$0	\$239,236	\$100,000	\$115,004	\$111,209	\$115,000	\$297,935	\$68,216	\$157,800	\$100,000	\$0

Utility Supported

41 Water	\$0	\$267,440	\$18,304	\$62,510	\$6,698	\$0	\$3,396	\$104,195	\$294,699	\$0	\$2,514
42 Wastewater	\$0	\$40,876	\$0	\$73,750	\$3,640	\$90,000	\$3,700	\$5,000	\$70,384	\$0	\$0
43 Solid Waste	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

<b>Total by Function</b>	<b>\$1,072,450</b>	<b>\$1,599,880</b>	<b>\$1,145,600</b>	<b>\$1,446,080</b>	<b>\$1,268,148</b>	<b>\$1,140,000</b>	<b>\$804,356</b>	<b>\$459,772</b>	<b>\$1,127,498</b>	<b>\$770,000</b>	<b>\$1,238,021</b>
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**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
Vehicles and Equipment Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future
<b>Infrastructure Funding</b>											
<b>General Revenue Supported</b>											
Funding Required	\$1,072,450	\$1,291,564	\$1,127,296	\$1,309,820	\$1,257,810	\$1,050,000	\$797,260	\$350,577	\$762,415	\$770,000	\$1,235,507
<b>Provided From</b>											
MSI Capital	\$860,000	\$0			\$197,000	\$345,000	\$300,000	\$287,500	\$500,000	\$500,000	\$500,000
MSI BMTG											
FGT		\$200,000	\$400,000	\$450,000	\$500,000	\$350,000	\$400,000		\$150,000		
Federal Infrastructure Special											
Surplus Restricted for Equipment Capital Debt	\$182,450	\$1,091,564	\$727,296	\$859,820	\$560,810	\$355,000	\$97,260	\$63,077	\$112,415	\$270,000	\$735,507
Outside Contributions											
Trade in, Salvage, Private Disposition	\$30,000										
To be Determined											
<b>Total General Revenue Funding</b>	<b>\$1,072,450</b>	<b>\$1,291,564</b>	<b>\$1,127,296</b>	<b>\$1,309,820</b>	<b>\$1,257,810</b>	<b>\$1,050,000</b>	<b>\$797,260</b>	<b>\$350,577</b>	<b>\$762,415</b>	<b>\$770,000</b>	<b>\$1,235,507</b>
<b>Utility Supported</b>											
41 Water	\$0	\$267,440	\$18,304	\$62,510	\$6,698	\$0	\$3,396	\$104,195	\$294,699	\$0	\$2,514
42 Wastewater	\$0	\$40,876	\$0	\$73,750	\$3,640	\$90,000	\$3,700	\$5,000	\$70,384	\$0	\$0
43 Solid Waste Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Funding</b>	<b>\$1,072,450</b>	<b>\$1,599,880</b>	<b>\$1,145,600</b>	<b>\$1,446,080</b>	<b>\$1,268,148</b>	<b>\$1,140,000</b>	<b>\$804,356</b>	<b>\$459,772</b>	<b>\$1,127,498</b>	<b>\$770,000</b>	<b>\$1,238,021</b>
<b>Sustainable Funding Levels</b>											
Life Cycle Re-investment Replacement	\$631,661	\$631,661	\$631,661	\$631,661	\$631,661	\$631,661	\$631,661	\$631,661	\$631,661	\$631,661	\$631,661
Planned Average Annual Investment	\$1,083,378	\$1,083,378	\$1,083,378	\$1,083,378	\$1,083,378	\$1,083,378	\$1,083,378	\$1,083,378	\$1,083,378	\$1,083,378	\$1,083,378
Average Annual Restricted Surplus	\$474,494	\$474,494	\$474,494	\$474,494	\$474,494	\$474,494	\$474,494	\$474,494	\$474,494	\$474,494	\$474,494
% of Total Average Investment	44%	44%	44%	44%	44%	44%	44%	44%	44%	44%	44%
<b>Surplus Restricted for Equipment Infrastructure (Equipment Reserve)</b>											
Opening Balance	\$1,813,450	\$1,983,101	\$1,388,672	\$1,158,512	\$795,828	\$732,154	\$880,983	\$1,234,666	\$1,577,577	\$1,860,573	
Additional Restricted Surplus	\$352,101	\$497,136	\$497,136	\$497,136	\$497,136	\$503,829	\$450,942	\$405,988	\$395,411	\$386,949	
Capital Uses	-\$182,450	-\$1,091,564	-\$727,296	-\$859,820	-\$560,810	-\$355,000	-\$97,260	-\$63,077	-\$112,415	-\$270,000	
<b>Closing Balance</b>	<b>\$1,983,101</b>	<b>\$1,388,672</b>	<b>\$1,158,512</b>	<b>\$795,828</b>	<b>\$732,154</b>	<b>\$880,983</b>	<b>\$1,234,666</b>	<b>\$1,577,577</b>	<b>\$1,860,573</b>	<b>\$1,977,522</b>	

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
32 Streets and Roads Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future
<b>Infrastructure Expense</b>											
<b>Reinvestment and Renewal</b>											
<b>By Community Area</b>											
Nacmine	\$0	\$0	\$0	\$0	\$0	\$345,000	\$300,000	\$0	\$0	\$0	\$0
Midland	\$0	\$0	\$200,000	\$315,000	\$240,000	\$0	\$0	\$0	\$0	\$0	\$0
Newcastle	\$50,000	\$0	\$255,000	\$0	\$0	\$0	\$216,000	\$1,008,480	\$0	\$0	\$0
North Drumheller	\$0	\$0	\$420,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Drumheller	\$500,000	\$1,255,000	\$510,000	\$855,000	\$1,500,000	\$0	\$408,500	\$0	\$477,000	\$0	\$0
Wayne	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rosedale	\$0	\$0	\$712,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cambria	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0
East Coulee	\$0	\$100,000	\$0	\$0	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0
Unspecified	\$2,701,770	\$313,750	\$325,500	\$286,500	\$287,000	\$287,500	\$286,500	\$210,000	\$210,000	\$1,020,000	\$0
<b>Total Reinvestment and Renewal</b>	<b>\$3,251,770</b>	<b>\$1,818,750</b>	<b>\$2,423,000</b>	<b>\$1,456,500</b>	<b>\$2,027,000</b>	<b>\$1,032,500</b>	<b>\$1,331,000</b>	<b>\$1,218,480</b>	<b>\$687,000</b>	<b>\$1,020,000</b>	<b>\$0</b>
<b>By Type of Work *</b>											
New Pavement Surface	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overlay Pavement	\$100,000	\$1,005,000	\$1,357,500	\$1,020,000	\$1,500,000	\$745,000	\$701,000	\$972,000	\$477,000	\$0	\$0
Mill and Overlay Pavement	\$0	\$0	\$500,000	\$150,000	\$240,000	\$0	\$0	\$0	\$0	\$0	\$0
Chip Seal Surface	\$30,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$51,480	\$15,000	\$15,000	\$0
Road Reconstruction	\$485,000	\$485,000	\$85,000	\$85,000	\$85,000	\$85,000	\$428,500	\$85,000	\$85,000	\$85,000	\$0
Lane Reconstruction	\$0	\$0	\$240,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bridges	\$1,335,000	\$30,750	\$42,500	\$43,500	\$44,000	\$44,500	\$43,500	\$0	\$0	\$0	\$0
Parking Lot	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sidewalk and Patching Program	\$357,000	\$107,000	\$107,000	\$107,000	\$107,000	\$107,000	\$107,000	\$107,000	\$107,000	\$107,000	\$0
Flood Mitigation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lighting	\$50,000	\$50,000	\$50,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$0	\$10,000	\$0
Drainage	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure Master Plan	\$153,770	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailways	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$3,000	\$3,000	\$3,000	\$0
Electric Charging Station	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unspecified										\$800,000	\$0
<b>Total Reinvestment and Renewal</b>	<b>\$2,601,770</b>	<b>\$1,818,750</b>	<b>\$2,423,000</b>	<b>\$1,456,500</b>	<b>\$2,027,000</b>	<b>\$1,032,500</b>	<b>\$1,331,000</b>	<b>\$1,218,480</b>	<b>\$687,000</b>	<b>\$1,020,000</b>	<b>\$0</b>

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
32 Streets and Roads Infrastructure Expense and Funding Summary**

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**Major Transportation Projects**

Provincial Highway

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future
Provincial Highway	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>\$650,000</b>	<b>\$0</b>									

**Total Transportation Infrastructure**

	<b>\$3,251,770</b>	<b>\$1,818,750</b>	<b>\$2,423,000</b>	<b>\$1,456,500</b>	<b>\$2,027,000</b>	<b>\$1,032,500</b>	<b>\$1,331,000</b>	<b>\$1,218,480</b>	<b>\$687,000</b>	<b>\$1,020,000</b>	<b>\$0</b>
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**Infrastructure Funding**

**General Revenue Supported**

Funding Required

Funding Required	\$3,251,770	\$1,818,750	\$2,423,000	\$1,456,500	\$2,027,000	\$1,032,500	\$1,331,000	\$1,218,480	\$687,000	\$1,020,000	\$0
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Provided From

MSI Capital

MSI Capital	\$153,770	\$750,000	\$500,000	\$500,000	\$650,000	\$500,000	\$750,000	\$650,000	\$150,000	\$450,000	
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MSI BMTG

MSI BMTG	\$480,000	\$480,000	\$480,000	\$480,000	\$480,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000	
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FGT

FGT	\$320,000				\$100,000						
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Federal Infrastructure

Special

Special	\$1,625,000										
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Operating Revenue

Surplus Restricted for Transportation Capital

Surplus Restricted for Transportation Capital	\$663,400	\$588,750	\$1,443,000	\$476,500	\$797,000	\$72,500	\$121,000	\$108,480	\$77,000	\$110,000	
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Debt

Development Levies Storm

Outside Contributions

Outside Contributions	\$9,600										
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To be Determined

**Total Funding**

<b>Total Funding</b>	<b>\$3,251,770</b>	<b>\$1,818,750</b>	<b>\$2,423,000</b>	<b>\$1,456,500</b>	<b>\$2,027,000</b>	<b>\$1,032,500</b>	<b>\$1,331,000</b>	<b>\$1,218,480</b>	<b>\$687,000</b>	<b>\$1,020,000</b>	<b>\$0</b>
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**Measures for Sustainable Funding Levels**

Streets and Roads

Life Cycle Re-investment

Replacement

Replacement	\$1,453,779	\$1,453,779	\$1,453,779	\$1,453,779	\$1,453,779	\$1,453,779	\$1,453,779	\$1,453,779	\$1,453,779	\$1,453,779	
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Planned Average Annual Investment

Planned Average Annual Investment	\$1,626,600	\$1,626,600	\$1,626,600	\$1,626,600	\$1,626,600	\$1,626,600	\$1,626,600	\$1,626,600	\$1,626,600	\$1,626,600	
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Average Annual Restricted Surplus

Average Annual Restricted Surplus	\$523,106	\$523,106	\$523,106	\$523,106	\$523,106	\$523,106	\$523,106	\$523,106	\$523,106	\$523,106	
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% of Total Average Investment

% of Total Average Investment	32%	32%	32%	32%	32%	32%	32%	32%	32%	32%	
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**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
32 Streets and Roads Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Future
<b><u>Surplus Restricted for Transportation Infrastructure (Transportation Infrastructure Reserve)</u></b>											
Opening Balance	\$1,318,450	\$1,065,834	\$1,057,076	\$194,068	\$297,559	\$80,551	\$595,852	\$1,000,952	\$1,366,125	\$1,750,438	
Additional Restricted Surplus	\$410,784	\$579,992	\$579,992	\$579,992	\$579,992	\$587,801	\$526,099	\$473,653	\$461,313	\$451,441	
Withdrawn for Transportation	-\$663,400	-\$588,750	-\$1,443,000	-\$476,500	-\$797,000	-\$72,500	-\$121,000	-\$108,480	-\$77,000	-\$110,000	
<b>Closing Balance</b>	<b>\$1,065,834</b>	<b>\$1,057,076</b>	<b>\$194,068</b>	<b>\$297,559</b>	<b>\$80,551</b>	<b>\$595,852</b>	<b>\$1,000,952</b>	<b>\$1,366,125</b>	<b>\$1,750,438</b>	<b>\$2,091,878</b>	

