



Town of Olds

**Regular Council Agenda
for Monday, April 23, 2018 at 6 p.m.
to be held in the Council Chambers,
Town Office at 4512 – 46 Street, Olds, AB**

Our Vision: Dedicated, Helpful, Knowledgeable

Our Mission: We engage all stakeholders in order to listen, learn, understand and communicate the current opportunities and challenges

Our Values: **U**nderstand, **N**egotiate, **I**ntegrity, **T**rust

1. CALL TO ORDER

A.) ADDED ITEM(s)

B.) ADOPTION OF THE AGENDA

2. ADOPTION OF PREVIOUS MINUTES

Pages 3-9 2A) Regular Council Meeting Minutes – April 9, 2018

3. PRESENTATION AND DELEGATIONS

4. BUSINESS ARISING OUT OF MINUTES

5. BYLAWS

Pages 10-18 5A) Utility Rate Amendment Bylaw 2018-11

Pages 19-26 5B) Land Use Bylaw Amending Bylaw 2018-12

6. UNFINISHED BUSINESS

7. NEW BUSINESS

Pages 27-35 7A) Development Permit Application 18-036

Pages 36-48 7B) 2018 Budget Update (spring budget adjustments)

Pages 49-51 7C) 2018 Spring NU-2-U Grant Distribution

Pages 52-109 7D) Mountain View Regional Water Services Commission
(MVRWSC) 2018 System Business Plan

8. REPORTS FROM COUNCIL , BOARDS AND COMMITTEES

Pages 110-153 8A) Reports from Council, Boards and Committees

9. QUARTERLY FINANCIAL POSITION UPDATE

10. ACCOUNTS PAYABLE

Pages 153-160 10A) Accounts Payable Report for March 2018

11. CORRESPONDENCE AND INFORMATION

Pages 161-166 11A) Correspondence and Information

12. QUESTION PERIOD

13. ADJOURNMENT



Town of Olds

Request for Decision

Adoption of the Meeting Minutes

April 23, 2018

2A

RECOMMENDATION

That the minutes from the April 9, 2018 regular Council meeting minutes be adopted as presented.

BACKGROUND

The purpose of this RFD is to adopt the previous minutes of Council as described in the *Municipal Government Act Division 9, Part 6, Section 208 Performance of major administrative duties. 'The chief administrative officer must ensure that (c) the minutes of each council meeting are given to council for adoption at a subsequent council meeting.'*

And the *Town of Olds Procedure Bylaw 2014-18* excerpt: *Minutes*

MINUTES:

- 1. All minutes of council meetings shall be recorded in the English language, without note or comment.
- 2. The names of the Councillors present at the meetings shall be recorded as present, the names of the Councillors absent shall be recorded as absent.
- 3. The minutes of each council meeting shall be presented to Council for adoption at the next council meeting.
- 4. The name of any Councillor leaving or joining the meeting shall be recorded along with the time the Councillor left or joined the meeting.
- 5. The CAO, or as designated by the CAO, is responsible for recording the minutes of Council and responsible for causing the minutes to be prepared.

ALTERNATIVE OPTIONS

- 1. The minutes of the Regular Council meeting can be adopted as amended; Council would need to be specific in an amendment to the recording of the previous meeting minutes.

ATTACHMENTS

- 1. Prior to Adoption: regular Council meeting minutes of April 9, 2018.

| | | |
|----------------|--------------------------------------|----------------------|
| Submitted By | Marcie McKinnon Legislative Clerk | Date: April 17, 2018 |
| CAO Signature: | | Date: April 19/2018 |

PRIOR TO ADOPTION

Minutes of the Town of Olds Regular and In-Camera Council meeting held on Monday, April 9, 2018 at 1:00 p.m. in the Council Chambers, Olds Town Office.

PRESENT – ELECTED OFFICIALS:

In the Chair Mayor Michael Muzychka
Councillor Wanda Blatz; Councillor Wade Bearchell; Councillor Mary Jane Harper; Councillor Heather Ryan and Councillor Mary Anne Overwater

ABSENT– ELECTED OFFICIALS:

Councillor Debbie Bennett

PRESENT for the Regular meeting of Council – STAFF:

Michael Merritt, Chief Administration Officer; Doug Wagstaff, Director of Community Services; Garth Lucas, Director of Finance; April Legere, Administration Support and Marcie McKinnon, Legislative Clerk.

1. CALL TO ORDER

Mayor Muzychka called the meeting to order at 1:00 p.m.

The proceedings at the April 9th regular council meeting began with a moment of silence in honor of Ryan McBeath, who was from Olds, Ryan passed away on March 13th, 2018; as well as paying tribute to the victims of last week's fatal bus crash involving Saskatchewan's Humboldt Broncos. The bus carrying the junior hockey team collided with a semi-truck in northeast Saskatchewan, killing 15 people and leaving 14 other injured. One of those injured is a young local man, named Graysen Cameron.

A.) ADDED ITEM(s)

None

B.) ADOPTION OF THE AGENDA

Moved by Councillor Harper, "to accept the Regular Council Agenda for April 9, 2018 as presented."

Motion Carried 18-

2. ADOPTION OF PREVIOUS MINUTES

2A) Regular Council Meeting Minutes – March 26, 2018

Moved by Councillor Bearchell, "that the minutes from the March 26, 2018 regular Council meeting be adopted as amended."

Currently:

Councillor Overwater indicated that all newly elected officials should take it.

Amended to:

Councillor Overwater indicated that all newly elected officials should have the option to take it.

Motion Carried 18-

3. PRESENTATION AND DELEGATIONS

3A) Delegation: Olds Lions Club L.I.O.N.S. Garbage Cleanup Day

Henry Czarnota and Marty Konsmo with Olds Lions Club were in attendance and spoke to Council on this is the 3rd annual event. Mr. Czarnota wanted to thank Katharine Doyle; she is very supportive and a great resource. He further explained the intent is to have even more participation by continuing to make it more of a community event with local businesses and community partners working together. The Committee is looking at ways to encourage and strengthen/increase more citizen participation.

The committee indicated that the BBQ has not been as successful as they had hoped and felt it a better use of those funds to advertise.

Currently the budget is \$2000, the committee has purchased for \$700.25 six Samsung Tablets for prizes. Five will be awarded – one to each school, and the 5th is for a special groups' prize. Advertising costs to date are \$760.20. To promote a town wide garage sale on May 12th will cost \$259.35 and cost for printing 2000 student participation cards for draws is \$210. Total is \$1929.80.

Mr. Czarnota invited the elected officials to participate in the presentation of the plaques and draws of tablets.

Mayor Muzychka thanked the Henry Czarnota and Marty Konsmo for all their presentation and the LIONS Club for all the hard work they do to help keep our town looking great.

Director Wagstaff spoke to the Community Cleanup Schedule; and the 3 week rotations curbside bin pick up (green, blue and black bins) and how the Town has coordinated. The Olds LIONS Annual P.U.G Day happens prior to Town of Olds Spring Cleanup Week. The Seasonal advertisement has been completed and will be in the April 24th edition.

Moved by Councillor Harper, "that Council receive the Olds Lions Club presentation for information; and further that Council direct the Administration to work with the Olds Lions Club to coordinate a community garbage clean-up project within the month of May 2018, and that funding in the amount of \$1000 be approved in support of this initiative."

Motion Carried 18-

3B) Delegation: Avail LLP Representative 2017 Audited Financial Statements

CAO Merritt spoke to financial statement requirements. Director Lucas introduced Darren Adamson with Avail LLP. Mr. Adamson made presentation on information as contained in the agenda package.

Moved by Councillor Harper, "that this meeting go in-camera."

Motion Carried 18-

The gallery was emptied and April Legere, Doug Wagstaff, Garth Lucas and Marcie McKinnon all left the chambers.

The meeting went in-camera at 1:32 p.m.

Moved by Councillor Harper, "that this meeting reconvene to the regular Council meeting."

Motion Carried 18-

The regular Council meeting reconvened at 1:59 p.m.

The gallery was opened up and April Legere, Doug Wagstaff, Garth Lucas and Marcie McKinnon all returned to the chambers.

Mr. Adamson further spoke to report he provided to Council on the “Indicators of Financial Condition” (copy will be held with minutes). Which spoke to sustainability indicators; flexibility indicators; and vulnerability indicators.

Moved by Councillor Bearchell, “that the Town of Olds 2017 Audited Financial Statements and the 2017 Province of Alberta Financial Information Return be approved as presented.”
Motion Carried 18-

Mayor, Deputy Mayor Bearchell and CAO Merritt signed auditor’s documents.

4. BUSINESS ARISING OUT OF MINUTES

Councillor Ryan asked when the Ad Hoc Committee of Council for the Council Code of Conduct will have its first meeting. CAO Merritt advised that it will be called this week.

5. BYLAWS

5A) 2018-06 Borrowing Bylaw – Rotary Athletic Park of Olds

Moved by Councillor Blatz, “that Bylaw 2018-06, being a borrowing bylaw to provide \$3,165,000 for the financing of the design and engineering, the installation of underground utilities including irrigation lines, the construction of four baseball fields, two soccer pitches, and other recreational areas, and the construction of a parking area be given second reading.”
Motion Carried 18-

Councillor Overwater asked for clarity on wording used in the “Background” section on the request for decision to council. Director Lucas used the words ‘complete the project’. Director Lucas indicated that meant completion of basic requirements only, and that the fund raising is for the all enhancements to park.

Moved by Councillor Overwater, “that Bylaw 2018-06, being a borrowing bylaw to provide \$3,165,000 for the financing of the design and engineering, the installation of underground utilities including irrigation lines, the construction of four baseball fields, two soccer pitches, and other recreational areas, and the construction of a parking area be given third reading.”
Motion Carried 18-

5B) 2018-07 Borrowing Bylaw – 70th Avenue Upgrade North of Highway 27

Moved by Councillor Bearchell, “that Bylaw 2018-07, being a borrowing bylaw to provide \$1,930,000 for the financing of the upgrading and paving of 70th Avenue from Highway 27 to the north property line of the Town of Olds Wastewater Treatment Plant property line to collector road design specifications be given second reading.”
Motion Carried 18-

Discussion ensued on when project will commence and will other development effect the road. CAO Merritt indicated that the Town addressed those items in the response letter to the County on said development and that it would be in the best interest for us and County to have an agreement in place for road use and cost sharing.

Council suggested this be addressed at the Inter-municipal Cooperation Committee (ICC). CAO Merritt then confirmed with ICC Chair, Councillor Harper if acceptable to add to next ICC agenda, she concurred.

Moved by Councillor Ryan, "that Bylaw 2018-07, being a borrowing bylaw to provide \$1,930,000 for the financing of the upgrading and paving of 70th Avenue from Highway 27 to the north property line of the Town of Olds Wastewater Treatment Plant property line to collector road design specifications be given third reading."

Motion Carried 18-

5C) 2018-10 2018 Supplementary Assessment Bylaw

CAO Merritt spoke to research done by administration on Council's direction. Potential assessments were \$3,000-57,000 per year. Therefore administration determined to bring forward to Council for decision.

Director Lucas indicated that if approved this will be done annually.

Moved by Councillor Bearchell, "that Supplementary Assessment Bylaw 2018-10 is given first reading."

Motion Carried 18-

Moved by Councillor Harper, "that Supplementary Assessment Bylaw 2018-10 is given second reading."

Motion Carried 18-

Moved by Councillor Blatz, "that Council give unanimous consent for presentation of the third reading of Supplementary Assessment Bylaw 2018-10."

Motion Carried 18-

Moved by Councillor Harper, "that Supplementary Assessment Bylaw 2018-10 is given third and final reading."

Motion Carried 18-

6. UNFINISHED BUSINESS

7. NEW BUSINESS

7A) AUMA Resolution on Seniors Housing

Moved by Councillor Ryan, "that Council directs administration to explore developing a resolution for the Alberta Urban Municipalities Association, relating to the change in the funding formula for levels of care in seniors housing."

Motion Carried 18-

7B) National Day of Mourning April 28 – Proclamation

Moved by Councillor Blatz, "that April 28, 2018 be proclaimed 'National Day of Mourning' in the Town of Olds."

Motion Carried 18-

8. REPORTS FROM COUNCIL , BOARDS AND COMMITTEES

Moved by Councillor Harper, “that the reports from Council, Authorities, Boards, Commissions, Committees and Task Forces, ending April 9, 2018 be received for information.”

Councillor Overwater attended the Central Alberta Economic Development Ministers Meeting.

Councillor Ryan attended the Mountain View Seniors Housing meeting, the Citizens on Patrol meeting and the Olds Library Board meeting.

Director Lucas left the meeting at 2:45 p.m.

Councillor Bearchell will attend the Mountain View Regional Water Services Commission meeting tomorrow; he also attended the Rotary Club’s Adopt a Village program for the dedication of aging fire truck to a village in Mexico.

Councillor Harper attended the Rotary Athletic Park of Olds Design Committees first meeting.

9. QUARTERLY FINANCIAL POSITION UPDATE

10. ACCOUNTS PAYABLE

11. CORRESPONDENCE AND INFORMATION

11A) Correspondence and Information

Moved by Councillor Blatz, “that the Correspondence and Information Report ending April 9, 2018 be received for information.”

Motion Carried 18-

Mayor Muzychka presented certificate to Debra Rogers, in recognition of her 25th Long Service Achievement.

Director Lucas returned to meeting at 2:53 p.m.

12. QUESTION PERIOD

Mayor recessed meeting at 2:55 p.m.

The gallery was emptied and April Legere, Doug Wagstaff, Garth Lucas and Marcie McKinnon all left the chambers.

13. IN-CAMERA

Meeting reconvened at 3:01 p.m.

Moved by Councillor Ryan, “that this meeting go in-camera.”

Motion Carried 18-

The meeting went in-camera at 3:03 p.m.

Moved by Councillor Bearchell, “that this meeting reconvene to the regular Council meeting.”

Motion Carried 18-

The regular Council meeting reconvened at 3:32 p.m.

14. ADJOURNMENT

Moved by Councillor Overwater, "that this meeting adjourn."

Motion Carried 18-

The meeting adjourned at 3:33 p.m.

Michael Muzychka,
Mayor

Michael Merritt,
Chief Administrative Officer

These minutes approved this day of , 2018.

Prior to adoption



Request for Decision

Bylaw 2018-11 Amendment to Rates Bylaw 01-06 – Schedules A & B

April 23, 2018

5A

RECOMMENDATION

That first reading be given to the Utility Rates Amendment Bylaw 2018-11 amending Rate Bylaw 01-06, Schedule A – Solid Waste Rates and Schedule B – Water and Wastewater Rates, with an effective rate change of April 1, 2018.

BACKGROUND

Bylaw 2014-10 governs the operation of the Town's utility system and Bylaw 01-06 governs fees and charges for the utility system. The purpose of Bylaw 2018-11 is to amend Schedule A of Bylaw 01-06 which specifies the rates charged for Solid Waste and Schedule B of Bylaw 01-06 which specifies the rates charged for Water and Wastewater.

Staff will advertise the applicable utility rate amendments in the local print media; Town Newsletter and on the Town of Olds web page at www.olds.ca.

The Board of Directors of the Mountain View Regional Water Services Commission has through a memo dated February 27, 2018 as well as the Town representative to the Board advised that there will be an increase of \$0.05 per m3 in the water rate charged to the Town effective April 1, 2018. The new rate would be \$1.55 per m3 (2017 - \$1.50).

The Board of Directors of the South Red Deer Regional Wastewater Commission has through a letter dated February 6, 2018 as well as the Town representative to the Board advised that there will be an increase of \$.10 per m3 in the waste water rate charged to the Town effective April 1, 2018. The new rate would be \$2.25 per m3 (2017 - \$2.15).

ALTERNATIVE OPTIONS

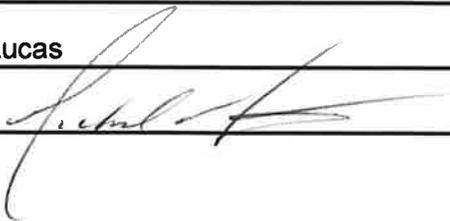
1. Council can amend Bylaw 2018-11 amending Schedules A & B of Bylaw 01-06. Council would need to be specific in what changes they wish be made.
2. Council can receive the proposed Bylaw 2018-11 amending Schedules A & B of Bylaw 01-06 for information. This may have an impact on the 2018 operational budget.