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
37 Storm Drainage Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Infrastructure Expense</b>										
<b>Major Flood Protection Projects</b>										
Flood Protection - Berm Enhancement - East Midland, Newcastle, Central Drumheller	\$7,430,000									
Flood Mitigation	\$0	\$4,600,000	\$4,600,000	\$4,600,000	\$4,600,000	\$4,582,400				
<b>Total Major Projects</b>	<b>\$7,430,000</b>	<b>\$4,600,000</b>	<b>\$4,600,000</b>	<b>\$4,600,000</b>	<b>\$4,600,000</b>	<b>\$4,582,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Annual Reinvestment, Renewal</b>										
Storm Drainage Work and Culvert Replacmnt	\$0	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500
<b>Total Reinvestmt, Renewal</b>	<b>\$0</b>	<b>\$131,500</b>	<b>\$131,500</b>	<b>\$131,500</b>	<b>\$131,500</b>	<b>\$131,500</b>	<b>\$131,500</b>	<b>\$131,500</b>	<b>\$131,500</b>	<b>\$131,500</b>
<b>Total Storm Drainage</b>	<b>\$7,430,000</b>	<b>\$4,731,500</b>	<b>\$4,731,500</b>	<b>\$4,731,500</b>	<b>\$4,731,500</b>	<b>\$4,713,900</b>	<b>\$131,500</b>	<b>\$131,500</b>	<b>\$131,500</b>	<b>\$131,500</b>
<b>Infrastructure Funding</b>										
<b>General Revenue Supported</b>										
Funding Required	\$7,430,000	\$4,731,500	\$4,731,500	\$4,731,500	\$4,731,500	\$4,713,900	\$131,500	\$131,500	\$131,500	\$131,500
<b>Provided From</b>										
MSI Capital										
MSI BMTG										
FGT										
Federal Infrastructure										
Alberta Community Resilience Program	\$6,413,600	\$4,600,000	\$4,600,000	\$4,600,000	\$4,600,000	\$4,582,400				
Surplus Restricted for Storm Infrastructure	\$0	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500
Debt	\$1,016,400									
Development Levies Storm										
Outside Contributions										
To be Determined										
<b>Total Funding</b>	<b>\$7,430,000</b>	<b>\$4,731,500</b>	<b>\$4,731,500</b>	<b>\$4,731,500</b>	<b>\$4,731,500</b>	<b>\$4,713,900</b>	<b>\$131,500</b>	<b>\$131,500</b>	<b>\$131,500</b>	<b>\$131,500</b>

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
37 Storm Drainage Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Measures for Sustainable Funding Levels</b>										
<u>Storm Drainage</u>										
Life Cycle Re-investment										
Replacement	\$82,183	\$82,183	\$82,183	\$82,183	\$82,183	\$82,183	\$82,183	\$82,183	\$82,183	\$82,183
Planned Average Annual Investment	\$0	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500
<b><u>Surplus Restricted for Storm Drainage Infrastructure (Storm Capital Reserve)</u></b>										
Opening Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Additional Restricted Surplus	\$0	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500
Withdrawn	\$0	-\$131,500	-\$131,500	-\$131,500	-\$131,500	-\$131,500	-\$131,500	-\$131,500	-\$131,500	-\$131,500
<b>Closing Balance</b>	<b>\$0</b>									

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
41 Water Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Date Unspecific	
											Development	Other
<b>Infrastructure Expense</b>												
<b>Supply</b>												
Raw Water Facilities	\$25,000	\$97,000	\$53,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Low Lift Pump Renewal	\$0	\$0	\$120,000	\$0	\$0	\$120,000	\$0	\$0	\$120,000	\$0	\$0	\$0
Planning, Assessment, Evaluation	\$25,000	\$227,000	\$25,000	\$33,000	\$0	\$0	\$15,000	\$0	\$2,000	\$0	\$10,000	\$0
WTP Annual Renewal/Upgrade Program	\$148,600	\$82,000	\$141,000	\$86,000	\$169,000	\$387,000	\$70,000	\$60,000	\$60,000	\$60,000	\$10,000	\$0
High Lift Pump Renewal	\$0	\$65,000	\$33,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$0	\$0
Chlorine Room - Code Upgrade	\$0	\$0	\$0	\$45,000	\$105,000	\$36,000	\$84,000	\$0	\$0	\$0	\$0	\$0
Install Deep Aeration System	\$0	\$0	\$0	\$90,000	\$360,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
WTP Wastewater Handling and Treatment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000	\$0	\$0	\$0
<b>Transmission</b>												
Allowance for Network Upgrading	\$0	\$46,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000	\$23,000
Transmission Lines	\$0	\$0	\$0	\$0	\$0	\$0	\$885,000	\$0	\$0	\$0	\$0	\$0
Water Tower / Reservoir Renewals	\$0	\$140,000	\$85,000	\$55,000	\$85,000	\$55,000	\$85,000	\$55,000	\$0	\$140,000	\$0	\$0
Midland River Crossing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$0
Storage Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
South Hill Development Areas 1,3											\$17,000,000	\$0
Penetentiary Booster Station Upgrade	\$0	\$0	\$0	\$0	\$0	\$800,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Supply and Transmission</b>	<b>\$198,600</b>	<b>\$657,000</b>	<b>\$480,000</b>	<b>\$392,000</b>	<b>\$777,000</b>	<b>\$1,456,000</b>	<b>\$1,197,000</b>	<b>\$1,173,000</b>	<b>\$4,240,000</b>	<b>\$258,000</b>	<b>\$17,043,000</b>	<b>\$0</b>
<b>Distribution</b>												
Main Replacement	\$0	\$500,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0
Meter Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Allowance for Network Upgrading	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$0
<b>Total Distribution</b>	<b>\$15,000</b>	<b>\$515,000</b>	<b>\$515,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$515,000</b>	<b>\$15,000</b>	<b>\$0</b>
<b>Total Fixed Infrastructure</b>	<b>\$213,600</b>	<b>\$1,172,000</b>	<b>\$995,000</b>	<b>\$407,000</b>	<b>\$792,000</b>	<b>\$1,471,000</b>	<b>\$1,212,000</b>	<b>\$1,188,000</b>	<b>\$4,255,000</b>	<b>\$773,000</b>	<b>\$17,058,000</b>	<b>\$0</b>
<b>Vehicles and Mobile Equipment</b>	<b>\$0</b>	<b>\$267,440</b>	<b>\$18,304</b>	<b>\$62,510</b>	<b>\$6,698</b>	<b>\$0</b>	<b>\$3,396</b>	<b>\$104,195</b>	<b>\$294,699</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Infrastructure Expense</b>	<b>\$213,600</b>	<b>\$1,439,440</b>	<b>\$1,013,304</b>	<b>\$469,510</b>	<b>\$798,698</b>	<b>\$1,471,000</b>	<b>\$1,215,396</b>	<b>\$1,292,195</b>	<b>\$4,549,699</b>	<b>\$773,000</b>	<b>\$17,058,000</b>	<b>\$0</b>
	\$213,600	\$1,439,440	\$1,013,304	\$469,510	\$798,698	\$1,471,000	\$1,215,396	\$1,292,195	\$4,549,699	\$773,000	\$17,058,000	\$0

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
41 Water Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Date Unspecific	
											Development	Other
<b>Infrastructure Funding</b>												
<b>Grants</b>												
MSI - Capital												
MSI - BMTG												
FGT												
AMW/WWP - General (Local)			37.3%									
AMW/WWP - Water 4 Life (Regional)			60.0%									
Federal Infrastructure												
Special												
<b>Total Grants</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Borrowing</b>												
Debentures												
Short Term												
Total Borrowing	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,600,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Funding</b>												
Developer Contributions												
To be Determined												
<b>Total Other Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,000,000</b>	<b>\$0</b>
<b>From Own Sources</b>												
Offsite Levies												
Operating Funds												
Surplus Restricted for Water Capital	\$213,600	\$1,439,440	\$1,013,304	\$469,510	\$798,698	\$671,000	\$1,215,396	\$1,292,195	\$549,699	\$773,000	\$58,000	\$0
<b>Total Own Sources</b>	<b>\$213,600</b>	<b>\$1,439,440</b>	<b>\$1,013,304</b>	<b>\$469,510</b>	<b>\$798,698</b>	<b>\$671,000</b>	<b>\$1,215,396</b>	<b>\$1,292,195</b>	<b>\$549,699</b>	<b>\$773,000</b>	<b>\$58,000</b>	<b>\$0</b>
<b>Total Funding</b>	<b>\$213,600</b>	<b>\$1,439,440</b>	<b>\$1,013,304</b>	<b>\$469,510</b>	<b>\$798,698</b>	<b>\$1,471,000</b>	<b>\$1,215,396</b>	<b>\$1,292,195</b>	<b>\$4,549,699</b>	<b>\$773,000</b>	<b>\$17,058,000</b>	<b>\$0</b>
Unfunded	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
41 Water Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Date Unspecific	
											Development	Other
<b>Measures for Sustainable Funding Levels</b>												
Restricted Surplus - Water Rate Model	\$864,107	\$977,462	\$984,462	\$984,462	\$984,462	\$984,462	\$928,049	\$928,049	\$928,049	\$815,223		
Life Cycle Re-investment												
Replacement	\$1,420,756	\$1,420,756	\$1,420,756	\$1,420,756	\$1,420,756	\$1,420,756	\$1,420,756	\$1,420,756	\$1,420,756	\$1,420,756	\$1,420,756	
Renewal	\$568,749	\$568,749	\$568,749	\$568,749	\$568,749	\$568,749	\$568,749	\$568,749	\$568,749	\$568,749	\$568,749	
Amortization of Tangible Capital Assets	\$1,227,063	\$1,230,630	\$1,254,669	\$1,271,591	\$1,279,432	\$1,292,770	\$1,317,336	\$1,337,633	\$1,359,212	\$1,435,192		
<b>Resticted Surplus Balances</b>												
<b>Water General Restricted Surplus</b>												
Opening Balance	\$988,355	\$1,638,862	\$1,176,884	\$1,148,042	\$1,662,994	\$1,848,758	\$2,162,220	\$1,874,873	\$1,510,727	\$1,889,077		
Added from Operating (From Water Rate Model)	\$864,107	\$977,462	\$984,462	\$984,462	\$984,462	\$984,462	\$928,049	\$928,049	\$928,049	\$815,223		
Used for Capital Expense	-\$213,600	-\$1,439,440	-\$1,013,304	-\$469,510	-\$798,698	-\$671,000	-\$1,215,396	-\$1,292,195	-\$549,699	-\$773,000		
<b>Closing Balance</b>	<b>\$1,638,862</b>	<b>\$1,176,884</b>	<b>\$1,148,042</b>	<b>\$1,662,994</b>	<b>\$1,848,758</b>	<b>\$2,162,220</b>	<b>\$1,874,873</b>	<b>\$1,510,727</b>	<b>\$1,889,077</b>	<b>\$1,931,301</b>		
									\$2,692,696	\$2,734,920		
<b>Debt Balances</b>												
<b>Debenture Debt</b>												
Existing	\$2,499,164	\$2,317,880	\$2,128,066	\$1,929,313	\$1,721,193	\$1,503,254	\$1,275,025	\$1,036,012	\$785,694	\$785,694	\$785,694	
New Debenture 41-1		\$800,000	\$783,382	\$765,923	\$747,579	\$728,308	\$708,060	\$686,787	\$664,438	\$664,438	\$664,438	
New Debenture 41-2				\$1,600,000	\$1,566,764	\$1,531,845	\$1,495,159	\$1,456,615	\$1,416,120	\$1,373,575	\$1,416,120	
<b>Total Debt</b>	<b>\$2,499,164</b>	<b>\$3,117,880</b>	<b>\$2,911,448</b>	<b>\$4,295,236</b>	<b>\$4,035,536</b>	<b>\$3,763,407</b>	<b>\$3,478,244</b>	<b>\$3,179,414</b>	<b>\$2,866,252</b>	<b>\$2,823,707</b>	<b>\$2,866,252</b>	
<b>Short Term Borrowing</b>												
<b>Total Debt</b>	<b>\$2,499,164</b>	<b>\$3,117,880</b>	<b>\$2,911,448</b>	<b>\$4,295,236</b>	<b>\$4,035,536</b>	<b>\$3,763,407</b>	<b>\$3,478,244</b>	<b>\$3,179,414</b>	<b>\$2,866,252</b>	<b>\$2,823,707</b>	<b>\$2,866,252</b>	

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
42 Wastewater Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Infrastructure Expense</b>										
<b>Collection and Transmission</b>										
3 Ave Sanitary Line Replacement prior to 3rd Ave Overlay	\$0			\$250,000						
Lift Station communication/ SCADA upgrades	\$0	\$150,000	\$100,000							
Lift Station Upgrades	\$0	\$80,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Main/ Forcemain replacement & Liners	\$0	\$200,000	\$850,000	\$200,000	\$200,000	\$200,000	\$850,000	\$200,000	\$200,000	\$200,000
Forcemain Assessment Study	\$75,000									
Manhole Replacements	\$0	\$80,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Service Replacements/Liners	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Odour Management	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lift Station Renewal		\$0	\$200,000							
Penitentiary inline sewer power generator	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
East Coulee Lift Station Replacement	\$1,370,000									
<b>Total Collection and Transmission</b>	<b>\$1,565,000</b>	<b>\$610,000</b>	<b>\$1,290,000</b>	<b>\$590,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$990,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$340,000</b>
<b>Treatment and Disposal</b>										
Septage Receiving Station	\$45,000	\$0								
Aeration System Renewal	\$0	\$450,000								
WWTP Optimization	\$200,000	\$150,000								
WWTP Improvements (SCADA Upgrades)	\$50,000	\$275,000	\$50,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
River Outfall	\$0	\$0	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Treatment and Disposal</b>	<b>\$295,000</b>	<b>\$875,000</b>	<b>\$50,000</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Fixed Infrastructure</b>	<b>\$1,860,000</b>	<b>\$1,485,000</b>	<b>\$1,340,000</b>	<b>\$990,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$990,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$340,000</b>
<b>Vehicles and Mobile Equipment</b>	<b>\$0</b>	<b>\$40,876</b>	<b>\$0</b>	<b>\$73,750</b>	<b>\$3,640</b>	<b>\$90,000</b>	<b>\$3,700</b>	<b>\$5,000</b>	<b>\$70,384</b>	<b>\$0</b>
<b>Total Capital Expense</b>	<b>\$1,860,000</b>	<b>\$1,525,876</b>	<b>\$1,340,000</b>	<b>\$1,063,750</b>	<b>\$343,640</b>	<b>\$430,000</b>	<b>\$993,700</b>	<b>\$345,000</b>	<b>\$410,384</b>	<b>\$340,000</b>
	<i>\$1,860,000</i>	<i>\$1,525,876</i>	<i>\$1,340,000</i>	<i>\$1,063,750</i>	<i>\$343,640</i>	<i>\$430,000</i>	<i>\$993,700</i>	<i>\$345,000</i>	<i>\$410,384</i>	<i>\$340,000</i>

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
42 Wastewater Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Infrastructure Funding</b>										
<b>Grants</b>										
MSI - Capital										
MSI - BMTG										
FGT	\$200,000									
AMW/WWP - Local		\$102,575		\$130,550						
AMW/WWP - Regional										
Federal Infrastructure - CWWF	\$685,000									
Special	\$0									
<b>Total Grants</b>	<b>\$885,000</b>	<b>\$102,575</b>	<b>\$0</b>	<b>\$130,550</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Borrowing</b>										
Debentures	\$485,000			\$219,450			\$650,000			
Short Term							\$0			
<b>Total Borrowing</b>	<b>\$485,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$219,450</b>	<b>\$0</b>	<b>\$0</b>	<b>\$650,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Funding</b>										
Developer Contributions										
Facility Reserve										
To be Determined										
<b>Total Other Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>From Own Sources</b>										
Offsite Levies Restricted Surplus										
Wastewater Restricted Surplus	\$490,000	\$1,423,301	\$1,340,000	\$713,750	\$343,640	\$430,000	\$343,700	\$345,000	\$410,384	\$340,000
<b>Total Own Sources</b>	<b>\$490,000</b>	<b>\$1,423,301</b>	<b>\$1,340,000</b>	<b>\$713,750</b>	<b>\$343,640</b>	<b>\$430,000</b>	<b>\$343,700</b>	<b>\$345,000</b>	<b>\$410,384</b>	<b>\$340,000</b>
<b>Total Funding</b>	<b>\$1,860,000</b>	<b>\$1,525,876</b>	<b>\$1,340,000</b>	<b>\$1,063,750</b>	<b>\$343,640</b>	<b>\$430,000</b>	<b>\$993,700</b>	<b>\$345,000</b>	<b>\$410,384</b>	<b>\$340,000</b>
<b>Measures for Sustainable Funding Levels</b>										
Restricted Surplus - Wastewater Rate Model	\$452,954	\$499,210	\$499,210	\$499,210	\$489,316	\$494,636	\$494,636	\$448,800	\$448,800	\$448,800
Life Cycle Re-investment										
Replacement	\$847,199	\$847,199	\$847,199	\$847,199	\$847,199	\$847,199	\$847,199	\$847,199	\$847,199	\$847,199
Renewal	\$725,462	\$725,462	\$725,462	\$725,462	\$725,462	\$725,462	\$725,462	\$725,462	\$725,462	\$725,462
Amortization of Tangible Capital Assets	\$937,682	\$968,744	\$994,226	\$1,016,604	\$1,034,369	\$1,040,108	\$1,047,289	\$1,063,883	\$1,069,645	\$1,076,498

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42 Wastewater Infrastructure Expense and Funding Summary**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Restricted Surplus Balances</b>										
<b>Wastewater General Restricted Surplus</b>										
Opening Balance	\$2,697,031	\$2,659,985	\$1,735,894	\$895,105	\$680,565	\$826,241	\$890,877	\$1,041,813	\$1,145,613	\$1,184,029
Added From Wastewater Operations	\$452,954	\$499,210	\$499,210	\$499,210	\$489,316	\$494,636	\$494,636	\$448,800	\$448,800	\$448,800
Used for Capital Expense	-\$490,000	-\$1,423,301	-\$1,340,000	-\$713,750	-\$343,640	-\$430,000	-\$343,700	-\$345,000	-\$410,384	-\$340,000
<b>Closing Balance</b>	<b>\$2,659,985</b>	<b>\$1,735,894</b>	<b>\$895,105</b>	<b>\$680,565</b>	<b>\$826,241</b>	<b>\$890,877</b>	<b>\$1,041,813</b>	<b>\$1,145,613</b>	<b>\$1,184,029</b>	<b>\$1,292,829</b>
Target Additions	\$1,127,759	\$1,150,314	\$1,173,320	\$1,196,787	\$1,220,722	\$1,245,137	\$1,270,040	\$1,295,440	\$1,321,349	\$1,347,776
Maximum Balance - % of Original Cost	10.0%	\$5,369,934	\$5,382,522	\$5,503,934	\$5,488,897	\$5,538,298	\$5,531,897	\$5,637,668	\$5,566,397	\$5,600,397
<b>Balances</b>										
<b>Debenture Debt</b>										
Existing	\$2,749,170	\$2,582,960	\$2,409,370	\$2,228,069	\$2,049,748	\$1,863,560	\$1,669,156	\$1,466,174	\$1,254,233	\$1,035,233
New Debenture 42-1	\$485,000	\$473,417	\$461,366	\$448,828	\$435,783	\$422,211	\$408,092	\$393,401	\$378,117	\$362,216
New Debenture 42-2				\$219,450	\$214,891	\$210,102	\$205,070	\$199,784	\$194,230	\$188,394
New Debenture 42-3							\$650,000	\$636,498	\$622,312	\$607,408
<b>Total Debt</b>	<b>\$3,234,170</b>	<b>\$3,056,377</b>	<b>\$2,870,735</b>	<b>\$2,896,347</b>	<b>\$2,700,423</b>	<b>\$2,495,873</b>	<b>\$2,932,318</b>	<b>\$2,695,857</b>	<b>\$2,448,892</b>	<b>\$2,193,252</b>
<b>Short Term Borrowing</b>				\$0	\$0	\$0	\$0			
<b>Total Debt</b>	<b>\$3,234,170</b>	<b>\$3,056,377</b>	<b>\$2,870,735</b>	<b>\$2,896,347</b>	<b>\$2,700,423</b>	<b>\$2,495,873</b>	<b>\$2,932,318</b>	<b>\$2,695,857</b>	<b>\$2,448,892</b>	<b>\$2,193,252</b>

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
General Infrastructure Grant Funding**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Population</b>										
Official Projected	7,982	7,982	7,982	7,982	7,982	8,389	8,389	8,389	8,389	8,389
@ Growth Rate										
<b>MSI Capital - Municipal Sustainability Initia</b>										
<b>Carried Forward</b>	\$1,185,372	(\$152,855)	\$123,844	\$450,543	\$777,242	\$106,941	\$800	\$89,659	\$441,017	\$479,876
<b>Funding - MSI Component</b>										
Per Capita Rate	\$166.35	\$166.35	\$166.35	\$166.35	\$166.35	\$166.35	\$166.35	\$166.35	\$166.35	\$166.35
MSI Grant	\$1,327,779	\$1,327,779	\$1,327,779	\$1,327,779	\$1,327,779	\$1,395,509	\$1,395,509	\$1,395,509	\$1,395,509	\$1,395,509
March 2015 Supplement										
<b>Total MSI Component</b>	\$1,327,779	\$1,327,779	\$1,327,779	\$1,327,779	\$1,327,779	\$1,395,509	\$1,395,509	\$1,395,509	\$1,395,509	\$1,395,509
<b>Funding - BMTG Component</b>										
Per Capita Rate	\$60.35	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00
<b>BMTG Grant</b>	\$481,740	\$478,920	\$478,920	\$478,920	\$478,920	\$503,350	\$503,350	\$503,350	\$503,350	\$503,350
<b>Total Grant Funds</b>	\$1,809,519	\$1,806,699	\$1,806,699	\$1,806,699	\$1,806,699	\$1,898,859	\$1,898,859	\$1,898,859	\$1,898,859	\$1,898,859
<b>Projects</b>										
<b>MSI Component Projects</b>										
Facilities	\$1,653,976	\$300,000	\$500,000	\$500,000	\$1,150,000	\$700,000	\$300,000	\$150,000	\$750,000	\$750,000
Equipment	\$860,000	\$0	\$0	\$0	\$197,000	\$345,000	\$300,000	\$287,500	\$500,000	\$500,000
Streets	\$153,770	\$750,000	\$500,000	\$500,000	\$650,000	\$500,000	\$750,000	\$650,000	\$150,000	\$450,000
<b>BMTG Component</b>										
Facilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Streets	\$480,000	\$480,000	\$480,000	\$480,000	\$480,000	\$460,000	\$460,000	\$460,000	\$460,000	\$460,000
<b>Total Projects</b>	\$3,147,746	\$1,530,000	\$1,480,000	\$1,480,000	\$2,477,000	\$2,005,000	\$1,810,000	\$1,547,500	\$1,860,000	\$2,160,000
<b>Remaining and Carried Forward</b>	(\$152,855)	\$123,844	\$450,543	\$777,242	\$106,941	\$800	\$89,659	\$441,017	\$479,876	\$218,735
<b>New Deal for Cities (FGT - Federal Gas Tax Fund)</b>										
<b>Carried Forward</b>	\$0	(\$85,719)	\$148,562	\$182,843	\$167,124	\$1,405	\$7,839	\$64,272	\$520,706	\$677,140
<b>Funding</b>										
Per Capita Rate Grant	\$54.41	\$54.41	\$54.41	\$54.41	\$54.41	\$54.41	\$54.41	\$54.41	\$54.41	\$54.41
	\$434,281	\$434,281	\$434,281	\$434,281	\$434,281	\$456,434	\$456,434	\$456,434	\$456,434	\$456,434
<b>Projects</b>										
Street Rehab										

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
General Infrastructure Grant Funding**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
East Coulee Lift Station Sanitary Sewage Water Treatment and Transmission Town Hall	\$200,000									
Future Projects								\$0	\$150,000	\$0
Facilities	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0
Equipment	\$0	\$200,000	\$400,000	\$450,000	\$500,000	\$350,000	\$400,000	\$0	\$150,000	\$0
Streets	\$320,000	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0
<b>Total Projects</b>	<b>\$520,000</b>	<b>\$200,000</b>	<b>\$400,000</b>	<b>\$450,000</b>	<b>\$600,000</b>	<b>\$450,000</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>
<b>Remaining and Carried Forward</b>	<b>(\$85,719)</b>	<b>\$148,562</b>	<b>\$182,843</b>	<b>\$167,124</b>	<b>\$1,405</b>	<b>\$7,839</b>	<b>\$64,272</b>	<b>\$520,706</b>	<b>\$677,140</b>	<b>\$1,133,573</b>