FINANCIAL IMPLICATIONS

| Cost | Source of Funding |
|---------------------|-----------------------|
| Cost Recovery Basis | 2018 Operating Budget |
| Total Cost | |

ATTACHMENTS

1. Bylaw 2018-11 Utility Rates Amendment Bylaw (draft)
2. Mountain View Regional Water Service Commission Memo dated February 27, 2018
3. South Red Deer Regional Wastewater Commission letter dated February 6, 2018

| | |
|--|----------------------|
| Prepared by: Marcie McKinnon | Date: April 19, 2018 |
| Director: Garth Lucas | Date: |
| CAO Signature:  | Date: April 20/2018 |

Town of Olds

BYLAW NO. 2018-11
UTILITY RATE AMENDMENT BYLAW

A BYLAW TO AMEND TOWN OF OLDS RATES BYLAW 01-06 SCHEDULE A & SCHEDULE B

WHEREAS, the Council of the Town of Olds deems it necessary and expedient to amend the Town of Olds Rates Bylaw 01-06 Schedule A & Schedule B.

NOW THEREFORE, the Council of the Town of Olds, in the Province of Alberta, enacts as follows:

TITLE:

This Bylaw may be cited as 'Utility Rate Amendment Bylaw' – Schedule 'A' & Schedule 'B'.

Town of Olds Rate Bylaw 01-06 is hereby amended by:

1. Schedule 'A' Solid Waste Rates

Delete: Rate Bylaw Schedule 'A' Solid Waste Rates effective January 1, 2017; and

Insert: Bylaw 2018-11, Schedule 'A' Solid Waste Rates Being a Bylaw to Amend Rate Bylaw 01-06

2. Schedule 'B' Water and Wastewater Rates

Delete: Rate Bylaw Schedule 'B' Water and Wastewater Rates effective January 1, 2017; and

Insert: Bylaw 2018-11, Schedule 'B' Water and Wastewater Rates Being a Bylaw to Amend Rate Bylaw 01-06

This Bylaw, upon receiving third and final reading, shall repeal Bylaw 2016-28.

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

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

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

Michael Muzychka,
Mayor

Michael Merritt
Chief Administrative Officer

SIGNED by the Chief Elected Official and the Chief Administrative Officer this _____ day of _____, 2018.

**Bylaw 2018-11
To Amend Rate Bylaw 01-06
Schedule 'A' Solid Waste Rates**

Schedule A: Solid Waste Rates – Effective April 1, 2018

| |
|-----------------|
| IN -TOWN |
|-----------------|

1. COLLECTION & DISPOSAL

| | | |
|-----------------|---------------------------|---------------|
| (a) Residential | | \$23.04/month |
| | Second Black Bin (65 gal) | \$19.30/month |
| | Second Green Bin (65 gal) | \$ 3.00/month |
| | Second Blue Bin (65 gal) | \$ 3.00/month |

2. BIN PURCHASED (replacement bin or and additional bin purchased)

| | | |
|--------------------|--|--------------|
| Black Bin (65 gal) | | \$70.00 each |
| Green Bin (65 gal) | | \$70.00 each |
| Blue Bin (65 gal) | | \$70.00 each |

3. MATERIALS FOR RESALE

| | | |
|--------------------------------|--|--------------|
| (a) Biodegradable Compost Bags | | \$15.00/roll |
|--------------------------------|--|--------------|

Legend: Black Bin – Garbage
 Green Bin – Compost
 Blue Bin – Recycling

**Bylaw 2018-11
To Amend Bylaw 01-06 Rate Schedule 'B'
Water and Wastewater Rates**

Schedule B: Water and Wastewater Rates – Effective April 1, 2018

| |
|--------------------------|
| RESIDENTIAL RATES |
|--------------------------|

WATER

A Fixed Charge of \$12.83 per month plus a consumption charge as follows.

Metered Consumption

- ~~\$2.69~~ **\$2.74** per cubic meter consumed

WASTEWATER

A fixed Charge of \$18.40 per month plus the consumption charge based on the water metered as follows:

Metered Consumption

- \$4.23 **\$4.33** per cubic meter of water consumed

| |
|-------------------------|
| COMMERCIAL RATES |
|-------------------------|

WATER

A Fixed Charge of \$12.83 per month plus a consumption charge as follows.

Metered Consumption

- ~~\$2.69~~ **\$2.74** per cubic meter consumed

WASTEWATER

A fixed Charge of \$18.40 per month plus the consumption charge based on the water metered as follows:

Metered Consumption

- ~~\$4.69~~ **\$4.79** per cubic meter of water consumed

NON-RESIDENT RATES

All water and sewer connections outside the corporate limits of the Town of Olds will be charged a surcharge of thirty five percent (35%) over and above the rates set out above.

DEPOSITS

RESIDENTIAL

Deposit required:

- \$100.00 for single family dwellings where the occupant is not the owner of the property.

COMMERCIAL

Deposit required:

- \$150.00 for Commercial businesses with a 5/8 inch to 3/4 inch water meter
- \$250.00 for Commercial businesses with a 1 inch water meter
- \$500.00 for Commercial businesses with a 1 1/4 inch to 2 inch water meter
- \$750.00 for Commercial businesses with a water meter over 2 inches

WATER METER TESTING

The deposit required for the testing of a meter shall be \$250.00

PLUGGED SEWERS

The deposit required for investigation of a plugged sewer shall be \$150.00

FEES

WATER CONNECTIONS

The fee required to process a new application to connect to the Town's Water System shall be \$100.00.

The fee required for shutoff/reconnection to the Town's Water System for any purpose relating to maintenance of the owner's residential private water system shall be \$50.00.

The fee required for shutoff/reconnection to the Town's Water System for the purpose of collecting an account that is in arrears shall be \$100.00.

WASTEWATER CONNECTIONS

The fee required to process a new application to connect to the Town's Wastewater System shall be \$100.00.

SALE OF WATER METERS

- | | |
|---|---|
| <ul style="list-style-type: none"> • 5/8 and 3/4 water meters • 1" water meters • 2" water meters • Meters larger than 2" | <p>Town of Olds cost plus 10% administration fee</p> |
|---|---|

INSTALLATION OF WATER METERS

- | | |
|---|-------------------------------------|
| <p>Installation on the first trip to install a meter</p> <p>Second and all subsequent trips to install the same meter</p> | <p>N/C</p> <p>\$45.00 per trip.</p> |
|---|-------------------------------------|

Mountain View Regional Water Services Commission

*Anthony Henday Water Treatment Plant
35566 Rge Rd 10, Red Deer County, Alberta T4G 0H5
Bus: 403-227-5828 - Fax: 403-227-5831
E-mail Address: mtnwater@telusplanet.net*

MEMO

Date: Feb. 27, 2018

To: Member Communities

From: Chairman Rick Blair

Re: Updated Business Plan and Motions

Introduction

The MVRWSC is proceeding with the construction of the second phase of the twinning of the Regional Water Line. The new section of the line from Didsbury to Carstairs/Crossfield is nearing design completion.

Highway 2A will serve as "right of way" for the new line. This alignment will be a great benefit both to simplicity of design and reduction in cost of the project.

The Commission Board has updated the MVRWSC Business Plan (attached) to address the rates, borrowing and general operation of the regional system.

MVRWSC Business Plan

The MVRWSC Business Plan is an extension of previous business plans. The plan addresses key elements of the operations of the Commission.

The second phase of the twinning will cost approximately \$26 million dollars. To fund this, the Government of Alberta has committed \$10.7 million for the project, the Commission will contribute \$5.41 million from reserves and \$9.89 million will come from the issuance of long term debt.

The debit ceiling needed for Phase 2 – South Transmission Capacity Project will require a debt limit increase for the Commission. The Commission has made a request to the Minister of Municipal Affairs for an increase of \$9 million dollars to the long-term debt limit.

In the Business Plan, the rates are also calculated from 2018 to 2021. The rates will increase from \$1.55 per cubic meter to \$1.72 to fund operations and capital construction.

To finalize our application Municipal Affairs has requested that two motions be made by each member of the Commission.

1. That the Municipality has reviewed the MVRWSC Business Plan and has accepted it as information.

"Quality Water Always"



South Red Deer Regional Wastewater Commission

35566 Rge Rd 10
Red Deer County, AB T4G 0H5
Ph: (403) 507-5139
Fax: (403) 227-5831

February 6, 2018

Members of the South Red Deer Regional Wastewater Commission

RE: Approved Rate Increase for 2018

Your invoice for January 2018 reflects an increase in rates from \$2.15 /m³ to \$2.25 /m³. This is the rate that was anticipated in the draft 2018 Operating Budget sent to the Members in November, 2017.

Rates were increased by 4.7% for Member Municipalities and for Septic Haulers and users of the Septage Receiving Stations (SRS) in the 2018 Commission Budget. There are a number of factors that contributed to the increase in rates, the primary reasons being:

- Increases in expected maintenance and repair costs for the System
- Increases in expected chemical costs for odor management
- Decreases in the volume expected to be received by the System

Please contact me if you have any questions regarding these rates or any other matters pertaining to the wastewater services of the Commission.

Yours truly

Robert Jenkins
Chief Administrative Officer
cao@srdwrc.com



RECOMMENDATION

That first reading be given to Bylaw 2018-12.

That a Public Hearing for Bylaw 2018-12 be set for Monday, May 28, 2018 at 6:00 pm in the Council Chambers.

PROPOSAL

The Town has received an application to redesignate a developed lot at 17 Imperial Close from Light Industrial District (I1) to the Direct Control 7 (DC7) land use district, which is specific to a Medical Marijuana Facility use and development. This change is presented as an amendment to the Land Use Bylaw 01-23.

BACKGROUND

The applicant (Blissful Science Inc.) proposes to lease the property located at 17 Imperial Close in order to operate a medical marijuana business that specializes in the extraction of medical cannabis trims into high quality oils that are then encased in hard-shell capsules, sealed and bottled. The cannabis used for extraction will be purchased from other licensed growers.

As part of the requirements to obtain an *Access to Cannabis for Medical Purposes Regulations* (ACMPR) Federal License, to operate such a facility, the applicants are required to obtain the required municipal approvals. Rezoning to DC7 is required in order for the Town to accept a development permit application for a change of use of the existing property to 'medical marijuana facility'. Council is the development authority for all DC7 development permit applications. Attached are site photos and a proposed floor plan of the existing building.

For clarification, the Land Use Bylaw defines a "medical marijuana facility" as follows:

"Medical Marijuana Facility (MMF) means any building in which an activity authorized by the medical marijuana production regulations (Marijuana for Medical Purposes Regulations SOR/2013-119), or any successor or replacement legislation or regulation, is or may be conducted including such activities as growing, processing, labeling and packaging, storing, and transporting of marijuana."

Note that the *Marijuana for Medical Purposes Regulations* have been replaced by the *Access to Cannabis for Medical Purposes Regulations*.

Planning and Development staff are in support of this application as subject parcel is suitable for the proposed use.

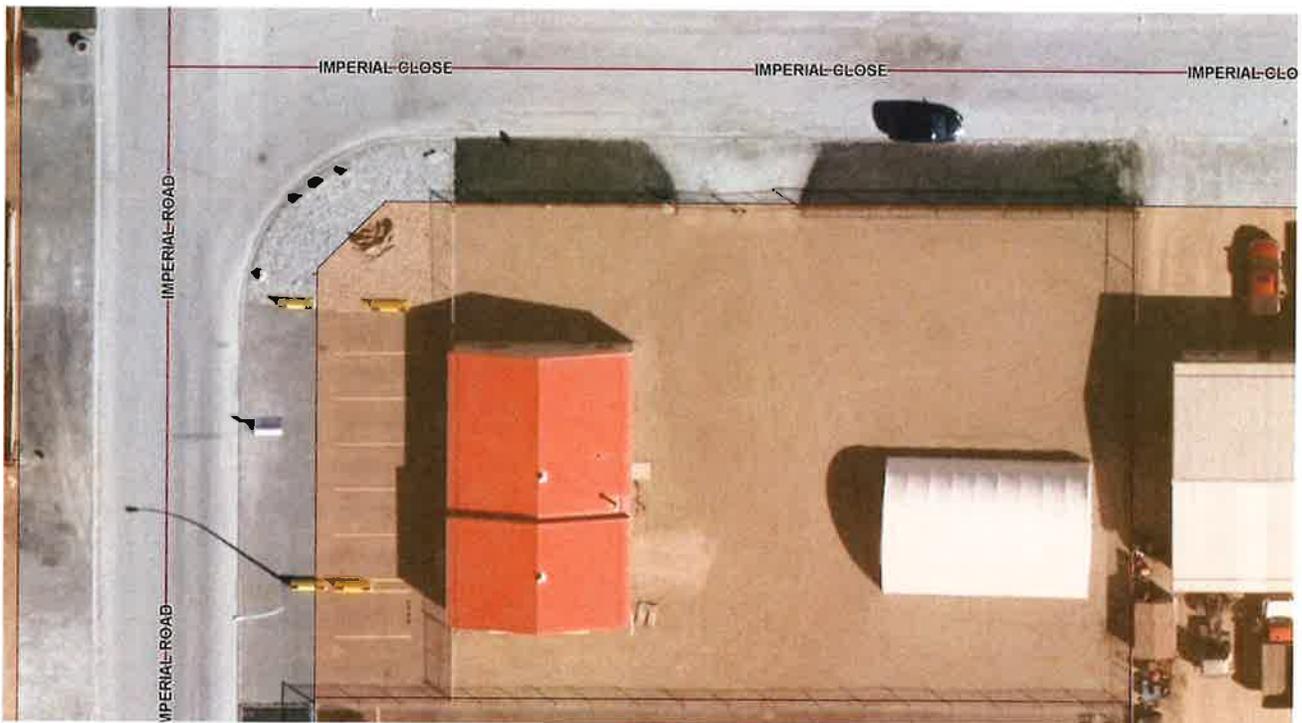
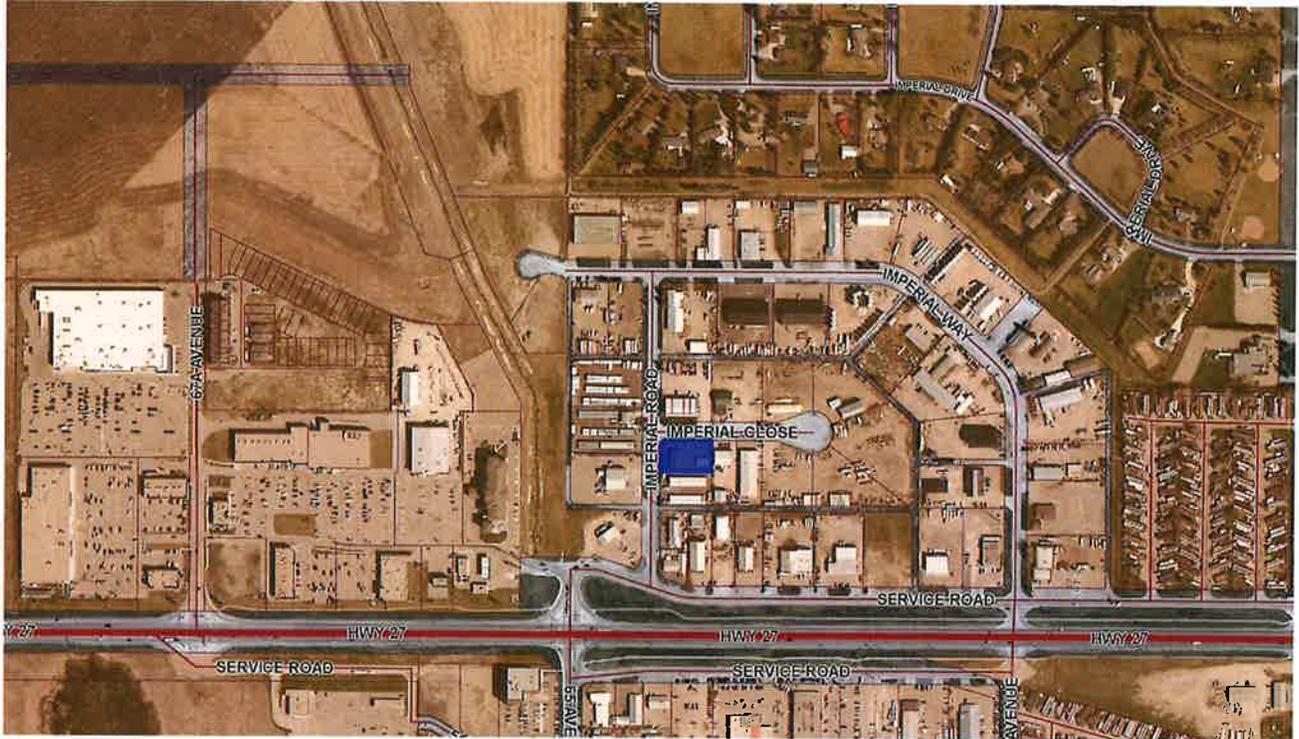
ALTERNATIVE OPTIONS

1. That Council gives first reading to the proposed bylaw and sets a public hearing date.
2. That Council requests further information from Administration before proceeding with first reading of the bylaw.
3. That Council provides direction to Administration on changes to the proposed bylaw with the amended bylaw coming before Council for first reading at a later date.