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
Capital Debt Summary**

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		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>General Revenue Support Debt</b>													
<b>Community Housing</b>													
Interest	i	\$9,319	\$8,275	\$7,148	\$5,930	\$4,615	\$3,194	\$1,659					
Principal	p	\$12,994	\$14,037	\$15,164	\$16,382	\$17,698	\$19,119	\$20,653					
Total Annual Payments		\$22,312	\$22,312	\$22,312	\$22,312	\$22,312	\$22,312	\$22,312	\$0	\$0	\$0	\$0	\$0
Balance Owing at Year End	b	\$103,054	\$89,016	\$73,852	\$57,470	\$39,772	\$20,653	\$0	\$0	\$0	\$0	\$0	\$0
<b>Badlands Community Facility - Phase 1</b>													
Interest	i	\$212,344	\$202,200	\$191,619	\$180,584	\$169,075	\$157,070	\$144,551	\$131,493	\$117,874	\$103,669	\$88,855	\$88,855
Principal	p	\$236,076	\$246,220	\$256,801	\$267,836	\$279,346	\$291,350	\$303,870	\$316,927	\$330,546	\$344,751	\$359,565	\$359,565
Total Annual Payments		\$448,420	\$448,420	\$448,420	\$448,420	\$448,420	\$448,420	\$448,420	\$448,420	\$448,420	\$448,420	\$448,420	\$448,420
Balance Owing at Year End	b	\$4,816,312	\$4,570,092	\$4,313,291	\$4,045,455	\$3,766,109	\$3,474,759	\$3,170,890	\$2,853,962	\$2,523,416	\$2,178,665	\$1,819,100	\$1,459,534
<b>Hillsview Subdivision Phase 3</b>													
Interest	i	\$5,394	\$3,445	\$1,482									
Principal	p	\$264,713	\$266,662	\$268,625									
Total Annual Payments		\$270,107	\$270,107	\$270,107	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Balance Owing at Year End	b	\$535,287	\$268,625	\$0									
<b>Flood Protection</b>													
Interest	i			\$0	\$40,416	\$39,435	\$38,415	\$37,353	\$36,249	\$35,100	\$33,904	\$32,660	\$31,366
Principal	p			\$0	\$24,275	\$25,255	\$26,276	\$27,337	\$28,442	\$29,591	\$30,786	\$32,030	\$33,324
Total Annual Payments				\$0	\$64,690	\$64,690	\$64,690	\$64,690	\$64,690	\$64,690	\$64,690	\$64,690	\$64,690
Balance Owing at Year End	b			\$1,016,400	\$992,125	\$966,870	\$940,595	\$913,257	\$884,816	\$855,225	\$824,439	\$792,409	\$759,086
<b>Shop A</b>													
Interest	i			\$0	\$0	\$0	\$0	\$0	\$0	\$124,359	\$121,730	\$118,968	\$116,066
Principal	p			\$0	\$0	\$0	\$0	\$0	\$0	\$51,931	\$54,560	\$57,323	\$60,225
Total Annual Payments				\$0	\$0	\$0	\$0	\$0	\$0	\$176,290	\$176,290	\$176,290	\$176,290
Balance Owing at Year End	b						\$2,500,000	\$2,500,000	\$2,500,000	\$2,448,069	\$2,393,508	\$2,336,186	\$2,275,961
<b>Unspecified Facilities Expense - 2024</b>													
Interest	i											\$24,872	\$24,346
Principal	p											\$10,386	\$10,912
Total Annual Payments												\$35,258	\$35,258
Balance Owing at Year End	b											\$489,614	\$478,702
<b>Unspecified Facilities Expense - 2025</b>													
Interest	i												\$19,897
Principal	p												\$8,309
Total Annual Payments													\$28,206
Balance Owing at Year End	b												\$391,691
<b>Unspecified Facilities Expense - 2026</b>													

## Town of Drumheller Multi Year Infrastructure Plan 2017 - 2026 Capital Debt Summary

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		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Interest	i												
Principal	p												
Total Annual Payments	b												
Balance Owing at Year End													
<b>Total General Revenue Supported Debt</b>													
Interest	i	\$227,058	\$213,920	\$200,249	\$226,930	\$213,124	\$198,679	\$183,563	\$167,741	\$277,332	\$259,304	\$265,355	\$280,530
Principal	p	\$513,782	\$526,920	\$540,591	\$308,493	\$322,299	\$336,744	\$351,860	\$345,369	\$412,069	\$430,097	\$459,304	\$472,335
Total Annual Payments		\$740,840	\$740,840	\$740,840	\$535,423	\$535,423	\$535,423	\$535,423	\$513,110	\$689,401	\$689,401	\$724,659	\$752,865
<b>Balance Owing at Year End</b>		<b>\$5,454,653</b>	<b>\$4,927,734</b>	<b>\$5,403,543</b>	<b>\$5,095,050</b>	<b>\$4,772,751</b>	<b>\$6,936,007</b>	<b>\$6,584,147</b>	<b>\$6,238,778</b>	<b>\$5,826,709</b>	<b>\$5,396,612</b>	<b>\$5,437,308</b>	<b>\$5,364,973</b>
<b>Utility Supported Debt</b>													
<b>Water (Total from Water Financial Model)</b>													
Interest		\$127,789	\$126,515	\$118,748	\$110,609	\$102,080	\$93,141	\$83,773	\$73,955	\$63,665	\$52,880	\$41,576	\$41,576
Principal		\$149,847	\$165,379	\$173,145	\$181,284	\$189,814	\$198,753	\$208,121	\$217,939	\$228,229	\$239,014	\$250,318	\$250,318
Total Annual Payments		\$277,637	\$291,893	\$291,893	\$291,893	\$291,893	\$291,893	\$291,893	\$291,893	\$291,893	\$291,893	\$291,893	\$291,893
<b>Penitentiary Booster Station Upgrade</b>													
Interest				\$0	\$0	\$0	\$0	\$0	\$0	\$39,795	\$38,954	\$38,070	\$37,141
Principal				\$0	\$0	\$0	\$0	\$0	\$0	\$16,618	\$17,459	\$18,343	\$19,272
Total Annual Payments				\$0	\$0	\$0	\$0	\$0	\$0	\$56,413	\$56,413	\$56,413	\$56,413
<b>WTP Wastewater Handling and Treatment</b>													
Interest				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$79,590
Principal				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$34,067
Total Annual Payments				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$113,657
<b>Total Water</b>													
Interest				\$118,748	\$110,609	\$102,080	\$93,141	\$83,773	\$73,955	\$103,460	\$91,833	\$79,646	\$158,307
Principal				\$173,145	\$181,284	\$189,814	\$198,753	\$208,121	\$217,939	\$244,847	\$256,473	\$268,661	\$303,656
Total Water Payments				\$291,893	\$291,893	\$291,893	\$291,893	\$291,893	\$291,893	\$348,306	\$348,306	\$348,306	\$461,963
<b>Total Water Principal Owing at Year End</b>		<b>\$2,837,688</b>	<b>\$2,672,310</b>	<b>\$2,499,164</b>	<b>\$2,317,880</b>	<b>\$2,128,066</b>	<b>\$1,929,313</b>	<b>\$1,721,193</b>	<b>\$2,303,254</b>	<b>\$2,058,407</b>	<b>\$1,801,934</b>	<b>\$3,133,274</b>	<b>\$2,829,617</b>
<b>Existing Wastewater Debt (Total from Wastewater Financial Model)</b>													
Interest		\$139,289	\$132,813	\$126,048	\$118,982	\$111,601	\$103,891	\$95,971	\$88,104	\$79,888	\$71,309	\$62,351	\$62,351
Principal		\$145,902	\$152,379	\$159,144	\$166,210	\$173,591	\$175,980	\$178,321	\$186,188	\$194,404	\$202,982	\$211,941	\$211,941
Total Annual Payments		\$285,192	\$285,192	\$285,192	\$285,192	\$285,192	\$279,872	\$274,292	\$274,292	\$274,292	\$274,292	\$274,292	\$274,292
<b>East Coulee Lift Station</b>													
Interest					\$19,285	\$18,817	\$18,330	\$17,824	\$17,297	\$16,749	\$16,178	\$15,585	\$14,967
Principal					\$11,583	\$12,051	\$12,538	\$13,045	\$13,572	\$14,120	\$14,690	\$15,284	\$15,901
Total Annual Payments					\$30,869	\$30,869	\$30,869	\$30,869	\$30,869	\$30,869	\$30,869	\$30,869	\$30,869

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
Capital Debt Summary**

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	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>11th Street to 19th Street Forcemain</b>												
Interest					\$0	\$0	\$0	\$0	\$0	\$32,333	\$31,650	\$30,932
Principal					\$0	\$0	\$0	\$0	\$0	\$13,840	\$14,540	\$15,276
Total Annual Payments					\$0	\$0	\$0	\$0	\$0	\$46,173	\$46,190	\$46,208
<b>River Outfall</b>												
Interest					\$0	\$0	\$10,916	\$10,685	\$10,443	\$10,188	\$9,921	\$9,639
Principal					\$0	\$0	\$4,559	\$4,789	\$5,032	\$5,287	\$5,554	\$5,835
Total Annual Payments					\$0	\$0	\$15,475	\$15,475	\$15,475	\$15,475	\$15,475	\$15,475
<b>Total Wastewater</b>												
Interest			\$126,048	\$138,267	\$130,418	\$122,222	\$124,711	\$116,086	\$107,080	\$130,009	\$119,506	\$117,889
Principal			\$159,144	\$177,793	\$185,642	\$188,518	\$195,924	\$204,549	\$213,555	\$236,799	\$247,319	\$248,954
Total Wastewater			\$285,192	\$316,060	\$316,060	\$310,740	\$320,635	\$320,635	\$320,635	\$366,808	\$366,825	\$366,843
<b>Total Wastewater Principal Owing at Year End</b>	<b>\$3,060,693</b>	<b>\$2,908,314</b>	<b>\$3,234,170</b>	<b>\$3,056,377</b>	<b>\$2,870,735</b>	<b>\$2,901,667</b>	<b>\$2,705,743</b>	<b>\$2,501,193</b>	<b>\$2,937,638</b>	<b>\$2,700,839</b>	<b>\$2,453,520</b>	<b>\$2,204,566</b>
<b>Total Debt</b>												
Interest	\$494,136	\$473,248	\$445,045	\$475,806	\$445,622	\$414,041	\$392,047	\$357,782	\$487,872	\$481,146	\$464,507	\$556,727
Principal	\$809,532	\$844,677	\$872,880	\$667,571	\$697,754	\$724,015	\$755,905	\$767,857	\$870,470	\$923,369	\$975,284	\$1,024,945
Total Annual Payments	\$1,303,668	\$1,317,925	\$1,317,925	\$1,143,376	\$1,143,376	\$1,138,056	\$1,147,952	\$1,125,639	\$1,358,342	\$1,404,515	\$1,439,791	\$1,581,672
<b>Total Principal Owing at Year End</b>	<b>\$11,353,034</b>	<b>\$10,508,357</b>	<b>\$11,136,877</b>	<b>\$10,469,307</b>	<b>\$9,771,552</b>	<b>\$11,766,987</b>	<b>\$11,011,082</b>	<b>\$11,043,225</b>	<b>\$10,822,755</b>	<b>\$9,899,386</b>	<b>\$11,024,102</b>	<b>\$10,399,157</b>

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
Operating Revenues Available for Ongoing Infrastructure Projects**

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	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>General Revenue</b>										
<b>Amortization</b>										
12 Administration	\$175,000	\$175,000								
21 Police	\$42,385	\$42,385								
23 Fire	\$81,300	\$81,300								
26 Safety	\$3,400	\$3,400								
31 Engineering Administration	\$125,700	\$125,700								
32 Roads and Streets	\$458,228	\$553,228								
33 Airport	\$63,065	\$63,065								
56 Cemetery	\$1,000	\$1,000								
66 Subdivision	\$12,700	\$12,700								
67 Public Housing	\$90,400	\$90,400								
72 Recreation Administration	\$274,100	\$274,100								
74 Community Facility	\$359,100	\$359,100								
<b>Total Amortization</b>	<b>\$1,686,378</b>	<b>\$1,781,378</b>								
<b>Operating Funds</b>										
Funds Available After Operating, Maintenance, Debt Interest	\$1,921,378	\$2,016,378	\$2,016,378	\$2,016,378	\$2,016,378	\$2,016,378	\$2,016,378	\$2,016,378	\$2,016,378	\$2,016,378
Less: Debenture Principal on Current Debt	-\$540,591	-\$308,493	-\$308,493	-\$308,493	-\$308,493	-\$308,493	-\$308,493	-\$484,783	-\$484,783	-\$484,783
<b>Net Funds Available</b>	<b>\$1,380,787</b>	<b>\$1,707,885</b>	<b>\$1,707,885</b>	<b>\$1,707,885</b>	<b>\$1,707,885</b>	<b>\$1,707,885</b>	<b>\$1,707,885</b>	<b>\$1,531,595</b>	<b>\$1,531,595</b>	<b>\$1,531,595</b>
<b>Funds Retained for Operating Contingency</b>										
	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
	\$69,039	\$85,394	\$85,394	\$85,394	\$85,394	\$85,394	\$85,394	\$76,580	\$76,580	\$76,580
<b>Funds Diverted to Restricted Surplus - Contingency</b>										
	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
	\$138,079	\$170,789	\$170,789	\$170,789	\$170,789	\$170,789	\$170,789	\$153,159	\$153,159	\$153,159
<b>Funds Reserved for Infrastructure Purposes</b>										
	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
	\$1,173,669	\$1,451,702	\$1,451,702	\$1,451,702	\$1,451,702	\$1,451,702	\$1,451,702	\$1,301,856	\$1,301,856	\$1,301,856
Add: Debenture Payments on Matured Debt		\$270,107	\$270,107	\$270,107	\$270,107	\$292,420	\$292,420	\$292,420	\$292,420	\$292,420
Less: Debenture Payments for New Borrowing	\$0	-\$64,690	-\$64,690	-\$64,690	-\$64,690	-\$64,690	-\$240,981	-\$240,981	-\$276,239	-\$304,445
<b>Surplus Available for Infrastructure Purposes</b>	<b>\$1,173,669</b>	<b>\$1,657,119</b>	<b>\$1,657,119</b>	<b>\$1,657,119</b>	<b>\$1,657,119</b>	<b>\$1,679,432</b>	<b>\$1,503,141</b>	<b>\$1,353,295</b>	<b>\$1,318,037</b>	<b>\$1,289,830</b>

**Town of Drumheller  
Multi Year Infrastructure Plan 2017 - 2026  
Operating Revenues Available for Ongoing Infrastructure Projects**

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		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
<b>Restrictions in Surplus</b>											
Equipment	30%	\$352,101	\$497,136	\$497,136	\$497,136	\$497,136	\$503,829	\$450,942	\$405,988	\$395,411	\$386,949
Facilities (remaining funds)	25%	\$410,784	\$448,492	\$448,492	\$448,492	\$448,492	\$456,301	\$394,599	\$342,153	\$329,813	\$319,941
32 Transportation	35%	\$410,784	\$579,992	\$579,992	\$579,992	\$579,992	\$587,801	\$526,099	\$473,653	\$461,313	\$451,441
37 Storm (= annual reinvestment)	10%	\$0	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500
<b>Total Restricted General Surplus</b>		<b>\$1,173,669</b>	<b>\$1,657,119</b>	<b>\$1,657,119</b>	<b>\$1,657,119</b>	<b>\$1,657,119</b>	<b>\$1,679,432</b>	<b>\$1,503,141</b>	<b>\$1,353,295</b>	<b>\$1,318,037</b>	<b>\$1,289,830</b>
<b>Utilities</b>											
<b>Water</b>											
Amortization		\$1,257,010	\$1,257,010	\$1,257,010	\$1,257,010	\$1,257,010	\$1,257,010	\$1,257,010	\$1,257,010	\$1,257,010	\$1,257,010
Funds Available After Operating, Maintenance, Debt Interest		\$1,037,252	\$1,158,746	\$1,165,746	\$1,165,746	\$1,165,746	\$1,165,746	\$1,165,746	\$1,165,746	\$1,165,746	\$1,165,746
Less: Debenture Principal on Current Debt		-\$173,145	-\$181,284	-\$181,284	-\$181,284	-\$181,284	-\$181,284	-\$181,284	-\$181,284	-\$181,284	-\$181,284
Add: Debenture Payments on Matured Debt											
Less: Debenture Payments for New Borrowing		\$0	\$0	\$0	\$0	\$0	\$0	-\$56,413	-\$56,413	-\$56,413	-\$169,239
<b>Surplus Available for Infrastructure Purposes</b>		<b>\$864,107</b>	<b>\$977,462</b>	<b>\$984,462</b>	<b>\$984,462</b>	<b>\$984,462</b>	<b>\$984,462</b>	<b>\$928,049</b>	<b>\$928,049</b>	<b>\$928,049</b>	<b>\$815,223</b>
<b>Wastewater</b>											
Amortization		\$840,330	\$840,330	\$840,330	\$840,330	\$840,330	\$840,330	\$840,330	\$840,330	\$840,330	\$840,330
Funds Available After Operating, Maintenance, Debt Interest		\$612,098	\$696,289	\$696,289	\$696,289	\$696,289	\$696,289	\$696,289	\$696,289	\$696,289	\$696,289
Less: Debenture Principal on Current Debt		-\$159,144	-\$166,210	-\$166,210	-\$166,210	-\$166,210	-\$166,210	-\$166,210	-\$166,210	-\$166,210	-\$166,210
Add: Debenture Payments on Matured Debt						\$5,580	\$10,900	\$10,900	\$10,900	\$10,900	\$10,900
Less: Debenture Payments for New Borrowing			-\$30,869	-\$30,869	-\$30,869	-\$46,343	-\$46,343	-\$46,343	-\$92,179	-\$92,179	-\$92,179
<b>Surplus Available for Infrastructure Purposes</b>		<b>\$452,954</b>	<b>\$499,210</b>	<b>\$499,210</b>	<b>\$499,210</b>	<b>\$489,316</b>	<b>\$494,636</b>	<b>\$494,636</b>	<b>\$448,800</b>	<b>\$448,800</b>	<b>\$448,800</b>
<b>Total Surplus Restricted for Infrastructure Purposes</b>		<b>\$2,490,730</b>	<b>\$3,133,792</b>	<b>\$3,140,792</b>	<b>\$3,140,792</b>	<b>\$3,130,897</b>	<b>\$3,158,529</b>	<b>\$2,925,826</b>	<b>\$2,730,144</b>	<b>\$2,694,886</b>	<b>\$2,553,854</b>
<b>Total Amortization</b>		<b>\$3,783,718</b>	<b>\$3,878,718</b>								

**Town of Drumheller  
Infrastructure Plan 2017 - 2026  
Restricted Surplus (Reserves)**

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	2016	2017					Withdrawn	Closing Balance
	Closing Balance	Added						
		General Rev	Utilities	Adjustment	2016 Surplus	Other		
<b>Infrastructure Related Reserves</b>								
General Capital	\$51,520			\$3,480				\$55,000
Equipment	\$1,813,450	\$352,101			\$200,000		-\$182,450	\$2,183,101
Facilities	\$4,200,500	\$410,784			\$500,000	\$10,000	-\$911,750	\$4,209,534
Offsite Levies	\$393,000					\$2,882		\$395,882
Land	-\$342,500							-\$342,500
Storm	\$0	\$0					\$0	\$0
Municipal (Parks) Reserves	\$12,236							\$12,236
Transportation	\$1,318,450	\$410,784			\$500,000		-\$663,400	\$1,565,834
Equipment	\$0							\$0
Building	\$0							\$0
Sandstone	\$41,000					\$25,000		\$66,000
<b>Total</b>	<b>\$7,487,656</b>	<b>\$1,173,669</b>		<b>\$3,480</b>	<b>\$1,200,000</b>	<b>\$37,882</b>	<b>-\$1,757,600</b>	<b>\$8,145,087</b>
<b>Utilities</b>								
Water	\$988,355		\$864,107		\$803,619		-\$213,600	\$2,442,481
Wastewater	\$2,704,900		\$452,954		\$500,400		-\$490,000	\$3,168,254
<b>Total Utilities</b>	<b>\$3,693,255</b>	<b>\$0</b>	<b>\$1,317,061</b>	<b>\$0</b>	<b>\$1,304,019</b>	<b>\$0</b>	<b>-\$703,600</b>	<b>\$5,610,735</b>
<b>Contingency</b>								
Contingency - Overall	\$2,175,000	\$138,079				\$905,000		\$3,218,079
Contingency - Infrastructure	\$905,000					-\$905,000		\$0
	\$3,080,000	\$138,079		\$0	\$0	\$0	\$0	\$3,218,079
<b>Other Reserves</b>								
Management Incentive	\$35,000							\$35,000
Scholarship	\$36,600							\$36,600
Utility Energy Savings	\$193,500							\$193,500
	\$265,100	\$0		\$0	\$0	\$0	\$0	\$265,100
<b>Total Restricted Surplus</b>	<b>\$14,526,011</b>	<b>\$1,311,748</b>	<b>\$1,317,061</b>	<b>\$3,480</b>	<b>\$2,504,019</b>	<b>\$37,882</b>	<b>-\$2,461,200</b>	<b>\$17,239,001</b>
<b>Total Available for Infrastructure</b>	<b>\$11,025,655</b>							<b>\$13,569,204</b>

**Town of Drumheller  
Infrastructure Plan 2017 - 2026  
Restricted Surplus (Reserves)**

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	2018			2019			2020					
	Added		Withdrawn	Closing Balance	Added		Withdrawn	Closing Balance	Added		Withdrawn	Closing Balance
	General Rev	Utilities			General Rev	Utilities			General Rev	Utilities		
<b>Infrastructure Related Reserves</b>												
General Capital			\$55,000			\$55,000			\$55,000			\$55,000
Equipment	\$497,136		-\$1,091,564	\$1,588,672	\$497,136	-\$727,296	\$1,358,512	\$497,136	-\$859,820	\$995,828		\$995,828
Facilities	\$448,492		-\$890,000	\$3,768,026	\$448,492	-\$1,045,000	\$3,171,518	\$448,492	-\$15,000	\$3,605,009		\$3,605,009
Offsite Levies			\$395,882	\$395,882			\$395,882			\$395,882		\$395,882
Land			-\$342,500	-\$342,500			-\$342,500			-\$342,500		-\$342,500
Storm	\$131,500		-\$131,500	\$0	\$131,500	-\$131,500	\$0	\$131,500	-\$131,500	\$0		\$0
Municipal (Parks) Reserves			\$12,236	\$12,236			\$12,236			\$12,236		\$12,236
Transportation	\$579,992		-\$588,750	\$1,557,076	\$579,992	-\$1,443,000	\$694,068	\$579,992	-\$476,500	\$797,559		\$797,559
Equipment			\$0	\$0			\$0			\$0		\$0
Building			\$0	\$0			\$0			\$0		\$0
Sandstone			\$66,000	\$66,000			\$66,000			\$66,000		\$66,000
<b>Total</b>	<b>\$1,657,119</b>	<b>\$0</b>	<b>-\$2,701,814</b>	<b>\$7,100,392</b>	<b>\$1,657,119</b>	<b>\$0</b>	<b>-\$3,346,796</b>	<b>\$5,410,716</b>	<b>\$1,657,119</b>	<b>\$0</b>	<b>-\$1,482,820</b>	<b>\$5,585,015</b>
<b>Utilities</b>												
Water		\$977,462	-\$1,439,440	\$1,980,503		\$984,462	-\$1,013,304	\$1,951,661		\$984,462	-\$469,510	\$2,466,613
Wastewater		\$499,210	-\$1,423,301	\$2,244,163		\$499,210	-\$1,340,000	\$1,403,374		\$499,210	-\$713,750	\$1,188,834
<b>Total Utilities</b>	<b>\$0</b>	<b>\$1,476,672</b>	<b>-\$2,862,741</b>	<b>\$4,224,666</b>	<b>\$0</b>	<b>\$1,483,672</b>	<b>-\$2,353,304</b>	<b>\$3,355,035</b>	<b>\$0</b>	<b>\$1,483,672</b>	<b>-\$1,183,260</b>	<b>\$3,655,447</b>
<b>Contingency</b>												
Contingency - Overall	\$170,789			\$3,388,867	\$170,789			\$3,559,656	\$170,789			\$3,730,444
Contingency - Infrastructure				\$0				\$0				\$0
	\$170,789	\$0	\$0	\$3,388,867	\$170,789	\$0	\$0	\$3,559,656	\$170,789	\$0	\$0	\$3,730,444
<b>Other Reserves</b>												
Management Incentive			\$35,000	\$35,000			\$35,000	\$35,000				\$35,000
Scholarship			\$36,600	\$36,600			\$36,600	\$36,600				\$36,600
Utility Energy Savings			\$193,500	\$193,500			\$193,500	\$193,500				\$193,500
	\$0	\$0	\$0	\$265,100	\$0	\$0	\$0	\$265,100	\$0	\$0	\$0	\$265,100
<b>Total Restricted Surplus</b>	<b>\$1,827,908</b>	<b>\$1,476,672</b>	<b>-\$5,564,555</b>	<b>\$14,979,026</b>	<b>\$1,827,908</b>	<b>\$1,483,672</b>	<b>-\$5,700,100</b>	<b>\$12,590,506</b>	<b>\$1,827,908</b>	<b>\$1,483,672</b>	<b>-\$2,666,080</b>	<b>\$13,236,006</b>
<b>Total Available for Infrastructure</b>				<b>\$11,138,441</b>				<b>\$8,579,132</b>				<b>\$9,053,844</b>