ATTACHMENTS:

1. Site Location Map & Aerial Photo
2. Site Photos (April 10, 2018)
3. Area Land Use Districts Map
4. Project Description – Submitted by Applicant – Date stamped April 9, 2018
5. Proposed Building Floor Plan – Date stamped April 9, 2018
5. Draft Bylaw 2018-12

| | |
|--|-----------------------|
| Submitted By: Carey J. Keleman, Development Officer II | April 16, 2018 |
| Chief Administrative Officer: Michael Merritt | <i>April 19, 2018</i> |

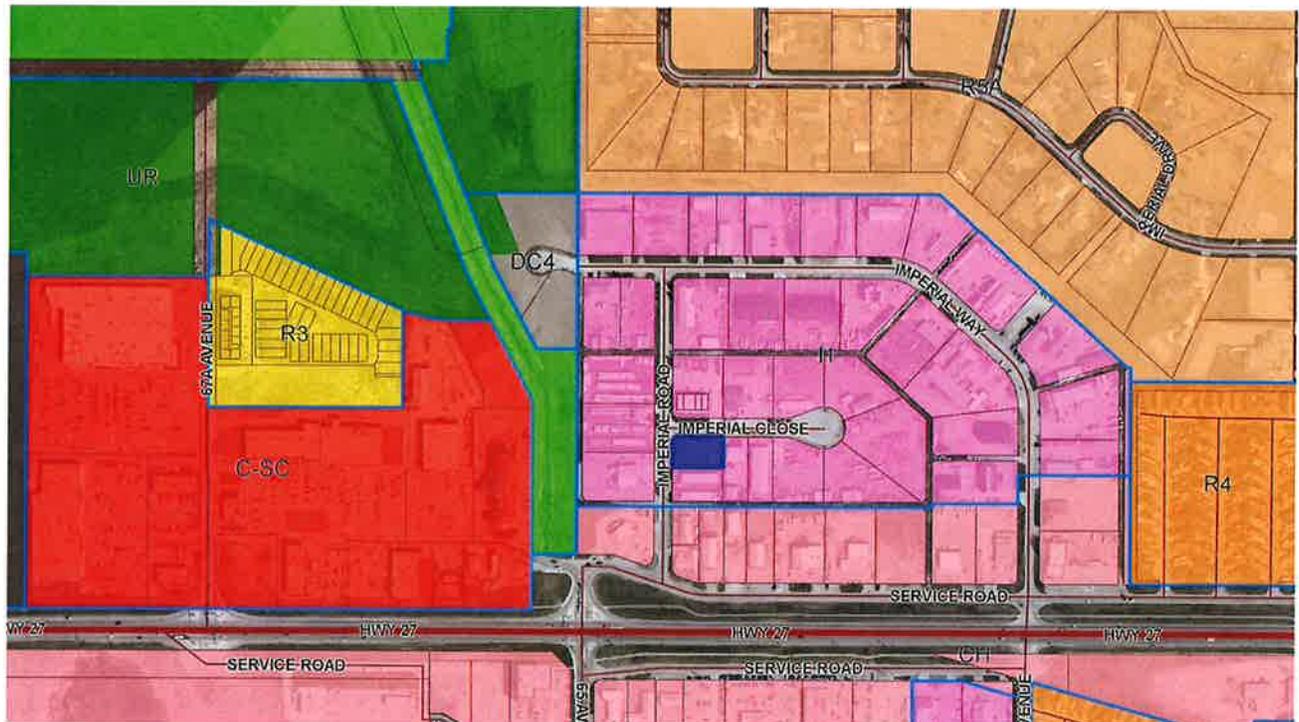


Attachment 2: Site Photos (April 10, 2018)

17 Imperial Close



Attachment 3: Area Land Use Districts



BLISSFUL SCIENCE INC.
Application for Rezoning

Planning & Development

APR 09 2018

Received

Blissful Science Inc. (BSI) is an ACMPR applicant specializing in the extraction of Medical Cannabis trims into high quality oils. These oils are then to be encased in hard-shell capsules, sealed and bottled.

BSI will purchase cannabis from licensed growers and provide a finished pharmaceutical pill, oil, tincture or crystal product to tackle the issues of: opiate addiction (pain killers), depression, anxiety, and mood elevation.

Upon receipt of development permit the ACMPR application will be submitted (as you cannot submit without written approval to proceed from the town).



Mukhdeep S. Mangat
President & CEO
Blissful Science Inc.
mukh.mangat@blissfulscience.com
(403) 479-7787

BSI Building Layout

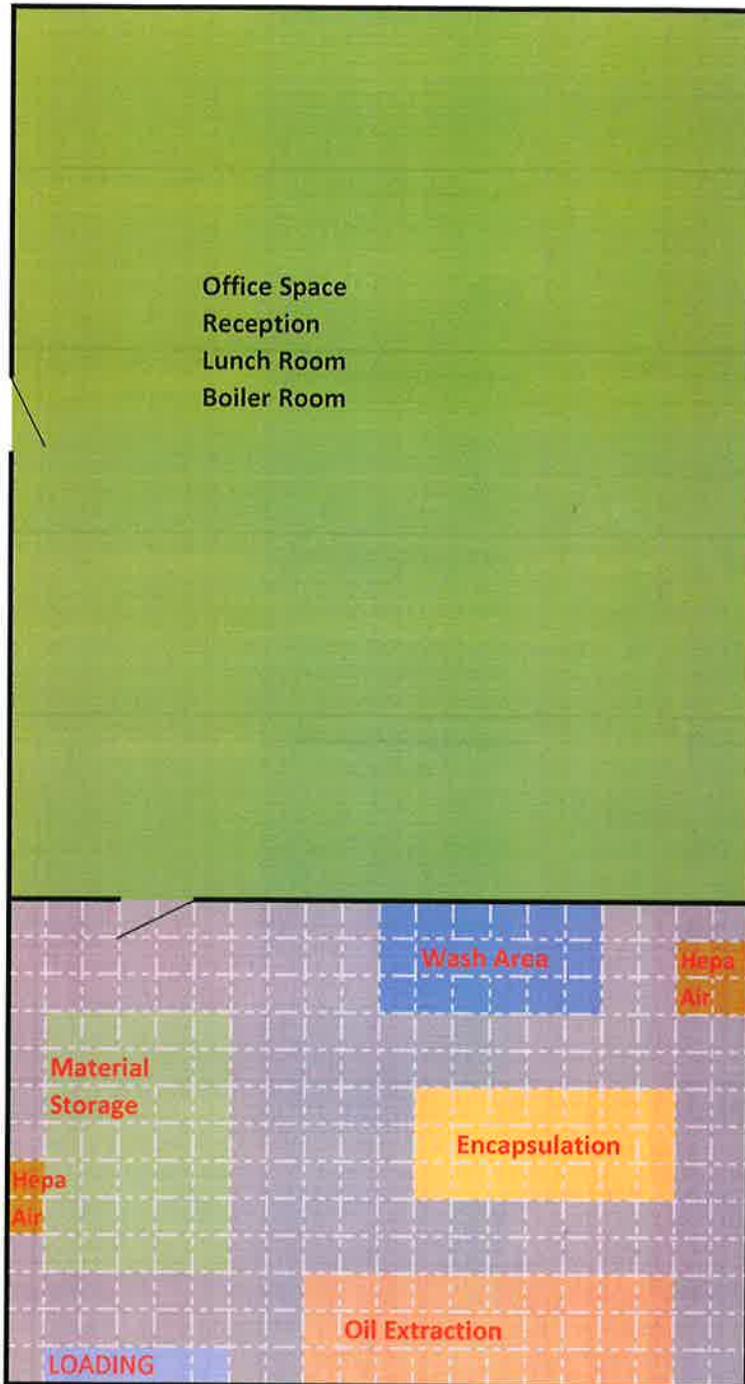
17 Imperial Close, Olds AB, T4H 1M6

Planning & Development

APR 09 2018

Received

FRONT



**TOWN OF OLDS
BYLAW 2018-12**

A bylaw of the Town of Olds, in the Province of Alberta, pursuant to provisions of the Municipal Government Act, being Chapter M-26 of the revised statutes of Alberta 2000 and amendments thereto, to provide for the amendment of the Land Use Bylaw No. 01-23

WHEREAS the *Municipal Government Act*, Revised Statutes of Alberta 2000 Chapter M-26 and amendments thereto, permit a Council by bylaw to amend the Land Use Bylaw,

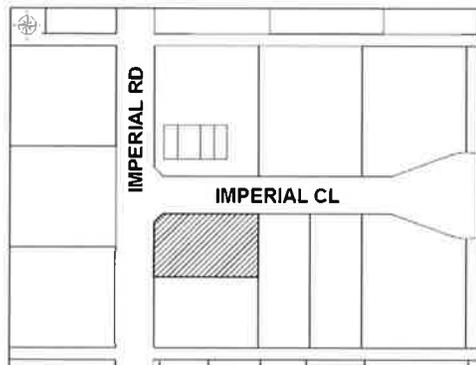
AND WHEREAS the Council of the Town of Olds deems it necessary and expedient to amend the Land Use Bylaw No. 01-23,

AND WHEREAS the requirements of the *Municipal Government Act* RSA 2000, Chapter M-26 regarding the advertising of this Bylaw and public hearing have been complied with;

NOW THEREFORE THE MUNICIPAL CORPORATION OF THE TOWN OF OLDS IN COUNCIL DULY ASSEMBLED, ENACTS THE FOLLOWING:

1. This Bylaw may be cited as the Land Use Amending Bylaw 2018-12
2. Bylaw No. 01-23, being the Town of Olds Land Use Bylaw, is hereby amended
 - (a) That the Land Use District Map, being Schedule A of Land Use Bylaw No. 01-23 be amended to change the designation of Lot 18A, Block 11, Plan 081 4721 from Light Industrial District (I1) to Direct Control District 7 (DC7) as shown on the attached map (Schedule A).
 - (b) That Schedule C, Direct Control District 7 (DC7) be amended to change the legal land description and add the following sketch:

Lot 18A, Block 11, Plan 081 4721; as shown on the sketch below, is designated Direct Control 7 (DC7).



3. This Bylaw comes into force on the date it is passed.

Read for a first time on the th day of April, 2018

Public Hearing held on the day of , 2018

Read a second time on the day of , 2018

Read a third and final time on the day of , 2018

Michael Muzychka, Mayor

Michael Merritt, Chief Administrative Officer

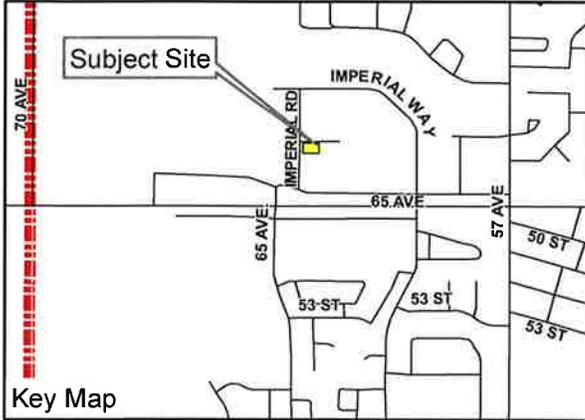
SIGNED by the Chief Elected Official and the Chief Administrative Officer this ____ day of _____ 2018.

Town of Olds

Bylaw No. 2018-12

SCHEDULE A

To amend Land Use Bylaw No. 01-23

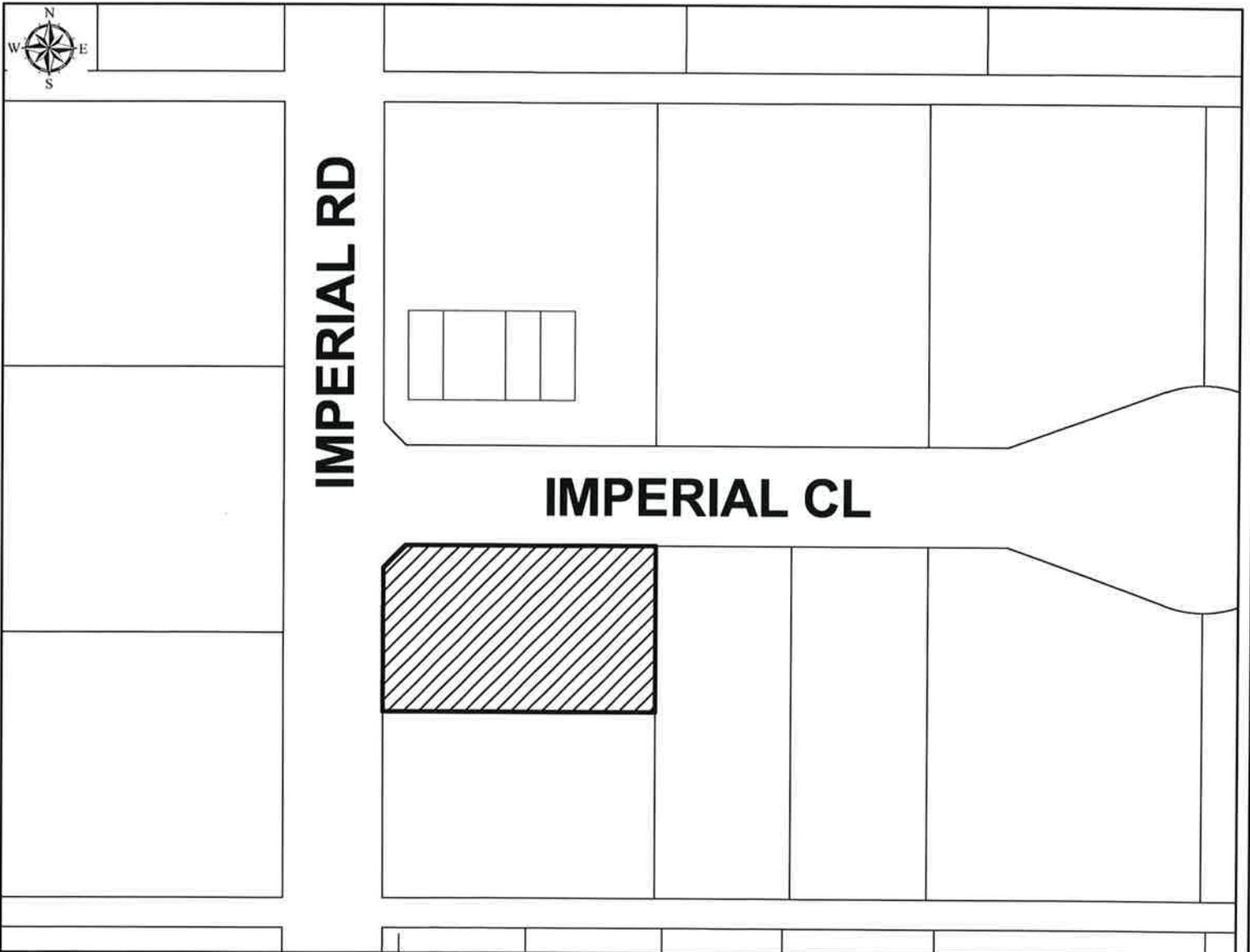


LEGAL DESCRIPTION:

Lots 18A, Block 11, Plan 081 4721



From Light Industrial (L1) to Direct Control 7 (DC7)





Town of Olds

Request for Decision

Development Permit Application 18-036

April 23, 2018

7A

RECOMMENDATION

That Council approve Development Permit application 18-036 subject to the conditions listed in the attached draft Development Permit.

BACKGROUND

In 2015 Council created the Direct Control 7 land use district in Land Use Bylaw 01-23 that is specific to the use and development of a Medical Marijuana Facility. Council is the development authority for all development permit applications in this district. In May of 2017, Council approved Olds Softgels Inc. (OSG) application to redistrict their lands at 5807 – 47 Avenue from Light Industrial to Direct Control 7 (DC7) in order to develop a federally licensed medical marijuana facility. They proposed to expand the existing pharmaceutical facility to allow production of medical marijuana (cannabis) that will be delivered in a gel tablet form.

In June of 2017, Council approved Development Permit 17-079 for Phase 1 of the development. OSG has now submitted a development permit application to develop Phase 2, which will complete the medical marijuana facility development.

PROPOSAL

Development Permit 17-079 for Phase 1 included a greenhouse with an attached storage building, a warehouse building on south end, and transformer & generator pads.

Phase 2 includes an addition to the existing north industrial building, a greenhouse that contains multiple grow bays, and a main entrance/reception area.

Landscaping requirements were addressed in the Phase 1 Development Permit 17-079. 80 trees (33% coniferous & 67% deciduous) in total (for Phase 1 & 2) will be provided. Phase 2 plan includes storm water retention ponds.

Parking requirements were also addressed via DP17-079 approval. 114 parking stalls will be provided. OSG currently employs 80+ people that work in day, afternoon and evening shifts. The applicant projects that the proposed facility will add approximately 80 positions that will also work shift work.

If this application is approved, Phase 2 construction will begin this summer.

Planning & Development staff are of the opinion that the proposed development meets the requirements of the Land Use Bylaw, and therefore recommend approval of the application.

ATTACHMENTS

1. Site location / Aerial photos (2017)
2. Draft Development Permit 18-036 with site plan and elevation drawings.

| | |
|--|----------------------------|
| Submitted By: Carey J. Keleman; Development Officer II | Date: April 16, 2018 |
| Chief Administrative Officer: Michael Merritt | Date: <i>April 19/2018</i> |

Attachment 1: Site Aerial Photos

5807 – 47 Avenue (Lots 3, 4 & 5, Block 1, Plan 801 0797)



Photo taken prior to Development Permit 17-079 construction began.



DEVELOPMENT PERMIT DP18-036

**Proposal: Medical Marijuana Facility - Phase 2:
greenhouse / grow bays and entrance/reception area,
and addition to north existing building**

Deemed Use: Permitted Uses

Land Use Bylaw Designation: Direct Control District 7 (DC7)

Civic Address: 5807 – 47 Avenue

Legal Description: Lots 3, 4 & 5, Block 1, Plan 801 0797

Applicant / Owner: Alan Williams / Terra Life Sciences Inc. (Olds Softgels Inc)

Decision: **APPROVED** subject to the conditions outlined below:

1. The development of the buildings and site improvements must be constructed in accordance with the approved plans and conditions. Any modifications or changes to the approved plans (including non-completion of the development) must be submitted for approval to the Development Authority. The approved plans are attached.
2. Prior to the issuance of a Building Permit, the developer/applicant shall submit a development security in the form of an irrevocable letter of credit in the amount of 10% of the construction value of the project or a mutually agreed upon amount satisfactory to the Development Authority.
3. Prior to the issuance of a Building Permit, the developer/applicant shall submit a revised Storm Water Management Plan subject to the approval of the Town of Olds. Final grading of the lot must ensure that surface drainage does not adversely affect adjoining properties.
4. Prior to the issuance of a Building Permit, the developer shall submit detailed engineering drawings for the servicing of the site, to the satisfaction of the Development Authority.
5. The applicant/developer is required to submit a Utility Excavation Permit for the connection of municipal services. A \$15,000 development security is required prior to excavation into the municipal road (48 Avenue).
6. As per Development Permit 17-079 approval, the complete development shall include a minimum of 114 parking stalls shall be provided and include 2 barrier-free parking stalls.
7. Driveway widths at the property line shall be a maximum of 12 metres. All driveways and parking stalls in the front yard must be hard surfaced within one year of the effective date of this permit.
8. The complete landscape plan must be completed within one year of the completion of construction. The approved landscaping plan is attached. All landscaping must be maintained for the life of the development. The landscaping plan for the complete development (approved via Development Permit 17-079 Phase 1) shall include (but not limited to):
 - 80 Trees - 26 Coniferous a minimum of 1 m. (3 ft) in height
 - 54 Deciduous – minimum of 1.5 m (5 ft) in height

Phase 1 (DP17-079) Landscaping shall include:

- Minimum 52 Trees - 17 Coniferous a minimum of 1 m. (3 ft) in height
 - 35 Deciduous – minimum of 1.5 m (5 ft) in height

Phase 2 (DP18-036) Landscaping shall include:

- Minimum 28 Trees - 9 Coniferous a minimum of 1 m. (3 ft) in height
 - 19 Deciduous – minimum of 1.5 m (5 ft) in height

9. On-site provisions for municipal garbage must be provided to the satisfaction of the Development Authority. A commercial garbage bin shall be provided in accordance with the Waste Management Bylaw of the Town of Olds. The bin shall be placed in a screened enclosure at a location accessible by garbage collectors.
10. The address of the property must be posted on the front of the building and/or on the front entrance gate facing the street. Each letter and number must be not less than 10 cm in area and be plainly visible at all times.
11. The Development Officer may, by notice in writing, suspend a Development Permit where development has occurred in contravention to the terms and conditions of the permit and/or Land Use Bylaw.
12. If the development authorized by this development permit is not commenced within 12 months from the date of its issue, or the date of decision of the Subdivision and Development Appeal Board upon appeal, nor carried out with reasonable diligence as determined by the Town of Olds development authority, this development permit ceases to be effective, unless an extension of this period, being no longer than an additional 12 months, has previously been granted by the development authority.
13. Use and development of the subject site shall conform to all other applicable requirements of the Town of Olds Land Use Bylaw 01-23 except where a relaxation has been expressly granted.
14. The applicant is required to obtain a Roadside Development Permit from Alberta Transportation.

Carey J. Keleman, Development Officer

Date of Decision: Regular Council Meeting – April 23, 2018

Date of Notice in Newspaper: May 1, 2018

Effective Date of Development Permit: May 22, 2018

Attachments:

1. Complete Development Rendering (DP0.0) – Date Stamped April 13, 2018
2. Site Plan & Landscape Plan (DP1.0): Date Stamped April 13, 2018
3. Floor Plan (DP2.0): Date Stamped April 13, 2018
4. Elevations 1 (DP2.2) – Date Stamped April 13, 2018
5. Elevations 2 (DP2.3) – Date Stamped April 13, 2018

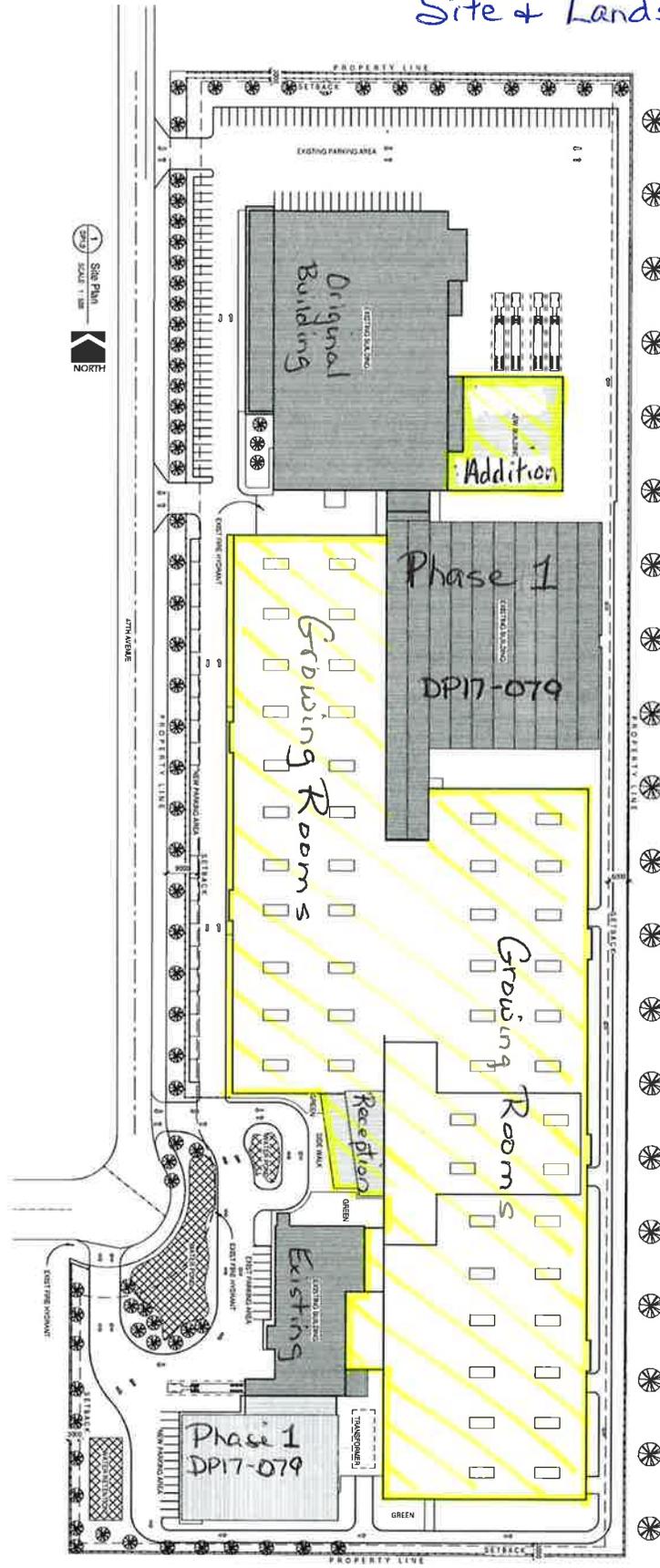
Site + Landscaping Plan
Phase 2 = 32



Planning & Development

APR 13 2018

Received



181263

DP1.0

DRAWN BY: Author
DATE: 2018-04-02
SUBMIT DATE:
SCALE: 1:800
FILE: 181263-TEHRA

KUMLIN SULLIVAN
ARCHITECTURE STUDIO LTD.
310, 5819 - 7 STREET S.W., CALGARY, ALBERTA, T2H 0E3
PHONE: (403) 283-8361 FAX: (403) 252-7877

TERRA QUANTUM FACILITY

DP REVISIONS

| No. | Description | Date |
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IN ALL PROJECTS, THE CLIENT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND APPROVALS FROM THE APPROPRIATE AGENCIES. THE ARCHITECT'S RESPONSIBILITY IS LIMITED TO THE DESIGN AND CONSTRUCTION OF THE PROJECT AS SHOWN ON THESE PLANS. THE ARCHITECT DOES NOT GUARANTEE THE ACCURACY OF THE INFORMATION PROVIDED BY THE CLIENT. THE ARCHITECT'S LIABILITY IS LIMITED TO THE PROFESSIONAL SERVICES PROVIDED BY THE ARCHITECT.

DP18-036
Floor Plan.

3

33

Planning & Development

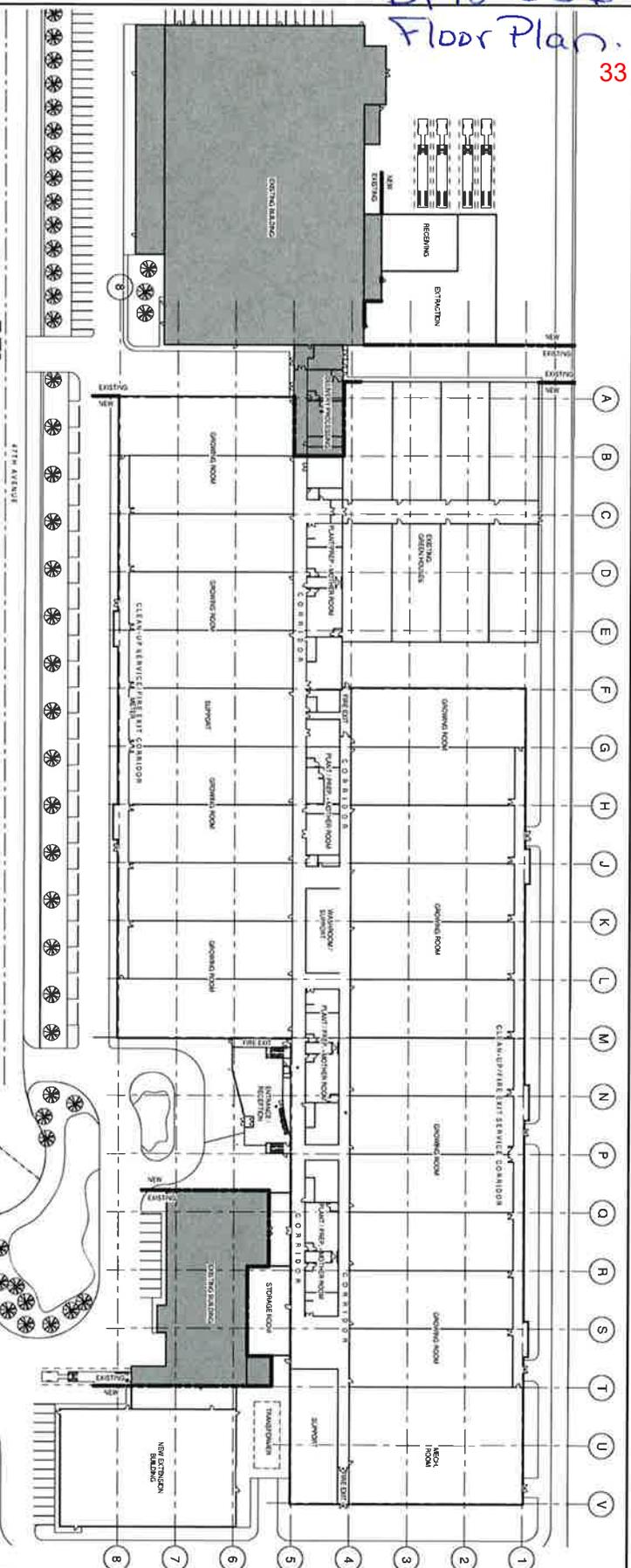
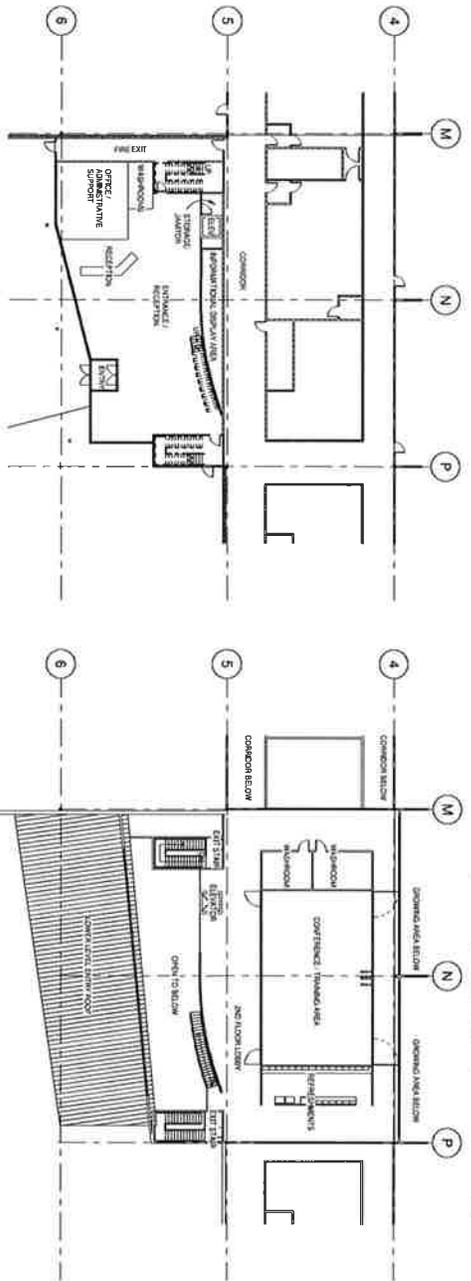
APR 13 2018

Received

1 OVERALL GROUND FLOOR PLAN
SCALE: 1/8" = 1'-0"

2 LOBBY PLAN
SCALE: 1/8" = 1'-0"

3 SECOND FLOOR PLAN
SCALE: 1/8" = 1'-0"



181263
DP2.0

DRAWN BY: Author
DATE: 2018-04-02
SUBMIT DATE: As indicated
SCALE: As indicated
FILE: 181263-TERRA

KUMLIN SULLIVAN
ARCHITECTURE STUDIO LTD.
310, 5815 - 2 STREET S.W., CALGARY, ALBERTA, T2H 0L3
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TERRA QUANTUM FACILITY

| NO. | DESCRIPTION | DATE |
|-----|-------------|------|
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DP REVISIONS

1. All drawings shall be in accordance with the current edition of the National Building Code of Canada (NBC) and the Alberta Building Code (ABC) unless otherwise specified.