**Town of Drumheller  
Infrastructure Plan 2017 - 2026  
Restricted Surplus (Reserves)**

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	2021			2022			2023			
	Added		Closing Balance	Added		Closing Balance	Added		Closing Balance	
	General Rev	Utilities		General Rev	Utilities		General Rev	Utilities		
<b>Infrastructure Related Reserves</b>										
General Capital			\$55,000			\$55,000			\$55,000	
Equipment	\$497,136		\$932,154	\$503,829		\$1,080,983	\$450,942		\$1,434,666	
Facilities	\$448,492		\$2,973,501	\$456,301		\$2,849,802	\$394,599		\$3,079,402	
Offsite Levies			\$395,882			\$395,882			\$395,882	
Land			-\$342,500			-\$342,500			-\$342,500	
Storm	\$131,500		\$0	\$131,500		\$0	\$131,500		\$0	
Municipal (Parks) Reserves			\$12,236			\$12,236			\$12,236	
Transportation	\$579,992		\$580,551	\$587,801		\$1,095,852	\$526,099		\$1,500,952	
Equipment			\$0			\$0			\$0	
Building			\$0			\$0			\$0	
Sandstone			\$66,000			\$66,000			\$66,000	
<b>Total</b>	<b>\$1,657,119</b>	<b>\$0</b>	<b>\$4,672,824</b>	<b>\$1,679,432</b>	<b>\$0</b>	<b>\$5,213,256</b>	<b>\$1,503,141</b>	<b>\$0</b>	<b>\$6,201,637</b>	
<b>Utilities</b>										
Water		\$984,462	\$2,652,377		\$984,462	\$2,965,839		\$928,049	\$2,678,492	
Wastewater		\$489,316	\$1,334,510		\$494,636	\$1,399,146		\$494,636	\$1,550,082	
<b>Total Utilities</b>	<b>\$0</b>	<b>\$1,473,778</b>	<b>\$3,986,887</b>	<b>\$0</b>	<b>\$1,479,098</b>	<b>\$4,364,985</b>	<b>\$0</b>	<b>\$1,422,685</b>	<b>\$4,228,574</b>	
<b>Contingency</b>										
Contingency - Overall	\$170,789		\$3,901,233	\$170,789	-\$72,021	\$4,000,000	\$170,789	-\$170,789	\$4,000,000	
Contingency - Infrastructure			\$0		\$72,021	\$72,021		\$170,789	\$242,810	
	\$170,789	\$0	\$3,901,233	\$170,789	\$0	\$4,072,021	\$170,789	\$0	\$4,242,810	
<b>Other Reserves</b>										
Management Incentive			\$35,000			\$35,000			\$35,000	
Scholarship			\$36,600			\$36,600			\$36,600	
Utility Energy Savings			\$193,500			\$193,500			\$193,500	
	\$0	\$0	\$265,100	\$0	\$0	\$265,100	\$0	\$0	\$265,100	
<b>Total Restricted Surplus</b>	<b>\$1,827,908</b>	<b>\$1,473,778</b>	<b>\$12,826,044</b>	<b>\$1,850,220</b>	<b>\$1,479,098</b>	<b>\$13,915,362</b>	<b>\$1,673,930</b>	<b>\$1,422,685</b>	<b>\$14,938,120</b>	
<b>Total Available for Infrastructure</b>			<b>\$8,473,093</b>			<b>\$9,463,644</b>			<b>\$10,486,402</b>	

**Town of Drumheller  
Infrastructure Plan 2017 - 2026  
Restricted Surplus (Reserves)**

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	2024			2025			2026			
	Added		Closing Balance	Added		Closing Balance	Added		Closing Balance	
	General Rev	Utilities		General Rev	Utilities		General Rev	Utilities		
<b>Infrastructure Related Reserves</b>										
General Capital			\$55,000			\$55,000			\$55,000	
Equipment	\$405,988		\$1,777,577	\$395,411		\$2,060,573	\$386,949		\$2,177,522	
Facilities	\$342,153		\$2,886,555	\$329,813		\$3,196,368	\$319,941		\$3,696,308	
Offsite Levies			\$395,882			\$395,882			\$395,882	
Land			-\$342,500			-\$342,500			-\$342,500	
Storm	\$131,500		\$0	\$131,500		\$0	\$131,500		\$0	
Municipal (Parks) Reserves			\$12,236			\$12,236			\$12,236	
Transportation	\$473,653		\$1,866,125	\$461,313		\$2,250,438	\$451,441		\$2,591,878	
Equipment			\$0			\$0			\$0	
Building			\$0			\$0			\$0	
Sandstone			\$66,000			\$66,000			\$66,000	
<b>Total</b>	<b>\$1,353,295</b>	<b>\$0</b>	<b>\$6,716,875</b>	<b>\$1,318,037</b>	<b>\$0</b>	<b>\$7,693,996</b>	<b>\$1,289,830</b>	<b>\$0</b>	<b>\$8,652,326</b>	
<b>Utilities</b>										
Water		\$928,049	\$2,314,346		\$928,049	\$2,692,696		\$815,223	\$2,734,920	
Wastewater		\$448,800	\$1,653,882		\$448,800	\$1,692,298		\$448,800	\$1,801,098	
<b>Total Utilities</b>	<b>\$0</b>	<b>\$1,376,849</b>	<b>\$3,968,228</b>	<b>\$0</b>	<b>\$1,376,849</b>	<b>\$4,384,994</b>	<b>\$0</b>	<b>\$1,264,024</b>	<b>\$4,536,018</b>	
<b>Contingency</b>										
Contingency - Overall	\$153,159	-\$153,159	\$4,000,000	\$153,159	-\$153,159	\$4,000,000	\$153,159	-\$153,159	\$4,000,000	
Contingency - Infrastructure		\$153,159	\$395,969		\$153,159	\$549,129		\$153,159	\$702,288	
	\$153,159	\$0	\$4,395,969	\$153,159	\$0	\$4,549,129	\$153,159	\$0	\$4,702,288	
<b>Other Reserves</b>										
Management Incentive			\$35,000			\$35,000			\$35,000	
Scholarship			\$36,600			\$36,600			\$36,600	
Utility Energy Savings			\$193,500			\$193,500			\$193,500	
	\$0	\$0	\$265,100	\$0	\$0	\$265,100	\$0	\$0	\$265,100	
<b>Total Restricted Surplus</b>	<b>\$1,506,454</b>	<b>\$1,376,849</b>	<b>\$15,346,172</b>	<b>\$1,471,196</b>	<b>\$1,376,849</b>	<b>\$16,893,219</b>	<b>\$1,442,990</b>	<b>\$1,264,024</b>	<b>\$18,155,732</b>	
<b>Total Available for Infrastructure</b>			<b>\$10,894,454</b>			<b>\$12,441,501</b>			<b>\$13,704,014</b>	



## Request for Decision

**Date:** September 1, 2017

<b>Topic:</b>	<b>Town of Drumheller 2017 Infrastructure Financing Strategy</b>		
<b>Proposal:</b>	The 2017 Infrastructure Financing Strategy represents work carried out by Administration over the past three years in preparation of the Asset Management Plan. On February 13, 2017, Stantec presented the draft plan to Council. The Strategy outlines the Town's long term capital reinvestment needs as well as the sources of funding for these capital requirements. The Strategy will become the primary planning document for future annual capital budgets. Administration is recommending that the 2017 Infrastructure Financing Strategy be approved as presented.		
<b>Proposed by:</b>	Ray Romanetz, P.Eng., Chief Administrative Officer		
<b>Correlation to Business (Strategic) Plan</b>	The Infrastructure Financing Strategy conveys Council's values of planning, fiscal accountability and good governance and stewardship.		
<b>Benefits:</b>	<p>The 2017 Infrastructure Financing Strategy incorporates the following:</p> <ul style="list-style-type: none"> <li>- Identification of costs for all capital projects for the next 10 years;</li> <li>- Financing for all of the identified capital projects listed.</li> </ul>		
<b>Disadvantages:</b>			
<b>Alternatives:</b>	Council could amend the Infrastructure Financing Strategy.		
<b>Finance/Budget Implications:</b>	<p>The 2017 Infrastructure Financing Strategy will support decisions for the next ten years. Actual implementation will be subject to annual approval by Council through the approval of the Town's annual capital budget. The Town does not incur any immediate cost by approving the document itself and is intended to be reviewed on an annual basis by Council to ensure policy assumptions and funding availability are still relevant. Resulting from questions asked at the Council Meeting held on August 21<sup>st</sup>, attached is a report from B. Miller - Director of Corporate Services providing answers to Council regarding cost of debt, reserves balance and investments.</p>		
<b>Operating Costs:</b>	n/a	Capital Cost:	n/a
<b>Budget Available:</b>	n/a	Source of Funds:	n/a
<b>Budget Cost:</b>	n/a	Underbudgeted Cost:	n/a
<b>Communication Strategy:</b>	The Strategy will be posted on the Town's website.		
<b>Recommendations:</b>	That Council approve the 2017 Infrastructure Financing Strategy as presented.		
<b>Report Writer:</b>		CAO:	
<b>Position:</b>			

CAO's OFFICE



# DRUMHELLER

## C O R P O R A T E S E R V I C E S



### COUNCIL REPORT

Prepared by: Barbara Miller, CPA, CGA, CLGM

Date: August 30, 2017

Subject: ***Cost of Debt, Reserves Balance and Investments***

#### Background

During the regular meeting of Council of August 21, Councillor Garbutt asked for information on financial reserves and the cost of borrowing for capital projects.

This report is intended to provide council with additional information regarding the cost of borrowing, cash reserves and investments and how they relate to the capital financing strategy.

#### Debt – Alberta Regulation 255/00

Municipality’s debt levels are restricted through legislation. Alberta Regulation 255/00 stipulates that debt limits of a municipality cannot exceed a ratio of 1.5 times revenue without ministerial approval.

Audited financial statements as of December 31, 2016 reported total debt of \$10,467,205. This debt equates to 37.49% of the maximum allowable debt limit as regulated. Payments YTD has further reduced this and by year end 2017 the ratio will further lowered to 34.41% as outlined in the following table.

	As at Dec 31/16	As at July 31/17	As at Dec 31/17
<b>Total Debt</b>	<b>10,467,205</b>	<b>10,032,003</b>	<b>9,605,204</b>
<b>Provincially Legislated Debt Limit (1.5 x revenue)</b>	27,916,671	27,916,671	27,916,671
Total debt as a % of provincial debt limit	37.49%	35.94%	34.41%
Remaining provincial debt limit available - expressed in \$'s	17,449,466	17,884,668	18,311,467
Remaining debt limit available - expressed as a % of provincial debt limit	62.51%	64.06%	65.59%

At 37.49% of the maximum limit, an additional \$17,449,466 of borrowing can be accessed before reaching the maximum regulated limit.

In addition to debt limits, Alberta Regulation 255/00 stipulates that a municipality’s cost of debt servicing is limited to 0.25 times revenue which for year ending Dec 31/16 equates to \$4,652,779. The debt servicing at year end was reported to be \$1,294,786. This value represents 27.83% of the regulated, allowable debt servicing limit, leaving \$3,357,993 or 72.17% in debt servicing available.