2. All drawings shall be in accordance with the current edition of the National Fire Protection Association (NFPA) codes and standards unless otherwise specified.

3. All drawings shall be in accordance with the current edition of the International Building Code (IBC) unless otherwise specified.

4. All drawings shall be in accordance with the current edition of the International Mechanical Code (IMC) unless otherwise specified.

5. All drawings shall be in accordance with the current edition of the International Plumbing Code (IPC) unless otherwise specified.

6. All drawings shall be in accordance with the current edition of the International Fire Code (IFC) unless otherwise specified.

7. All drawings shall be in accordance with the current edition of the International Energy Conservation Code (IECC) unless otherwise specified.

8. All drawings shall be in accordance with the current edition of the International Electrical Code (IEC) unless otherwise specified.

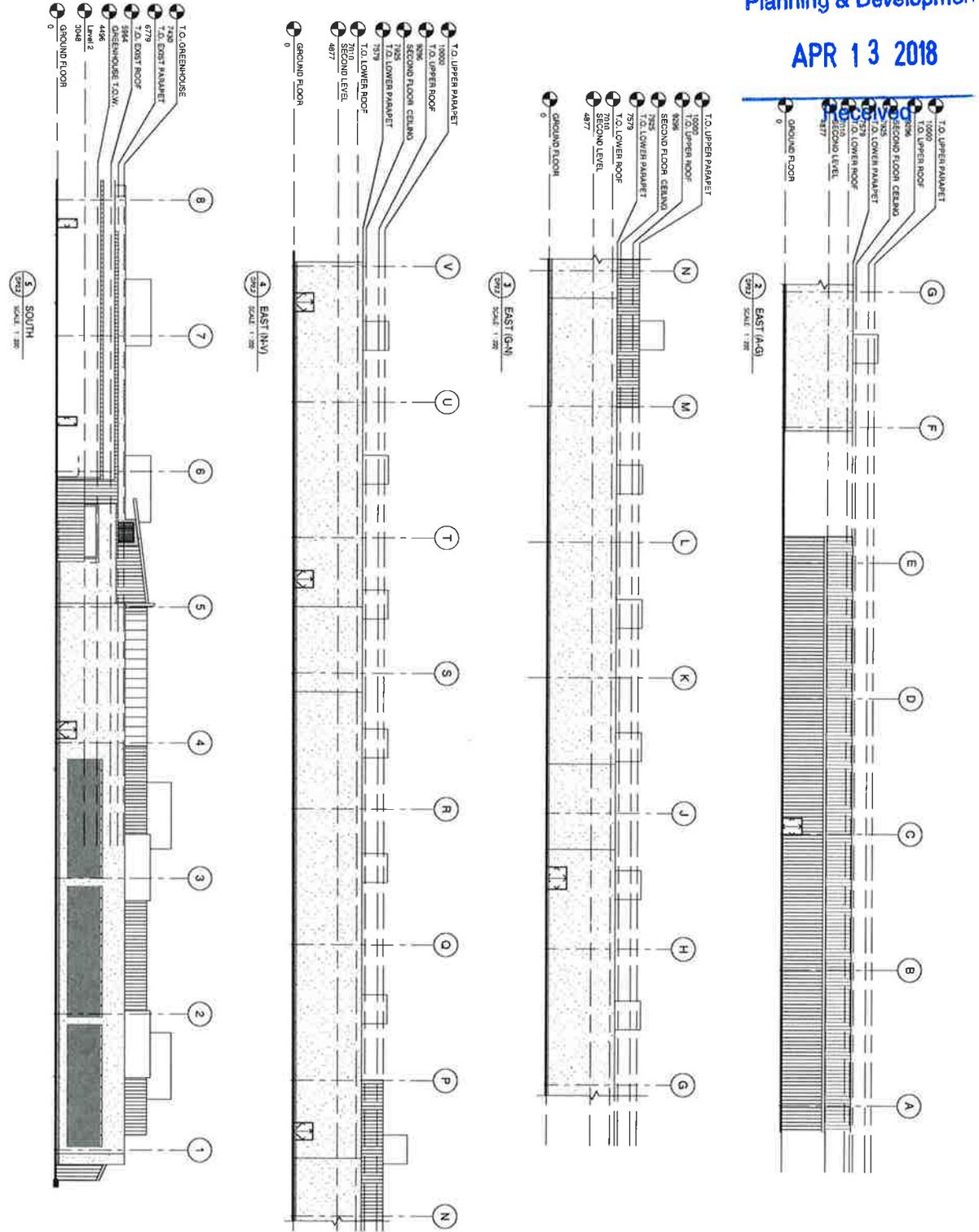
9. All drawings shall be in accordance with the current edition of the International Fire and Safety Code (IFSC) unless otherwise specified.

10. All drawings shall be in accordance with the current edition of the International Fire and Safety Code (IFSC) unless otherwise specified.

Elevations 1 34

Planning & Development

APR 13 2018



181263
DP2.2

DRAWN BY: *Author*
 DATE: 20 18-04 02
 SUBMIT DATE:
 SCALE: 1 : 200
 FILE: 181263-TERRA

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TERRA QUANTUM FACILITY

| DP REVISIONS | DATE | DESCRIPTION |
|--------------|------|-------------|
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Town of Olds

Request for Decision

2018 Spring Budget Adjustments – Capital and Operating

April 23, 2018

7B

RECOMMENDATION

That Council approves the adjustments to the 2018 approved operating budget in the amount of \$4,680 for a total 2018 Operating Budget of \$28,400,870 as presented.

That Council approves the adjustments to the 2018 approved capital budget in the amount of \$5,848,120 for a total 2018 Capital Budget of \$13,498,490 as presented.

BACKGROUND

Council approved the 2018 Operating and Capital Budgets at the December 11, 2017 Council Meeting. When Council approves the budget in December the assessment for the next year has not yet been completed. The MGA (302(1)) specifies that the assessment is to be completed by February 28 of the current year. This means that when the budget for the next year is approved the tax revenue is an estimate. Once the actual assessment is known it is possible to set the appropriate tax rates for the current year.

The total adjustment to the 2018 Town of Olds Operating Budget being proposed is a decrease to the total budget of \$4,680 from \$28,405,550 to \$28,400,870.

Not all Capital projects that were budgeted for in 2017 were completed in 2017 but are still considered to be necessary projects. It is necessary to carry the funds required to complete these projects forward to the current year in order for there to be funds available for these projects.

There are two new capital project being presented to Council for approval as part of the Spring Budget Adjustments.

The total adjustment to the 2018 Town of Olds Capital Budget being proposed is an increase to the total budget of \$5,848,120 from \$7,650,370 to \$13,498,490.

DISCUSSION:

Operating

The Operating Budget as presented and approved by Council included a tax rate increase of 2.0%. The approved 2018 budget was based upon an estimated assessment. The actual taxable assessment for 2018 is \$1,431,991,280 (2017 - \$1,421,808,590) which is an increase of 0.7%. The increase is the total of the assessed value of new development (\$22,942,750) and the decrease in assessment due to market adjustments (-\$12,760,060).

The additional tax revenue based upon the actual assessment values value is \$7,270 without a change in the budgeted tax rate increase. \$3,900 of this increase is related to the Olds College properties that contribute to the Olds Destination Fund which will increase from the budget amount of \$109,000 to \$112,900. The balance of the increased tax revenue (\$3,370) will be transferred to Reserves.

When the budget is approved in December the requisitions to be collected for Alberta School Foundation Fund and Mountain View Seniors Housing are estimated. The budget adjustments as

proposed reflect a change from estimates to the actual amounts and will affect both revenue and expenses by the same amounts.

The proposed Operating Budget adjustments are summarized below:

Revenue

| | | |
|-----------------------------|---|-----------------|
| Change in assessment values | - | \$ 7,270 |
| Adjustment to requisitions | - | <u>(11,950)</u> |
| | | \$ (4,680) |

Expenses

| | | |
|--|---|-----------------|
| Change in Destination Olds Fund contribution | - | \$ 3,900 |
| Transfer to reserves | - | 3,370 |
| Adjustment to requisitions | - | <u>(11,950)</u> |
| | | \$ (4,680) |

With these adjustments the 2018 operating budget would decrease from \$28,405,550 to \$28,400,870.

Capital

One capital item that has emerged since the 2018 Capital Budget was passed by Council is the proposed Town Office improvements. The principal motivation for this project is to be able to provide increased safety for the Town staff at the same time as increasing the ability to provide improved customer service. The budgeted cost for this project is \$280,000. The proposed funding for this project is:

| | | |
|---|---|----------|
| Increase in Federal Gas Tax Fund grant | - | \$40,540 |
| Increase in Municipal Sustainability Initiative grant for 2018 | - | 77,950 |
| 2016/2017 unallocated Municipal Sustainability Initiative grant | - | 90,710 |
| 2018 uncommitted Municipal Sustainability Initiative grant | - | 15,300 |
| Building Restricted Reserve | - | 55,500 |

The second capital item that has emerged is the replacement of the Sunshine Bus. There has been \$57,710 set aside in a restricted reserve for this purpose.

The proposed capital budget adjustments are summarized below:

| <u>Project</u> | <u>Expense</u> | <u>2017 Budget Source of Funding</u> |
|---|----------------|---|
| Fire Unit 621 replacement | - \$ 302,980 | County - \$152,840 Reserves - \$31,770 2016 MSI - \$118,370 |
| Canada Way – Industrial Park arterial | - 308,530 | Reserves - \$308,530 |
| 48 th Avenue extension | - 1,207,880 | New Debenture - \$1,207,880 |
| 49 th Avenue servicing | - 430,000 | New Debenture - \$215,000 Developer - \$215,000 |
| NW Development infrastructure | - 797,560 | Debenture - \$797,560 |
| 51 st Avenue extension north of Hwy 27 | - 216,780 | 2017 MSI - \$30,980 Reserves - \$185,800 |

| | | | |
|--------------------------------------|---|------------------|--|
| Sportsplex upgrades | - | 89,650 | 2016 MSI - \$49,650 Reserves - \$40,000 |
| Sportsplex compressor head cooler | - | 30,000 | Reserves - \$30,000 |
| Sportsplex O/H doors | - | 25,000 | Reserves - \$25,000 |
| Cemetery upgrades | - | 51,930 | 2016 MSI - \$51,930 |
| Solar lighting continuation | - | 32,300 | 2017 MSI - \$32,300 |
| Parks porta-pottie enclosures | - | 40,000 | 2017 MSI - \$40,000 |
| Parks signage replacement | - | 20,000 | 2017 MSI - \$20,000 |
| 46 Street and 65 Avenue corner | - | 69,460 | 2017 MSI - \$69,460 |
| Centennial Park lighting and pathway | - | 61,240 | 2017 MSI - \$61,240 |
| Centennial Park village silhouettes | - | 47,780 | 2017 MSI - \$47,780 |
| Wayfinding project | - | 129,320 | 2016 MSI - \$129,320 |
| Rotary Athletic Park of Olds | - | <u>1,650,000</u> | Debenture |
| | | \$5,510,410 | |

The total adjustment to the 2018 Town of Olds Capital Budget being proposed is an increase to the total budget of \$5,848,120 (carry forward - \$5,510,410, new projects - \$337,710) from \$7,650,370 to \$13,498,490.

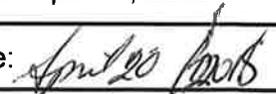
ALTERNATIVE OPTIONS

1. Council can request additional changes to the 2018 Operating and Capital budgets. Council would need to be specific in what changes they wish be made. Any additions or deletions by Council would require a reworking of the budgets which could delay the approval of the 2018 Tax Rate Bylaw.
2. Council can receive the proposed changes to the 2018 Operating and Capital budgets for information. This would require a change to the proposed 2018 Tax Rate Bylaw.

ATTACHMENTS

Attachment 1: Briefing Note Sunshine Bus

Attachment 2: Briefing Note Centennial Park Silhouettes

| | | |
|----------------|---|---|
| Submitted By: | Doug Wagstaff Director of Community Services | Date: April 18, 2018 |
| Prepared By: | Garth Lucas Director of Finance | Date: April 11, 2018 |
| CAO Signature: |  | Date:  |



Town of Olds

CENTENNIAL PARK SILHOUETTES PROJECT

Community Services

April 17, 2018

PURPOSE

The Silhouettes will be a year-round public art element in Centennial Park and share the story of the 'Prairie Village' to celebrate the heritage of Olds. They are also to provide an easier, more secure and safer mounting system of the seasonal Kiwanis Prairie Village Murals.

- A year-round public art sculptural element along the pedestrian walkways.
- More secure and safer mounting system the seasonal Kiwanis Heritage Village Murals.
- Users of the park will be able to walk through the structures and view the landscape unimpeded.
- Engineered to hold a curtain during a summer music or festival performance, or hold a backdrop for a play in the park [will need to meet standards for engineering and fabrication].

BACKGROUND – Centennial Park

A focal point for our community, Centennial Park was created in 1967 to commemorate Canada's Centennial. Centennial Park is the town's premier outdoor public commons for events in a park setting. Its uses vary from Canada Day to Olds Fashioned Christmas, as well as church services and movies in the park. The community also comes together to observe more solemn and thoughtful occasions like Remembrance Day at the Cenotaph in the park. Centennial Park is a place to connect and tell the story of building our community and celebrating our country. Recent additions to Centennial Park include 'Heritage Vignette' skins on the electrical boxes and Canada 150 solar lit pedestals for interpretative panels for the murals. Centennial Park is the site for the "Olds Fashioned Christmas" celebrations. The trees in Centennial Park are lit and the Kiwanis Heritage Prairie Village is on display for all to learn how we evolved as a community. During the Christmas season murals of buildings depicting the early history of the community are erected along the east pathway and lit at night.

BACKGROUND – Kiwanis Heritage Prairie Village

The Kiwanis Heritage Prairie Village display replicates authentic Olds historic buildings and outlines their story on a pedestal for each mural. The Village is set up in Centennial Park for each Christmas season. The collection has also been used for special events hosted year round, both indoors and outside, on request, honoring our history.

The Kiwanis Club of Olds adopted the project of the park display in 1993 in conjunction with Olds Fashioned Christmas. From the first year when three buildings were presented to the community, the collection has grown to what it is today – 15 major elements and a host of smaller accents. These have been created with the help of local artists, carpenters, donors and volunteers. The Kiwanis commitment and dedication to this project is vitally important to this annual project as they continue to coordinate and care for all the logistics of construction, assembly, take down and storing the collection.

BACKGROUND - Description of Silhouettes Project

The Kiwanis Heritage Prairie Village Silhouettes project would enhance the park with public art and offer year-round appreciation of the community's built heritage. Permanent powder coated metal silhouettes of these murals with interpretive panels would promote this attraction and be enjoyed throughout the year. The Silhouettes would be custom designed to fit the existing seasonal murals to make it easier and safer for volunteers putting them up and provide less wear on the Village Murals during the annual set-up and take down. Solar lighting for the murals would also provide flood lights to highlight the Heritage Prairie Village Silhouettes in the evenings when the murals are not set up.

- The Silhouettes (the black frames) are designed to go behind the building fronts (Village Murals) as supports, so will not be visible when the Kiwanis Heritage Village Mural display is installed seasonally.
- Engineered with support crosspieces (added at time of installation and removed when Village Murals are taken down) that will secure the mural to the front of the Silhouette structure.
- Throughout the rest of the year, the frames will be open *outlines of the buildings* so people can walk through them in the park. They will be located in the same orientation as the Heritage Village is currently placed, along the sidewalks (see photos attached at the end of this report). They may be usable as supports for other uses like curtains for a park performance, etc.



OVERVIEW - History of Project/Progress to Date

Beginning in 2014 three sources of feedback led to consideration for a different manner to secure the murals. Parks staff indicated the rebar, wire, wood stakes, and rope methods used to secure the murals were concerning. The holes drilled in the ground need covers and time to time are a hazard for users and staff as well as pieces of the rebar are often recovered in the spring while mowing. Volunteers indicate that the assembly is not the easiest, and there is concern voiced about the wear on the murals during assembly especially as they begin to consider new volunteers to sustain the efforts to assemble the project. Suggestions from the public were arising about why the Town does not celebrate the great heritage story told by the murals during times other than the Christmas season. The combination of these issues spawned the idea of silhouettes of each of the murals for the dual purpose practical supports and provide an enhanced feature sharing the great heritage of the community.

For rough budgeting purposes a local company had quoted an estimate in 2014 of \$40,000 to design and fabricate silhouettes. Since that time, the company has evolved and they are no longer in the business of ornamental metal fabrication and would not provide such design and fabrication. The local company provided their laser scan files of the Village murals to a company in Calgary that specializes in designing and fabricating large-scale public art projects. To update cost estimates we received a quote in 2017 for design, drafting and fabrication of 15 silhouettes at \$47,800. This quote does not include: design and fabrication of the mounting system for the back of the plywood murals to attach them to the front of the silhouettes (which could be quite complex); engineering; concrete footings; shipping or installation.

The project concept was presented to the Olds Fashioned Christmas Committee at their seasonal start up meeting June 2016, and met with general approval. Several conversations took place with members of Olds Fashioned Christmas Committee and the Olds Kiwanis Committee responsible for installation of the Village Murals about the possibility of creating a permanent mounting structure for the Village Murals. The project was also presented to the Community at the Parks Engagement March 2017, and also met with overwhelming support. Town of Olds Community Services met with the Olds Kiwanis Club on October 2017 to again discuss the project.

Initially, we intended to complete all 15 Silhouettes in 2017. Three issues arose in 2017: qualified the need to ensure engineered design approval be part of any built features; budget affirmation identified additional costs to fabrication included engineering design, installation, and potential shipping. Once engineered, estimates can then be secured and provided for the materials, and we will know how far the existing funding Carrying forward the project proposes we doing three pieces initially instead of all 15 and then move forward with the balance of the pieces in the display as funds can be raised through a multitude of sources, through applications for extra grants (AHRF Heritage Awareness, etc.) or future Town contributions.

REFLECTION POINTS

1. Initially, the intention was to complete all 15 Silhouettes in 2017.
 - a. Issues arose in 2017:
 - i. recognized the need to ensure engineered design approval be part of any built features;
 - ii. budget affirmation identified additional costs to fabrication included engineering design, installation, and potential shipping;

once engineered, costs can be accurately provided for the materials and installation.

Carrying forward the project proposes engineered plans, full design costing, and implementation of as many pieces as funding will allow. Then move forward with phasing in future installation with the balance of the pieces in the display as fund become available through a multitude of source such as service club donations, applications for grants (AHRF Heritage Awareness, etc.) and/or future Town contributions.

2. Ease of handling, enhanced structural safety, better protection of the facades' edges from further damage, and aesthetic appeal of the open silhouettes during the rest of the year are all considerations for a decision to move forward.
3. Canada 150 solar lit pedestals for interpretative panels of the murals are a permanent fixture. Spot lights are meant to light up Village Murals seasonally and would light the Silhouettes the rest of the year. The spot lights can be turned off when Village Murals are not installed and the interpretation panels are a year-round feature that will include a photo of each mural for context.

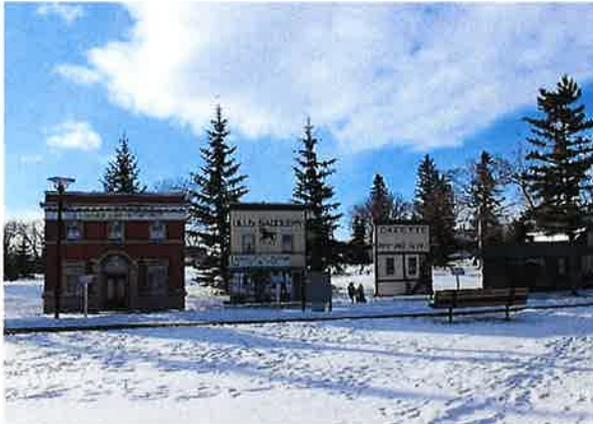
4. Continuation of this project under the Town in collaboration with the community partners (Kiwanis and OFC) that have brought it into being and contributed to its construction.

In addition, the Kiwanis committee of volunteers that coordinates seasonally the installation of the facades will require orientation to the new support engineering and assembly.

5. The Kiwanis representatives and Olds Fashion Christmas Committee express a strong desire to have as much of the work on the silhouettes as possible done locally.
- a. This forms part of the cultural heritage of the Kiwanis Heritage Village – over the years, the features have been created locally by volunteers who appreciate the community, the project and understand work and understand the functionality of the features.
 - i. Expressed that they would like to keep the project locally driven, and as much money spent in town businesses as possible. They feel they have received great value in contributions and discounts on labour, etc. over the history of the project, so want to honor those relationships established. If potential exists for future phases to be done by the Olds College or Olds High School classes, or College connections of any sort. They want ownership of the display to be within the community and engage local trades and volunteers, artists, and businesses as much as we can.
 - ii. Expressed concerns over lack of clarity around ownership, control and responsibility for Kiwanis Heritage Prairie Village with the new Silhouettes.
6. Kiwanis has suggested it may have an interest in raising funds for future silhouettes.
- a. They also agree it would be a good thing to tell the story of the Prairie Village year-round through the Silhouettes in the park.
 - b. Also, they offered positive feedback on the new interpretation sign stands for the murals which would include lighting and a photo of the mural along with text.
 - c. Eliminating the need for guide-wires/back-bracing and rebar for installation of the Village Mural would also be an improvement.

| | | |
|---------------------|---|----------------------|
| Staff Contact/Lead | Michelle Jorgensen Heritage Advisor | Date: April 17, 2018 |
| Submitted By: | Doug Wagstaff Chief Operating Officer | Date: April 18, 2018 |
| Director Signature: |  | Date: April 19, 2018 |





**Town of Olds****Replacement of Sunshine Bus**

Community Services

April 3, 2018

PURPOSE

Replacement Sunshine bus.

SCOPE

The Town of Olds Sunshine Bus is a wheelchair accessible bus for Seniors (50+) and people with disabilities. The Sunshine Bus provides transportation within the Town limits for medical/dental/salon appointments and shopping etc. Many seniors or persons with disabilities have no means of transportation within the community and the Sunshine Bus is the only wheelchair accessible transportation for the public available in Olds.

Initially the Sunshine Bus was operated with funding from the Province of Alberta, Municipal Affairs, however this grant ceased in 2010. In order to recuperate the costs associated with operating the Sunshine Bus including repairs, maintenance, driver wages, insurance and fuel, there is a user fee of \$4.00 per one-way trip. Any budgeted funds unexpended are transferred to the replacement bus reserve as surplus.

BACKGROUND

Our current bus is a Ford E450 2011 Senator Elo with a motorized Braun wheel chair ramp and room for 2 wheel chairs and 12 passengers. The bus was purchased from Texas in 2014. There have been numerous problems with the air ride system, the ramp and mechanically on the vehicle itself. When the air ride system broke down on the bus in February, the automotive shop had trouble finding the parts. All parts for the bus come from the United States and involve a border customs broker. The shop manager also found out that these buses are not being sold anymore and the parts are very hard to source. Contrary to previous advice we are now receiving advice that this model of bus is not recommended for the cold Canadian climate. Each year expenses to maintain, repair and keep the bus in good running order have been increasing.

OVERVIEW

The purchase of a new vehicle is being explored. Used vehicles on ½ ton chassie retrofitted as wheel chair accessible to hold 6 passengers and a wheel chair are viable alternatives to new custom fit vehicles. Purchase cost of new van custom fit for accessible transit ranges \$75,000-\$80,000. Dealer costs on a used vehicle range between \$20,000 - \$27,000. Accessible Vehicle Solutions (AVS) in Calgary does conversions. AVS does the work in their shop versus other companies that send the vehicle to Quebec or Arizona to have them retrofitted. The cost of a retrofit depending upon style of van, number of seats, etc, is estimated \$12,000-\$20,000. There are businesses willing to assist with the purchase.

Maintenance expenses annually:

2014 - \$5,085.05

2015 - \$10,009.00

2016 - \$3,570.66

2017 - \$10,740.19

2018 (YTD) - \$6681.74

There has been a Point Range Detail Report (attached) on the current Sunshine Bus and it scored a 34 which puts it in the category for priority replacement.

REFLECTION POINTS

1. The Sunshine Bus is an affordable and valuable service.
 - a. Being the only wheelchair accessible public transport we are an integral part of some community members medical treatment plans, such as dialysis.
 - b. The use of a bus supported larger groups to be transported from Seniors housing accommodations.
 - i. Larger group bookings not frequent, and in-town group trips can be accommodated with multiple trips.
 - ii. Out-of-town trips not frequent and difficult with current operating model.
 - c. A rider survey was completed in the Fall of 2017, we are using that input to make decisions on a future bus.
 - i. Survey respondents reported being very satisfied with the drivers and dispatchers.
 - ii. The respondents felt the comfort of the bus was good, but felt it was too large to be economical. It was reported that the bus was often cold in the winter and was quite rough when riding on it.
2. Purchase of a replacement vehicle is a priority.
 - a. Expense to keep the bus maintained and repaired and kept in good running order are increasing and a significant operational consideration.
 - b. The current team of Sunshine Bus drivers have gone to look at wheelchair accessible transportation options as well they have done research alongside of our community facilitator to make sure the bus has the features needed for the public and for the drivers.
 - c. As of December 31, 2017, there is \$57,708.49 in the Sunshine Bus reserve.
3. The cost options for a replacement vehicle are being considered to align with the pattern of use for the service.
 - a. Sale of the current bus may offset the capital expense of purchasing a new vehicle or contribute to Sunshine Bus reserve.
4. Recommend expedited (2018) purchase of a van to replace the current bus.
 - a. Sale of the current bus may offset the capital expense of purchasing a new vehicle or contribute to 'Sunshine Bus' reserve.

| | | |
|---------------------|---|---------------------|
| Staff Contact/Lead | Heather Dixon Community Facilitator | Date: April 3, 2018 |
| Submitted By: | Doug Wagstaff Director of Community Services | Date: April 3, 2018 |
| Director Signature: |  | Date: April 3, 2018 |

Point Range Detail for Sedans, SUV's, Trucks

Date: March 2018

Unit No: Sunshine Bus

Description: Ford E450 2011 Senator Elo

Purpose of Vehicle: Passenger Bus

Mileage: 75,575 km Hours:

Market Value: \$60,000

| Factor | Points | Description | Total |
|--|--------|---|-----------|
| Age Hours/ Usage Type of Service | 1 | Each 10,000 kilometres or 500 hours of usage (see Note 1) | 7 |
| | 1 | Each Year of Chronological Age | 6 |
| | 2 | Standard sedans, SUV's, pickups | 2 |
| | 4 | Any vehicle that pulls trailers, hauls heavy loads | 4 |
| | 5 | Any vehicle involved in snow removal | 0 |
| Reliability (PM Work Not Included) | 1 | In shop one time within past three month period (see Note 2) | 1 |
| | 3 | In shop more than one time within three month period | 3 |
| | 5 | In shop more than twice monthly | 0 |
| M&R Costs (see Note 3) | 1 | Total repair costs are less than or equal to 20% of estimated market value | 0 |
| | 3 | Total repair costs are 21-50% of estimated market value | 3 |
| | 5 | Total repair costs are greater than 51% of estimated market value | 5 |
| Condition | 1 | No visual damage or rust, good drive train | 0 |
| | 2 | Minor imperfections in body and paint, interior fair (no rips, tears, burns), good drive train | 0 |
| | 3 | Noticeable imperfections in body and paint surface, minor rust, minor damage from add-on equipment, worn interior (one or more rips, tears, burns), and weak or noisy drive train | 3 |
| | 5 | Previous accident damage, poor body and paint conditions, rust (holes), major damage from add-on equipment, bad interior (rips, tears, cracked dash), and one drive train component bad | 0 |
| | 8 | Previous accident damage, poor body and paint conditions, rust (holes), bad interior (rips, tears, cracked dash), drive train is damaged or inoperative, and major damage from add-on equipment | 0 |
| Total | | | 34 |

| Point Ranges | Condition | Description |
|--------------|-----------|--|
| 0-10 | Excellent | Do not replace |
| 10-15 | Very Good | Do not replace |
| 15-20 | Good | Re-evaluate for next year's budget |
| 20-25 | Fair | Qualifies for replacement if budget allows |
| 25+ | Poor | Needs priority replacement |

Comments:

Contrary to previous advice we are now receiving advice from parts supplier that this model of bus is not recommended for the cold Canadian climate. When the air ride system broke down on the bus in February, the automotive shop had trouble finding the parts. All parts for the bus come from the United States and involve a border customs broker. The shop manager also found out that these buses are not being sold anymore and the parts are very hard to source.

- Note 1:** Kilometres will be used to evaluate light vehicles and hours will be used for heavy trucks
- Note 2:** Preventive Maintenance shall include but not be limited to oil changes, glass repair, shock replacement, replacement of electrical bulbs, tires, windshield wipers
- Note 3:** Estimated market value to be ascertained by reference to three or more listings in the AutoTrader or with an equipment auction sales summary
- Note 4:** Any vehicle to be removed from the fleet will not be maintained by the Town regardless of any proposed possible future use of the vehicle



Town of Olds

Request for Decision

NU-2-U Grant Distribution – Spring 2018

April 23, 2018

7c

RECOMMENDATION

That the NU-2-U grant allocations for Spring 2018 be approved for funding as follows:

| Organization | Amount |
|--|--------------------|
| Mountain View Communities Adult Learning | \$2080.00 |
| Peaks to Prairies Primary Care Network | \$1407.00 |
| Olds Meals on Wheels | \$1000.00 |
| Olds and District Hospice Society | \$7000.00 |
| Olds and Area Boys and Girls Club | \$2000.00 |
| Community Learning Campus | \$2000.00 |
| Total | \$15,487.00 |

BACKGROUND

The NU-2-U Thrift Store is committed to supporting community initiatives that focus on healthy living, fitness and community well-being. In addition to the distribution of grant funds generated in the previous calendar year, projects requiring household furniture and houseware articles may be considered for donations directly from the store. Individuals in need referred by various community agencies are regularly supported with goods. The initiatives of the Nu 2 U Store are all made possible by the generous donations of goods by members of the community that are sorted, priced and sold by a very enthusiastic group of volunteers that is dedicated to supporting the community. Since the fall of 2011 the Nu2 U grant program has allocated \$218,670 dollars to programs and services in Olds.