## Agenda Item # 8.1.2

Of note - in June of 2018, the 3-year debenture issued for Hillsvew subdivision will be retired. With a balance of \$535,287 on Dec 31/16, and annual payments of \$270,107, the retirement of this debt will improve our debt limit and our servicing ratio considerably.

### Debt – Policy No. C02-04 Debt Management

Further to the provincially regulated debt and debt servicing limits, in 2004 council adopted *Policy No. C02-04 Debt Management* which imposes additional limits to those regulated. The policy recommends that total debt not exceed 60% of the regulated debt limit and recommends that debt servicing costs is capped at 60% of regulated limits.

Evaluating the debt balance of \$10.5m against the debt limit as recommended within Policy No. C02-04, the following chart shows the debt limit as of Dec 31/16 to be equivalent to 62.49% of the self imposed restrictions leaving \$6.3m in borrowing capacity available while remaining within policy recommendations.

	As at Dec 31/16	As at July 31/17	As at Dec 31/17
<b>Total Debt</b>	<b>10,467,205</b>	<b>10,032,003</b>	<b>9,605,204</b>
<b>Debt Mngnt Policy No. C-02-04 (recommended limit = 60% provincially legislated debt limit)</b>	16,750,003	16,750,003	16,750,003
<b>Total debt as a % of Policy No. C-02-04</b>	<b>62.49%</b>	<b>59.89%</b>	<b>57.34%</b>
Remaining debt limit available as per policy C-02-04	6,282,798	6,718,000	7,144,799
Remaining debt limit available as a % - per policy C-02-04	37.51%	40.11%	42.66%

The debt servicing costs of \$1.3m as of Dec 31/16 represents 46.38% of the self imposed recommendation leaving roughly \$1.5m or an additional 53.62% of available debt servicing costs as per Policy No. C02-04.

### Investments

The audited financial statements as of Dec 31/16 reports \$3.7m in long term investments that are managed by Nesbitt Burns and Wood Gundy and an additional \$10.1m (\$3m of which is restricted) in short term investments with various terms and interest rates. Interest rates of these short and long term investments range between 1.5% and 10.221% with Wood Gundy time-weighted-net performance for 2016 being 3.026%.

### Debt vs. Cash

Determining whether to borrow or pay cash hinges on several variables including, cash resources available, interest rates, borrowing terms, investment rates, policy, regulation and time value of money.

Over the past several years borrowing rates have been at an all time low. While the same is true for interest bearing accounts, what the key differentiator is that municipalities, when taking on a debenture, are granted the luxury of borrowing at a fixed rate for the entire term of the loan. So, although presently, investment interest rates are also at historical lows, as investment rates climb over time and interest earnings on investments increase, the cost of borrowing remains locked until the end of the term.

While it is prudent to consider the cost of borrowing, it is also prudent to consider the cost of lost investment opportunity when paying cash.

## Agenda Item # 8.1.2

### Time Value of Money

A key point to consider when evaluating debt vs. cash is the time value of money (TVM). TVM is one of the most fundamental concepts in finance where the theory is that money available at the present time is worth more than the same amount in the future due to its potential earning capacity through compound interest.

A future value calculation tells us what the present value of an investment will grow to by a specific date. The difference between the present value and the future value is calculated based on the interest rate and number of compounding periods. From any given present value, the longer the term of a future value and the higher the interest rate, the greater the future value will be.

Considering the TVM, the cost of borrowing is the difference between the total interest that could be earned should the cash be invested over the term of borrowing, less total interest costs of the borrowing. Since interest on investments compound and grow and the interest on debenture borrowing remains locked, the longer the term of borrowing – especially at historically low rates will result in a net gain over time.

This concept can be shown with the borrowing bylaw that was presented to Council on August 21: The bylaw presented was to authorize the borrowing of \$497,000 over a thirty year term at an interest rate of 3.317%. The cost of this borrowing would have been \$291,657 at the end of the 30 years for a total repayment value of \$789,057.

Following the theory of TVM, the future value of \$497,000 cash invested today, for 30 years at a modest and locked in interest rate of 2.50% is \$1,043,330.

Therefore, as shown in the table below, at the end of the 30 year term the net gain from borrowing and investing vs. paying cash would have been conservatively speaking, \$254,273 however, knowing investment rates are at an all time low, it would be expected that this gain would be considerably more given that interest rates will climb over the 30 year period.

	Debenture		Investment	
Amount borrowed	497,000		Amount invested	497,000
Interest expense @ 3.317%	<u>291,657</u>		Interest earned @ 2.5%	<u>545,930</u>
<b>Total payments (Principal &amp; Interest)</b>	<b>\$ 788,657.00</b>		<b>Future Value investment</b>	<b>\$ 1,042,930</b>
Less Lost investment opportunity	- <u>1,042,930</u>		Less Total payments	- 788,657
Net loss	-\$ 254,273		Net gain	<u>\$ 254,273</u>

The theory of TVM also enables one to calculate what \$ value must be invested today, at a defined interest rate, in order to realize a specified amount at a specified time in the future.

Using the same borrowing example, in order to achieve a future value of \$789,057 which represents the total cost of borrowing over the 30 years, at 2.5% investment rate, one would have to invest \$376,177 today. Therefore, if borrowing were selected vs. using cash reserves, then one could invest only \$376,177 vs. \$497,500 to fully offset the total cost of borrowing, leaving \$120,823 of cash flow available for other purposes. As with the future value calculation, given the historically low interest rates it is anticipated that greater rates of return would be realized over time favourable changing the net results.

## Agenda Item # 8.1.2

### Reserves

On Dec 31/16, the audited financial statements reported \$3.8m in unrestricted reserves and \$14.5m in restricted reserves. Of the \$3.8m in unrestricted reserve balance, \$2.4m was previously earmarked for transfer to restricted reserves during the 2017 capital budget discussions as shown in the table below.

Restricted Reserves	Balance as of Jan 1, 2017	Recommended Allocation 2016 Unrestricted Surplus	2016 Capital Carry Forwards Requests	2017 NEW Capital Requests	2017 (255) Requests
General Capital	-51,520				
Scholarship	-36,600				
Mngnt Incentive Fund	-35,000				
Equipment	-1,347,450	-200,000	32,450	170,000	
Facilities	-3,652,000	-500,000	169,000	206,000	
Offsite	-393,000				
Water	-988,355	-700,000	68,600	145,000	
Sewer	-2,704,900	-500,000	267,340	177,660	
Contingencies	-2,175,000				
Land	342,500				
Municipal	-12,236				
Utility Energy Savings	-193,500				
Sandstone Manor	-41,000				
Transporation - Long term	-1,318,450	-500,000	352,936	337,214	535,000
Equipment - Long term	-466,000				
Building - Long term	-548,500				
Contingency - Long term	-905,000				
<b>Total Restricted Reserves</b>	<b>-14,526,011</b>	<b>- 2,400,000</b>	<b>890,326</b>	<b>1,035,874</b>	<b>535,000</b>

Additionally, \$187,500 of the unrestricted surplus has been committed to operating as per councils directive of a zero (0%) property tax increase for 2017.

The allocation of funds that remain uncommitted from the restricted reserves is driven by the Capital Financing Strategy being presented to council for adoption. This strategy is strategically tied to the comprehensive Infrastructure Master Plan that has been under development over the past two years. The purpose of the IMP is to ensure renewal and replacement of the Towns existing assets and to identify and plan for new infrastructure needs in the future.

The Capital Financing Strategy considers the expenses identified in the IMP and allocates available financial resources including reserves, to fund the renewal and replacement of assets as identified within the IMP.



# DRUMHELLER

## CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 8.1.3



### Request for Decision

**Date:** September 1, 2017

<b>Topic:</b>	<b>Purchasing Policy C-02-17</b>		
<b>Background:</b>	Administration undertook a detailed review of the Town's Purchasing Policy. Council asked Administration to review the Drumheller Chamber's Advocacy Committee proposed changes that the group presented to Council on May 8 <sup>th</sup> , 2017. Administration researched an inclusion of a local preference clause with other municipalities. As well, several amendments to the Purchasing Policy were needed relating to the existing rules under the federal / provincial government's New West Partnership Trade Agreements as well as adding more definitions. The draft policy was forwarded to the Chamber on August 11 <sup>th</sup> for their comments. Their response is included in the attached letter dated August 31, 2017 and as requested, Administration has included a clause that the Town will post bid opportunities for goods and services between \$5,000 and \$75,000 on the Town's website. No further recommendations have come forward and Administration recommends that Council approve the policy as presented.		
<b>Proposed by:</b>	Town of Drumheller Council		
<b>Correlation to Business (Strategic) Plan</b>			
<b>Benefits:</b>	Preference may be given to suppliers operating from taxable property within Drumheller, where all bids or quotations offered for consideration are deemed equal. Local suppliers may be granted a pre-tax price differential preference of 5% over other suppliers on individual purchases up to Twenty-Five thousand (\$25,000), provided that with the exception of price, all things are considered equal once specifications and terms have been reviewed.		
<b>Disadvantages:</b>			
<b>Operating Costs:</b>	-0-	<b>Capital Cost:</b>	
<b>Budget Available:</b>	-0-	<b>Source of Funds:</b>	
<b>Budget Cost:</b>	-0-	<b>Underbudgeted Cost:</b>	
<b>Recommendations:</b>	That Council approve Purchasing Policy C-02-17 as presented.		
<b>Report Writer:</b>	R.M Romanetz, P.Eng.	<b>CAO:</b>	
<b>Position:</b>	Chief Administrative Officer		

**OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER**

Telephone: (403) 823-1339

	Created By: Linda Handy	1
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# DRUMHELLER

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COUNCIL POLICY

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COUNCIL POLICY # C-02-17

PURCHASING

**1.0 POLICY STATEMENT**

1.1 The Town of Drumheller will make every effort to ensure that the procurement of goods and services is conducted using purchasing practices that are fair, consistent, transparent and in accordance with applicable provincial and federal legislation, while seeking to obtain the Best Value for the municipality.

**2.0 PURPOSE OF POLICY**

2.1 This purchasing policy is a guide to the Town of Drumheller purchasing methods. The policy will enable the Town to obtain needed materials, equipment, supplies, and services efficiently and economically and provides the foundation for sound purchasing procedures.

**3.0 POLICY GUIDING PRINCIPLES**

- 3.1 Ensure a high level of accountability is maintained;
- 3.2 Procure the necessary quality and quantity of goods and services in an efficient, timely and cost effective manner, while maintaining the controls necessary for a public institution;
- 3.3 Encourage an open, non-discriminatory bidding process practicable for the acquisition of goods and services;
- 3.4 Recognize the value of supporting local businesses wherever possible, subject to the terms and conditions of this policy;
- 3.5 Ensure the maximum value of an acquisition is obtained by determining the total cost of performing the intended function over the lifetime of the task, including, but not be limited to: acquisition cost, training cost, maintenance cost, operating cost, quality of performance and environmental impact;
- 3.6 Be subject to all applicable Town policies and bylaws, any specific provisions of the Municipal Government Act, or other relevant legislation;
- 3.7 Promote positive vendor relations, cultivated by informed and fair buying practices and strict maintenance of ethical standards.

## Agenda Item # 8.1.3

- 3.8 The municipality is bound by legislated trade agreements such as the Agreement on Internal Trade (AIT), the New West Partnership Trade Agreement (NWPTA) or any other like agreement entered into by a higher order of government, that requires fair and open tendering of procurement opportunities. Purchases over the thresholds of \$75,000 for goods and services and \$200,000 for construction are subject to the requirements of the NWPTA that requires non-discrimination and transparency in procurement policies and practices.
- 3.9 The Town of Drumheller is a trade member of the Alberta Association of Municipal Districts and Counties (AAMD&C) and the Alberta Urban Municipalities Association (AUMA) who, on behalf of their trade members, have negotiated competitive and bulk pricing agreements with numerous suppliers. Whenever possible and where the best value for the municipality is obtained by doing so, purchases may be made directly from the supplier under the negotiated terms and conditions, without seeking additional competitive pricing.
- 3.10 This policy does not apply to real estate transactions, investment or borrowing, postage, membership and subscription payments or grants to non profit organizations.

### 4.0 DEFINITIONS

- 4.1 Agreement on Internal Trade (AIT) *means an intergovernmental agreement between the federal government and the provinces with a purpose of ensuring equal access to government procurement for all Canadian suppliers by reducing and eliminating barriers to the free movement of people, goods and services within Canada by way of legislated requirements such as electronic tendering.*
- 4.2 Alberta Purchasing Connection *means a Government of Alberta electronic tendering system that meets the interprovincial tendering requirements of the Agreement on Internal Trade.*
- 4.3 Best Value for the Municipality *means the most advantageous balance between quality, specifications, service, timely delivery, assurance of supply and delivery, experience and price.*
- 4.4 Bid Opportunity means one of the following
- (i) Request for Quotation (RFQ) *means a request for a supplier to provide pricing on specific product and/or services that is clearly defined and where the purchase is of low value or risk to the Town.*
  - (ii) Request for Proposal (RFP) *means an invitation for a supplier to showcase their expertise by proposing how their services, products and methods can provide a solution to a problem, requirement or objective. The scope of the project, the deliverables and the criteria by which submissions will be evaluated against are defined within the proposal.*
  - (iii) Request for Tender (RFT) *means a formal public invitation to suppliers to bid on the provision of a service at a specific price based on detailed specifications and is used where goods or services are of a high value and/or high risk and results in a formal contract for which little flexibility is required.*
- 4.5 Chief Administrative Officer (CAO) *means the person appointed by Council as per the Municipal Government Act to manage the municipalities business.*

## Agenda Item # 8.1.3

- 4.6 Construction Project means infrastructure construction including roads, water, wastewater, buildings, site improvements etc. that results in a tangible capital asset.
- 4.7 Direct Purchase means a purchase of a good or service direct from a supplier without the sourcing of comparative pricing and is typically the method used for small, incidental, low value purchases where the cost of sourcing comparative pricing outweighs the benefit.
- 4.8 Emergency Purchase means an expenditure that is a result of an immediate risk to the health or safety of the general public or municipal employee(s) or to mitigate the level of damage to municipal or private property or the environment.
- 4.9 Freedom of Information and Protection of Privacy (FOIP) means the Act public bodies including municipalities, universities and school boards are governed by.
- 4.10 Goods and Service means all purchases including professional services and operational contracts, with the exception of construction.
- 4.11 Goods and Services Tax (GST) means the Goods and Services Tax or Harmonized Sales Tax as outlined in the Excise Tax Act.
- 4.12 Lowest Evaluated Cost means the price offered by a supplier, service provider, or contractor that is found to be the lowest after consideration of all relevant factors and the calculation of any weighting for these factors, provided that such factors have been specified in the bid documents.
- 4.13 New West Partnership Trade Agreement (NWPTA) formerly the Trade, Investment and Labour Mobility Agreement (TILMA), means the interprovincial agreement between Alberta, BC, Saskatchewan and Manitoba ensuring fair and open tendering and procurement by way of tendering requirements outlined for prescribed financial thresholds.
- 4.14 Negotiation Method means the purchase of goods or services through the negotiation of an agreement with a supplier where there is no open competition.
- 4.15 Procurement Card means a corporate credit card or other purchasing card such as fuel card issued to authorized purchaser.
- 4.16 Sole Source means that there is a single supplier of a required product or service that the Town requires and where terms and conditions of purchase are negotiated.
- 4.17 Total Acquisition Cost means the value of all costs including but not limited to price, trade-in values, delivery, installation and training, consumable consumption, service and ongoing maintenance, warranty and disposal.

#### **4 DEFINITION OF RESPONSIBILITIES**

- 5.1 The Council for the Town of Drumheller is responsible for approving this policy and the allocation of resources through the adoption of the annual operating and capital budgets and to authorize purchases that exceed the Chief Administrative Officers delegated level of authority.

## **Agenda Item # 8.1.3**

- 5.1 The Chief Administrative Officer is responsible for the overall oversight of all municipal operations and staff under the direction of the Mayor and Council, as per the approved budget, policies and procedures of the Town, to oversee the formal bid process including advertising for bids, accepting bid opportunities, and the opening of bids, and to authorize purchases that exceed the delegated level of authority of Directors.
- 5.2 The Director of Corporate Services is responsible for all aspects of the financial operations of the Town of Drumheller in accordance with the Municipal Government Act, all applicable laws and agreements, and all related Bylaws. In addition, the Director of Corporate Services is responsible for;
- (i) Ensuring accounts for authorized expenditures referred to in Section 248 of the Municipal Government Act are paid in accordance with the Municipal Government Act, Town Bylaws, policies and contracts;
  - (ii) Monitoring the bid process to ensure compliance with this policy. The Corporate Services Director may review in detail any bid or bid award.
- 5.3 Corporate Services will coordinate the procurement of goods and services where there is a financial advantage to the municipality to purchase in bulk or where several departments are purchasing goods and services that are essentially the same.
- 5.4 The Director of a Department is responsible to:
- (i) Ensure that all contractual obligations are supported by an appropriation that authorizes the expenditure;
  - (ii) Comply with all Town purchasing procedures covering procurement and disposal;
  - (iii) Establish department guidelines for maintaining appropriate levels of inventory supplies;
  - (iv) Ensure the maintenance of adequate purchasing records, including a database of vendors established in an accessible vendor file;
  - (v) Upon request, assist department staff in locating the best source for supplies, materials, and equipment;
  - (vi) Assist department staff in conducting negotiations with vendors concerning prices, bids, terms, deliveries, and adjustments;
  - (vii) Ensure all purchases are made by department personnel in accordance with this policy;
  - (viii) Keep on file vendor information, catalogues, samples, price quotes, etc. to be used by all department employees;
  - (ix) Conduct the formal bid process, including advertising for bids, notifying vendors, accepting bid opportunities and serving as a primary resource for questions from vendors.
- 5.5 All Town employees, elected officials are responsible to comply with all the rules and regulations set forth herein and to conduct business with vendors in a professional manner that promotes honesty and fairness:

## **Agenda Item # 8.1.3**

- (i) Requisition goods and services in such a way as to allow time for competitive bidding, ordering, and delivery of materials.
- (ii) Obtain these goods based upon competitive bids and to give consideration to product price, value, quality, performance and delivery.

### **6 PROHIBITIONS**

- 6.1 No employee shall benefit personally either directly or indirectly from purchases made on behalf of the Town.
- 6.2 Violations of the purchasing policy may result in disciplinary action, up to and including dismissal.

### **7 PURCHASING REQUIREMENTS**

- 7.1 All expenditures shall be authorized through the adoption of the annual operating or capital budgets unless otherwise approved by council resolution or is deemed to be an emergency purchase;
- 7.1 Where a required expenditure exceeds the budget provision, the individual requesting approval must identify available funds for the required expenditure and submit a budget change form to the Director of Corporate Services requesting a reallocation of budget dollars, prior to purchasing;
- 7.2 Purchasing awards shall be made for equipment, supplies and services that will give the best value based on quality, specifications, service, price and timely delivery;
- 7.3 Obtaining annual fixed pricing for goods and services up to a maximum determined quantity can be arranged, subject to the terms and conditions of the purchasing policy;
- 7.4 The procurement of a goods, service or construction project that is to be funded in part or in whole by the Federal or Provincial Government shall be made following the regulations outlined by the granting body. Typically, this will require an award to the lowest evaluated cost received.

### **8 LOCAL PREFERENCE**

- 8.1 Preference may be given to suppliers operating from taxable property within Drumheller where all bids or quotations offered for consideration are deemed equal. Local suppliers may be granted a pre-tax price differential preference of 5% over other suppliers on individual purchases up Twenty-Five thousand (\$25,000), provided that with the exception of price, all things are considered equal once specifications and terms have been reviewed.

### **9 ADVERTISING**

- 9.1 A notice of all Request for Proposal (RFP) and Tender (RFT) opportunities shall be posted on the Town web site at [www.dinosaurvalley.com/tenders](http://www.dinosaurvalley.com/tenders);
- 9.2 Request for Proposals (RFP) and Tenders (RFT) estimated to be Seventy-Five thousand (\$75,000) or greater in value must be posted on the Alberta Purchasing Connection;

## Agenda Item # 8.1.3

9.3 Request for Quotation, Request for Proposal (RFP) and Tender (RFT) award results shall be advertised on the Town's web site at [www.dinosaurvalley.com](http://www.dinosaurvalley.com).

### 10 PURCHASING PROCEDURE AND AUTHORITY

10.1 The table below outlines the method of procurement required in relation to type of purchase and the total acquisition cost of the expenditure.

Total Purchase Value (pre G.S.T.)	Procurement Method	Additional Requirements	Required Approval
up to \$5,000	Direct Purchase or, Procurement Card or Negotiation or at managers discretion		as per Financial Authority Policy
\$5,000 - \$25,000	Request for Quotation (RFQ) or Request for Proposal (RFP)	Notice of opportunity posted on Town website	Director
\$25,000 - \$75,000	Request for Proposal (RFP) or Tender (RFT )	Notice of opportunity posted on Town website	CAO
\$75,000 or greater	Request for Proposal (RFP) or Tender (RFT)	Advertized on APC to meet AIT and NWTPA requirements	CAO *Note 1

10.2 When 3 quotations are not available due to supplier limitation, Director approval is required.

10.3 Providing that the successful bid is the lowest evaluated cost; meets all of the terms and conditions of the bid; the purchase or project has been approved by Council and sufficient funds are available in the budget, the CAO can award bids up to \$250,000.

10.4 Any bid that exceeds \$250,000, is not the lowest evaluated bid received or exceeds the budgeted figure must receive prior approval of Council before being awarded.

### 11 SOLE SOURCE PURCHASE

11.1 Sole source purchasing may occur when only one supplier of a goods or service meeting the requirement of the Town is available. Examples where sole source purchasing may be required includes but not limited to, the purchase of consumable supplies that would otherwise void or nullify warranties when purchased from another source, an item purchased for testing or trial use, or the purchase of supplies for resale. Negotiation shall be relied upon for sole source purchasing.

### 12 PROCUREMENT/CORPORATE CREDIT CARD

12.1 Procurement cards or corporate credit cards may be issued to employees in order to better facilitate the processing of small or routine purchases. The issuance of procurement or credit cards is under the guidance of the Director, Corporate Services and subject to the requirements as outlined within the corporate credit card policy.

## ***Agenda Item # 8.1.3***

### **13 EMERGENCY PURCHASING PROCEDURE**

- 13.1 If the Chief Administrative Officer determines that an emergency exists, the competitive bidding requirement for purchases may be waived at his/her discretion.
- 13.2 Immediately following the procurement, the CAO shall prepare and submit a Request for Decision together with supporting documentation to the Council for ratification at its next Council meeting.

### **14 INFORMATION AND CONFIDENTIALITY**

- 14.1 The Town of Drumheller is subject to FOIP legislation. Any and all release of information shall be in accordance to FOIP. In general, the name of the bidder and the total bid amount is released.
- 14.1 During the procurement process, any information made available to a prospective vendor that may influence other prospective vendor's responses shall be made available to all prospective vendors.
- 14.2 Information that may create unfair advantage will remain confidential and will not be released to the public or a single potential vendor.



August 31, 2017

Town of Drumheller  
Attn: Ray Romanetz, CAO  
224 Centre Street  
Drumheller, Alberta T0J 0Y4

Dear Ray,

On behalf of the Drumheller and District Chamber of Commerce and our Business Advocacy Committee, thank you for the opportunity on May 8 to present our recommendations to Council and Administration regarding the Town's current purchasing policy. Our Business Advocacy Committee has reviewed the draft of policy #C-02-17 and would like to offer our feedback.

While the policy has a fresh look, the policy has not taken our recommendations into consideration as much as we had hoped. We appreciate that a pre-tax differential of 5% up to \$25,000 for local suppliers has been incorporated into the draft policy. However, we strongly encourage the Town to post bid opportunities for goods and services between \$5,000 and \$75,000 on the Town's website. With the current draft of the policy only requiring purchases between \$25,000 and \$75,000 to be posted on dinosaurvalley.com, it potentially eliminates local suppliers from being considered for purchases less than \$25,000 as the RFQ process does not necessarily require local quotes to be obtained. We feel strongly about providing opportunities for local businesses to do business with the Town of Drumheller when possible.

Again we thank the Town for the opportunity to provide our comments on the newly drafted policy. We look forward to continuing the dialogue about this policy prior to Council making a final decision.

Sincerely,

Brock Harrington  
President

cc: Mayor Yemen & Council

Cindy Clark  
Business Advocacy Committee Chair