The application deadline is advertised through the town web site and at the NU-2-U store. Eleven grant applications were received for this round of funding. The grant review committee scrutinized the applications based on the Council approved guidelines. The above recommendations are based on the criteria, timing of requested projects and dollars available for the first round of funding.

ALTERNATIVES

1. Council request administration to provide additional information, being specific in what information would be required.
2. Council receive the NU-2-U Grant recommendations for information and not approve the use of funds for this purpose.

ATTACHMENTS

Attachment 1: NU-2-U grants allocated to date

| | | |
|---------------------|--|----------------------|
| Submitted By: | Michelle Honeyman Manager of Community Services | Date: April 13, 2018 |
| Director Signature: | | Date: 2018 APR 18 |
| CAO Signature: | | Date: April 19/2018 |

Attachment 1

NU-2-U Grant recipients approved to date since November 2011

| | |
|--|------------------|
| Community Lifestyles Committee (OI) | \$ 1,000 |
| Boys and Girls Club of Olds and Area | \$ 5,000 |
| Canadian Parents for French | \$ 900 |
| Canadian Tire Jump Start Program | \$ 2,000 |
| Community Lending Shelf | \$ 1,000 |
| Deer Meadow School | \$ 1,000 |
| Habitat for Humanity Mountain View Chapter | \$ 500 |
| Hope-4-MVC Kids Society | \$ 3,200 |
| Horizon School Parent Advisory Council Society | \$16,625 |
| Meadow Creek Vaulting Club | \$ 3,100 |
| Meals on Wheels Olds | \$ |
| Mountain View Special Riding Association (MVSRA) | \$ 4,000 |
| Mountain View Community Adult Learning Society | \$ 3,500 |
| Olds & District Hospice Society | \$67,300 |
| Olds 4-H Multi Club | \$ 600 |
| Olds and District Kiwanis Music Festival | \$ 2,000 |
| Olds Aquatic Centre | \$ 500 |
| Olds Branch Canadian Tire Jump Start | \$ - |
| Olds Calico Capers Square Dance Club | \$ 1,230 |
| Olds College Broncos | \$ 1,200 |
| Olds College Community Learning Campus (CLC) | \$ 9,650 |
| Olds Community Chorus | \$ 2,750 |
| Olds Emergency Shelter Society | \$21,000 |
| Olds High School | \$ 7,650 |
| Olds High School Workplace Readiness/ Kaleidoscope Class | \$ 1,000 |
| Olds Historical Society | \$13,500 |
| Olds Hospital and Care Center | \$14,500 |
| Olds Hospital Garden Group | \$ 900 |
| Olds Rapids Swim Club | \$ 2,500 |
| ROAR Fundraising Society (Holy Trinity Playground) | \$ 3,000 |
| Special Olympics Olds & District | \$12,565 |
| Youth Empowerment & Support Program (YES) | \$15,000 |
| TOTAL | \$218,670 |

Attachment 2

Spring 2018 NU-2-U Grant Recommendations to Olds Town Council

| Organization | Requested | Recommended | Comments |
|--|-----------------|---------------|--|
| Mountain View Communities Adult Learning | 2080 | 2080 | ESL learning program |
| Peaks to Prairies Primary Care Network | 1407.84 | 1407 | Walking poles for the community walking group. Will be kept onsite for all to use. |
| Olds Meals on Wheels | 1000 | 1000 | Subsidize meals for seniors in the community |
| Olds and District Hospice Society | 7000 | 7000 | Office rent, telephone and internet expenses |
| Olds and Area Boys and Girls Club | 3000 | 2000 | Healthy eating and meal prep class for kids. In-kind donations of cooking supplies from the store. |
| Community Learning Campus | 3000 | 2000 | Youth cross country ski program for community |
| Other grant requests | | | Deemed ineligible or other funding available |
| Total | 29217.16 | 15,487 | |



Request for Decision

**Mountain View Regional Water Services Commission
(MVRWSC) 2018 System Business Plan**

April 23, 2018

70

RECOMMENDATION

That the Municipality has reviewed the Mountain View Regional Water Services Commission 2018 System Business Plan and accepts it as information.

That the Municipality has reviewed the rates as stated in the Mountain View Regional Water Services Commission 2018 System Business Plan.

BACKGROUND

The MVRWSC is proceeding with the construction of the second phase of the twinning of the Regional Water Line. The Commission Board has updated the MVRWSC Business Plan to address rates, borrowing and general operation of the regional system.

To finalize the application, Municipal Affairs has requested that two motions be made by each member of the Commission.

1. That the Municipality has reviewed the MVRWSC Business Plan and has accepted it as information.
2. That the Municipality has reviewed the rates as stated in the MVRWSC Business Plan.

The Commission is requesting that all member communities review this request and forward their letters, attaching the two required motion, to the Commission. The Commission will send the letters to Municipal Affairs in one package in order to complete the application for the debit limit increase.

ALTERNATIVE OPTIONS

1. Council can request clarification regarding the MVRWSC 2018 System Business Plan. Council would need to be specific in their request for clarification.

FINANCIAL IMPLICATIONS

| Cost | Source of Funding |
|-------------------|-------------------|
| | |
| Total Cost | |

ATTACHMENTS

1. MVRWSC Memo dated Feb. 27, 2018
2. MVRWSC 2018 System Business Plan

| | | |
|----------------------|--------------------------------------|----------------------|
| Submitted By: | Marcie McKinnon Legislative Clerk | Date: April 17, 2018 |
| Director of Finance: | Garth Lucas | Date: |
| CAO Signature: | | Date: April 19/18 |

Mountain View Regional Water Services Commission

*Anthony Henday Water Treatment Plant
35566 Rge Rd 10, Red Deer County, Alberta T4G 0H5
Bus: 403-227-5828 - Fax: 403-227-5831
E-mail Address: mtnwater@telusplanet.net*

MEMO

Date: Feb. 27, 2018

To: Member Communities

From: Chairman Rick Blair

Re: Updated Business Plan and Motions

Introduction

The MVRWSC is proceeding with the construction of the second phase of the twinning of the Regional Water Line. The new section of the line from Didsbury to Carstairs/Crossfield is nearing design completion.

Highway 2A will serve as "right of way" for the new line. This alignment will be a great benefit both to simplicity of design and reduction in cost of the project.

The Commission Board has updated the MVRWSC Business Plan (attached) to address the rates, borrowing and general operation of the regional system.

MVRWSC Business Plan

The MVRWSC Business Plan is an extension of previous business plans. The plan addresses key elements of the operations of the Commission.

The second phase of the twinning will cost approximately \$26 million dollars. To fund this, the Government of Alberta has committed \$10.7 million for the project, the Commission will contribute \$5.41 million from reserves and \$9.89 million will come from the issuance of long term debt.

The debit ceiling needed for Phase 2 – South Transmission Capacity Project will require a debt limit increase for the Commission. The Commission has made a request to the Minister of Municipal Affairs for an increase of \$9 million dollars to the long-term debt limit.

In the Business Plan, the rates are also calculated from 2018 to 2021. The rates will increase from \$1.55 per cubic meter to \$1.72 to fund operations and capital construction.

To finalize our application Municipal Affairs has requested that two motions be made by each member of the Commission.

1. That the Municipality has reviewed the MVRWSC Business Plan and has accepted it as information.

"Quality Water Always"

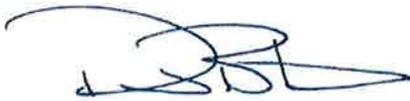
2. That the Municipality has reviewed the rates as stated in the MVRWSC Business Plan.

The Commission is requesting that all member communities review this request and forward their letters, attaching the two required motions, to the Commission. The Commission will send the letters to Municipal Affairs in one package in order to complete the application for the debt limit increase.

Contact

If there are any questions please contact me at 403 852-9712 or John Van Doesburg, Commission Manager at 403 391-0270.

Yours,

A handwritten signature in blue ink, appearing to read 'Rick Blair', with a stylized flourish extending to the right.

Rick Blair
Chair

cc. Board of Directors



**Mountain View
Regional Water
Services Commission**

2018 System Business Plan

Adopted January 17, 2018

Member Municipalities

- Town of Bowden
- Town of Carstairs
- Town of Crossfield
- Town of Didsbury
- Town of Innisfail
- Town of Olds



**Mountain
View Regional
Water System**

2018 Business Plan – Adopted – January 17, 2018

Table of Contents

| | |
|--|----|
| Table of Contents | 2 |
| List of Tables | 4 |
| 1. Introduction | 6 |
| 1.1 Definitions | 6 |
| 1.2 Background | 6 |
| 1.2.1 Creation of Mountain View Regional Water System | 6 |
| 1.2.2 Current Situation and Future Needs | 8 |
| 1.3 Business Planning | 9 |
| 1.3.1 Mandate and Strategic Directions of the Commission | 9 |
| 1.3.2 Business Plan Objectives and Scope | 10 |
| 1.3.3 Review of Business Plan | 11 |
| 1.3.4 Public Policy | 11 |
| 1.3.5 Compliance with ALSA Regional Plans | 12 |
| 1.4 Previously Completed Studies, Plans and Reports | 13 |
| 2. Governance and Management | 15 |
| 2.1 Operation and Business Entity | 15 |
| 2.1.1 Regional Services Commission | 15 |
| 2.1.2 Consideration of Other Governance Forms | 15 |
| 2.1.3 Commission Bylaws | 15 |
| 2.1.4 Governing Board | 16 |
| 2.2 Management | 16 |
| 2.3 Organization Chart | 17 |
| 2.4 Allocation of System Capacity and Costs | 17 |
| 2.5 Addition of New Customers | 18 |
| 2.6 Withdrawal of Members from the Commission | 20 |
| 2.7 Disposition of Assets | 20 |
| 3. System Description | 21 |
| 3.1 Present and Future Service Areas | 21 |
| 3.1.1 Mountain View County | 22 |
| 3.1.2 Rocky View County | 22 |
| 3.1.3 Red Deer County | 23 |
| 3.1.4 Town of Penhold | 23 |
| 3.1.5 Sylvan Lake Regional Water Commission | 23 |
| 3.2 Population and Treated Water Volume Projections | 23 |
| 3.2.1 Population | 23 |
| 3.2.2 Projected Treated Water Volumes | 25 |
| 3.3 Projected Raw Water Volumes | 26 |
| 3.4 Present System | 29 |
| 3.4.1 Water Licenses | 30 |



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

| | | |
|-------|--|----|
| 3.4.2 | Raw Water Supply | 32 |
| 3.4.3 | Water Treatment | 32 |
| 3.4.4 | Treated Water Reservoirs | 32 |
| 3.4.5 | Treated Water Transmission System | 33 |
| 3.4.6 | Connections for Members and Direct Customers | 34 |
| 3.4.7 | Rural Water Distribution Systems and Connections | 34 |
| 3.4.8 | Bulk Water Stations | 35 |
| 3.5 | Expansions and Upgrading of the System..... | 35 |
| 3.5.1 | Raw Water Supply | 36 |
| 3.5.2 | Water Treatment | 36 |
| 3.5.3 | Treated Water Storage | 37 |
| 3.5.4 | Transmission Capacity – Innisfail Line..... | 37 |
| 3.5.5 | Transmission Capacity - Main Line from WTP to Mid Line Station..... | 37 |
| 3.5.6 | Transmission Capacity - Main Line from Mid Line Station to Crossfield..... | 38 |
| 4. | Infrastructure Projects Expense and Funding..... | 39 |
| 4.1 | Overall Infrastructure Expense and Funding | 39 |
| 4.2 | WTP to Mid Line Station Transmission Capacity Increase..... | 39 |
| 4.3 | South Transmission Capacity Increase - Mid Line Station to Crossfield..... | 39 |
| 4.4 | Other Major Projects | 40 |
| 4.5 | Long Term Debt..... | 40 |
| 4.5.1 | Debt Limit..... | 42 |
| 5. | System Operation..... | 45 |
| 5.1 | Management, Administration and Operations | 45 |
| 5.1.1 | Contracted Operation of the South Red Deer Regional Wastewater System..... | 45 |
| 5.2 | Financial Management | 45 |
| 5.2.1 | Financial Plans and Budgets | 46 |
| 5.2.2 | Financial Reports | 47 |
| 5.2.3 | Cash Management and Authorization of Expenditures | 47 |
| 5.2.4 | Interim Capital Borrowing and Operating Line of Credit | 48 |
| 5.3 | Asset Management Planning..... | 48 |
| 5.4 | Insurance and Risk Management | 48 |
| 5.5 | Regulatory Operating Licenses and Approvals..... | 49 |
| 5.6 | Policy Development | 49 |
| 6. | Operating Costs and Revenue..... | 50 |
| 6.1 | Commission and System Annual Expenditures | 50 |
| 6.2 | Required Annual Revenues..... | 50 |
| 6.3 | Rates and Charges..... | 52 |
| 6.3.1 | Principles Governing the Establishment of Long Term Rates..... | 52 |
| 6.3.2 | Projected Sales Volumes..... | 52 |
| 6.3.3 | Calculation of Rates..... | 53 |
| 6.3.4 | Minimum Volume Charges..... | 55 |
| 6.3.5 | Public Utility Disputes..... | 56 |
| 6.3.6 | Cost of Service Rate Basis (Utility Rate Model)..... | 56 |

| | | |
|---|---|----|
| 6.4 | Financial Summaries | 57 |
| 6.4.1 | Summary of Revenue and Expenditures..... | 57 |
| 6.4.2 | Summary of Selected Balance Sheet Items | 57 |
| 6.4.3 | Accrued Deficit..... | 59 |
| 6.5 | Metrics and Comparisons..... | 60 |
| 7. | Due Diligence | 62 |
| Appendix A Mountain View Regional Water Services Commission Regulation..... | | 63 |
| Appendix B Commission Bylaws..... | | 66 |
| BY-LAW NO. 1..... | | 66 |
| Appendix C Detailed Population and Volume Projections..... | | 71 |
| Appendix D Capital Expenditure and Funding Details | | 72 |
| Appendix E Annual Financing Cost and Revenue Details..... | | 73 |

List of Tables

| | |
|---|---|
| Table 3.1 – | 25 Year Projected Population and Volume by Member and Customer |
| Table 3.2 – | Water Balance |
| Table 3.3 – | Total Daily and Yearly Raw Water Requirements |
| Table 3.4 – | Water Diversion License Summary |
| Table 3.5 – | Summary of Major Component Capacity and Upgrading Time Frames |
| Table 4.1 – | Capital Expenditure and Funding |
| Table 4.4 – | Debt Limit Analysis |
| Table 4.5 – | Debt Limit Analysis |
| Table 6.1 – | Annual Water Supply Expenditures and Revenue to be Raised from Rates |
| Table 6.2 – | Rate Calculation for Water Services |
| Table 6.3 – | Revenue from Rates |
| Table 6.4 – | Summary of Income Statement Items |
| Table 6.5 – | Summary of Balance Sheet Items |
| Table 6.6 – | Rate Calculation – Cost of Service Rate Model |
| Table 6.7 – | Metrics and Comparisons |
| Financial Model - General Input Variables | |
| Table C1 – | Projected Population by Member & Customers |
| Table C2 – | Projected Average Annual Daily Treated Water Demands based on Historical Average |
| Table C3 – | Projected Annual Treated Water Requirements |
| Table C4 – | Maximum Daily Treated Water Demands |
| Table C5 – | Historical Consumption |
| Table D3 – | Debtenture Schedule – Transmission Line Twinning – WTP to Midline Station – Bylaw 3 |



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

| | |
|------------|--|
| Table D4 - | Debenture Schedule - Transmission Line Twinning - WTP to Midline Station - Bylaw 4 - Draw 1 |
| Table D5 - | Debenture Schedule - Transmission Line Twinning - WTP to Midline Station - Bylaw 4 - Draw 2 |
| Table D6 - | Debenture Schedule - Transmission Line Twinning - WTP to Midline Station - Bylaw 4 - Draw 3 |
| Table D7 - | Debenture Schedule - Transmission Line Twinning - Midline Station to Crossfield - Bylaw 2018 - 1 |
| Table D8 - | Debenture Schedule - New Raw Water Supply - Bylaw 2022 - 1 |
| Table E1 - | Detailed Operating Expenditure |
| Table E2 - | South Red Deer Regional Wastewater System Contracted Operation |
| Table E3 - | Annual Volumes for Revenue Calculation |
| Table E4 - | Tangible Capital Assets |
| Table E5 - | Amortization of No Cost Capital |

The Tables in this Plan are created using an interlinked spreadsheet. The amounts highlighted in yellow indicate those values that are variables within the spreadsheet. Those values not highlighted are created by calculation and formulae. As such, some columns of numbers because of rounding, may not add up exactly.

As well, forecasted numbers are not rounded off even though the model does not pretend to be able to forecast future numbers to that degree of accuracy. The numbers are retained as calculated to ensure that formulae are calculating as intended and linkages are retained.

List of Figures

- Figure 3.1 - System Service Area
- Figure 3.2 - Component Capacity Thresholds

1. Introduction

1.1 Definitions

In this Plan:

- i) "Alberta Environment" means Alberta Environment and Parks or such successor ministries of the Government of Alberta responsible for water legislation and regulation.
- ii) "Bowden" means the Town of Bowden,
- iii) "Carstairs" means the Town of Carstairs,
- iv) "Commission" or "MV Commission" means the Mountain View Regional Water Services Commission incorporated under *Alberta Regulation 245/1992*,
- v) "Crossfield" means the Town of Crossfield,
- vi) "Didsbury" means the Town of Didsbury,
- vii) "Innisfail" means the Town of Innisfail,
- viii) "Member" means one of Bowden, Carstairs, Crossfield, Didsbury, Innisfail, or Olds,
- ix) "Members" means Bowden, Carstairs, Crossfield, Didsbury, Innisfail, or Olds collectively in the context of membership of the Commission,
- x) "Municipal Government Act" means the *Municipal Government Act*, R.S.A. 2000, c. M-26
- xi) "Municipalities" means Bowden, Carstairs, Crossfield, Didsbury, Innisfail, or Olds collectively in the context of municipal government and boundaries,
- xii) "Olds" means the Town of Olds,
- xiii) "Plan" means Mountain View Regional Water System Business Plan,
- xiv) "SRD System" means the wastewater transmission system of the South Red Deer Regional Wastewater Commission
- xv) "System" or "MV System" means the Mountain View Regional Water System owned and operated by the Commission, and
- xvi) "WTP" means the Anthony Henday Water Treatment Plant.

1.2 Background

1.2.1 Creation of Mountain View Regional Water System

The Province of Alberta developed a regional water system to replace the increasingly inadequate ground water sources for the Towns of Crossfield, Carstairs, Didsbury, Olds and Bowden. A water treatment plant was constructed on Red Deer River near Innisfail and a transmission line was constructed to



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

deliver water to the municipalities and private customers including, the Bowden Institution, industrial users and individual farm sites within the rural municipalities along the route of the line. The Town of Innisfail also drew a portion of its water needs from the System.

Responsibility for ownership and operation of the System was shifted from the Province to the municipalities in 1992 with the creation of the Mountain View Regional Water Services Commission (Commission). The Membership of the Commission is comprised of:

- a. Town of Crossfield,
- b. Town of Carstairs,
- c. Town of Didsbury,
- d. Town of Olds,
- e. Town of Bowden, and
- f. Town of Innisfail.

The major components of the System presently include:

- a. Anthony Henday Water Treatment Plant (WTP) located west of Innisfail on the Red Deer River, which draws raw water from the River for treatment, storage and pumping,
- b. Mid Line Reservoir and Pumping Station (Mid-Line Station) near the Town of Olds,
- c. Main Transmission Lines:
 - i. The original line from the WTP to the Mid-Line Station serving Bowden Institute, Bowden and Olds, (Original Line) and
 - ii. A second line from the WTP to the Mid-Line Station to increase volume capacity for Members and Customers in the southern portion of the System (2014 Line).
 - iii. The original line from the Mid-Line Station to Crossfield serving Didsbury, Carstairs, Crossfield and industrial customers near Crossfield.

7



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

- iv. Innisfail Transmission Line from WTP to Innisfail to supply the Town water distribution system and some directly connected private customers

The system delivers water to the storage facilities developed in and operated by the individual Municipalities and Customers.

Except for those current, directly connected customers in the rural municipalities, the Members are responsible for the development and operation of any storage, pumping and distribution systems necessary to meet the water consumption and fire flow needs of the Municipality.

1.2.2 Current Situation and Future Needs

The System has been upgraded and its capacity expanded over time to meet rising needs of the Members and Customers with more recent improvements, including:

- a. Upgrading of the water treatment system to a membrane filtration system,
- b. Expanding the capacity of the Innisfail Transmission Line, and
- c. Development of the Mid-Line reservoir and pumping facility.
- d. Installation in 2014 of a second transmission line from the WTP to the Mid-Line Station and added pumping capacity at the WTP (2014 Capacity Increase) to increase the ability of the System to deliver sufficient volumes of water to Olds, Didsbury, Carstairs, Crossfield and Customers on the southerly portion of the System.

The 2014 Capacity Increase resolved earlier supply issues for Members and Customers of the System particularly during periods of high demand in summer. As well, the capacity increase now enables the System to provide water services to new customer Mountain View County for development in Netook Crossing and other areas covered by the Highway 2/27 Area Structure Plan.

With continuing growth in the communities south of the Mid Line Station, however, the original transmission line south from the Mid Line Station to Crossfield, particularly that section between Didsbury and Carstairs, is nearing its capacity. While not implemented yet, water rationing may be needed when the pipeline is unable to meet peak flow factors. The situation will continue to worsen as water demand in the south portion of the System increases.

8



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

As well, Rocky View County (together with Mountain View County) has secured a water diversion license from the Red Deer River to provide for the water needs of development in Rocky View County. Rocky View County will be looking to the Commission to make arrangements for the treatment and transmission of water to the County's water distribution facilities at Crossfield. Depending on its magnitude, the Rocky View needs will accelerate the timing and the capacity for increasing the System transmission capacity south of the Mid Line Station.

The Town of Penhold is reaching the capacity of its groundwater sources and will need to look toward a surface supply soon. While the City of Red Deer does supply water to Red Deer County areas between the City and the Town, the City at this time does not have infrastructure capacity on the south side to supply Penhold's needs. The next closest source of water for Penhold is the System.

The Sylvan Lake Regional Water Commission has been formed to address the future water needs for the Town of Sylvan Lake and the Summer Villages and portions of Lacombe and Red Deer Counties in the Lake Area. The MV System is a potential source of water for the Sylvan Lake Commission.

1.3 Business Planning

1.3.1 Mandate and Strategic Directions of the Commission

The following strategic directions are reflected in this Plan:

1. The primary consideration for the Commission is to continue with optimizing and enhancing the present System to serve the Members and the original customers mandated under the Regulation. The Commission will set out within the present rate structure financial reserves to provide funds for capital improvements and long term asset replacement.
2. The role of the Commission will be to provide water services to its Members and, with the exception of the present directly connected customers, it will be the Member's responsibility to provide water services to the properties and customers within their respective municipal boundaries. The Commission will remain alert to non-traditional opportunities for sale of water.
3. While the Commission's primary obligation is to its present Members, the Commission will consider expansion of the System's treatment

9



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

capacity and transmission line network to provide water services to other municipalities that are not Members provided, however, that the long term interests of the Members and the Commission are not prejudiced

4. The Commission is intent on maintaining the System under the jurisdiction and control of the Members. The Commission will seek out such opportunities for cooperation, alliance and combination with other public water systems as means to enhance management, administration, operations, development and security of water supply of the System.
5. While acknowledging that the revenue of the System is very much dependent on the sale of water to the Members, the Commission recognizes the importance of conservation and proper stewardship of our water resources and will take such measures itself and will encourage the Members and customers to also take action to improve the conservation of water supplied by the System and ensure its appropriate use.
6. Beyond direct interests of the operation and development of the System, the Commission remain aware of and participate in the consideration and public debate with respect to larger water policy issues.

1.3.2 Business Plan Objectives and Scope

The continuing expansion of the Main Line Transmission capacity and the ongoing renewal, upgrading and expansion of the System represent significant capital investment by the Commission. The potential additional volumes for Rocky View, Penhold and/or Sylvan Lake will accelerate the timing for upgrading and replacement of System components. While possibilities, there is no certainty on any of these prospects and as such this Business Plan represents the 25 year planning for the present MV Commission Members and customers only. This Plan is intended to set out the following:

- a. Renewal, upgrading and expansion of the System needed over time to meet the water quality and quantity required to serve the future needs of the present Members and Customers and to support the continued development and growth in the South Red Deer corridor,
- b. Governance, management and operation of the System,
- c. Nature and timing of the expected capital works, how the costs of these respective works would be financed, and

10



**Mountain
View Regional
Water System**

2018 Business Plan – Adopted – January 17, 2018

- d. Projected operating revenues, expenditures and resultant rates and charges for water services to Members and Customers.

Specifically this Plan will:

- a. Set out the future mandate and goals for the Commission and the System with respect to supplying the present Members and Customers
- b. Identify the expected volumes of treated water to be required over the next 25 years for existing Members and Customers,
- c. Identify the capacity of the various components of the System,
- d. Set out the expected operating costs of the System for the years 2018 – 2022, and
- e. Project the rates to be charged for water services to Members and Customers.

The Plan and the associated financial model will provide a basis upon which to evaluate the impact of supplying water to any future prospects. As well, the Plan will become and will be maintained as part of the “corporate memory” of the Commission and be a reference and resource for present and future Board Directors, Commission management and administration and the Members as well a source of information for funding and regulatory agencies and for the general public.

1.3.3 Review of Business Plan

The Commission will review the provisions of this Plan each year as part of the cycle for preparing the financial plans and annual budget for the Commission. The Commission will undertake a more extensive, full review of the Plan:

- a. in the year following the year in which local elections are held beginning in 2018, or
- b. More frequently if the Commission determines a need to do so.

1.3.4 Public Policy

To ensure the long term water supply interests of the Commission and its Members, the Commission will remain aware of and participate in the



**Mountain
View Regional
Water System**

2018 Business Plan – Adopted – January 17, 2018

consideration and public debate with respect to the following policy issues including:

- a. Protection of watersheds and sources of water for municipal supply systems, and
- b. The allocation and licensing of surface water supplies by the Government of Alberta.

1.3.5 Compliance with ALSA Regional Plans

Under the provisions of Section 602.021 of the *Municipal Government Act*, a regional commission “must act in accordance with any applicable ALSA [Alberta Land Stewardship Act, S.A. 2009, c. A-26.8] regional plan. The ALSA provides for the implementation of the Alberta Land Use Framework under which the following regions in which the System will operate have been identified as regions for which a land use plan will be a requirement.”

The System Service Area is contained within the Red Deer Regional Plan (RDRP) area. At this time, the development of the RDRP has not started.¹

¹ Red Deer Region, Land Use Framework, Alberta Environment and Parks
<https://landuse.alberta.ca/RegionalPlans/RedDeerRegion/Pages/default.aspx>
Accessed December 9, 2017



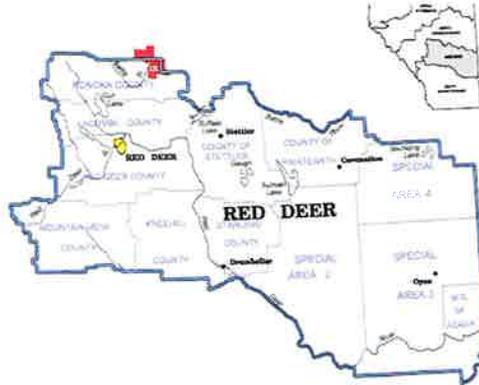
Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018



- c. Mountain View Regional Water Services Commission Mountain View Line Twinning - Technical Memos 1 – 4 (Stantec 2015)
- d. Regional Water Transmission Line – Preliminary Design Report – ISL Engineering November 2017)

The Commission will monitor and participate in the development of the Red Deer Region Land Use Plan to the extent necessary to safeguard and advocate for the long term water supply interests of the Commission. The Commission will consider participation in other municipal and multi-stakeholder groups such as the Red Deer River Municipal User Group or the Red Deer River Watershed Alliance that are concerned with the management and planning of the Red Deer River and its role in the larger South Saskatchewan River Basin.

The Commission will also monitor the progress, outcome and implementation the Red Deer River Basin Modelling Study which is part of the Climate Vulnerability and Sustainable Water Management in the South Saskatchewan River Basin Project as to the implications and opportunities for the Commission and System.

1.4 Previously Completed Studies, Plans and Reports

Studies, plans and reports considered in preparation of this business plan include:

- a. Mountain View Regional Water Services Commission Line Twinning, Pumping And Scada Preliminary Design Final Report (Stantec 2005), and
- b. Mountain View Regional Water Services Commission Highlift Pumping Upgrade Study Final Report (Stantec 2003).



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

2. Governance and Management

2.1 Operation and Business Entity

2.1.1 Regional Services Commission

In order to assume the responsibility for owning and operating the System, the six Municipalities chose to form a regional services commission under the provisions of the *Municipal Government Act*. The Mountain View Regional Water Services Commission (“MVRWSC” or “Commission”) was created by Order in Council under Alberta Regulation AR245/92 (Regulation), which charged the Commission with the responsibility to supply water services to the Members and to all customers who were receiving water services at the date of acquisition of the System from the Government of Alberta. The Regulation also allows the Commission to service other customers as the Commission may determine. The text of the Regulation is set out in Appendix A of this Plan.

2.1.2 Consideration of Other Governance Forms

The regional services commission governance model is the one most commonly used in Alberta for the development and operation of regional water systems. Subject as it is to legislative provisions of the *Municipal Government Act*, the Board sees that the commission form imposes some constraints on the ability of the organization to approach its operation and development on a business and utility oriented approach. As well, Directors representing the Members must be members of the respective municipal councils and may not have the degree of corporate or utility background that might be beneficial to the organization. Moreover, municipal elections can result in significant turnover of Directors and loss of continuity. There may be an advantage to the being able to appoint individuals to that are not directly connected to the Member municipalities.

There are other possible governance models which can be considered including the establishment of a Municipal Controlled Corporation under the *Business Corporations Act* or a Part 9 company under the *Companies Act*. The Commission will explore over the next year the merits of considering a corporate form of governance as an alternative to the Commission.

2.1.3 Commission Bylaws

The organization and constitution of the Commission was set out in Commission Bylaw No. 1, adopted by the Board and approved by the Minister

15



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

of Municipal Affairs, text of which is set out in Appendix B of this Plan. As many of the provisions of existing Bylaw No 1 do not need approval of the Minister, Alberta Municipal Affairs has been asking regional services commissions to separate out those provisions for which Ministerial approval is required. Subject to the Commission’s decisions with respect to consideration of alternative governance forms, the Board intends to repeal existing Bylaw No. 1 and enact new Bylaws in replacement.

2.1.4 Governing Board

The Board of Directors (Board) consisting of one member of the municipal councils of each of the Members, as appointed by the Members, is responsible for the management and conduct of the affairs of the Commission. The operation of the Board and the Commission is set out under Bylaw 1 of the Commission adopted by the Board. A Chair and Vice Chair is selected annually by the Board from among its members.

2.2 Management

The Commission has appointed a Manager, which fulfills the role of Chief Administrative Officer (“CAO”) of the Commission, as the ongoing administrative head. The Manager directs the operations of the Commission, the System and its employees and contractors.

The Manager will also oversee, coordinate and direct the construction of capital works of the System. The Manager will direct the Consulting Engineers engaged by the Board and any other specific project or construction supervisors that may be required. The Manager may constitute a technical committee of representatives from each of the Members and major customers to provide input and advice on the design and construction of capital improvements, as well as provide liaison between the System generally and water facilities staff of each of the Members and major customers.

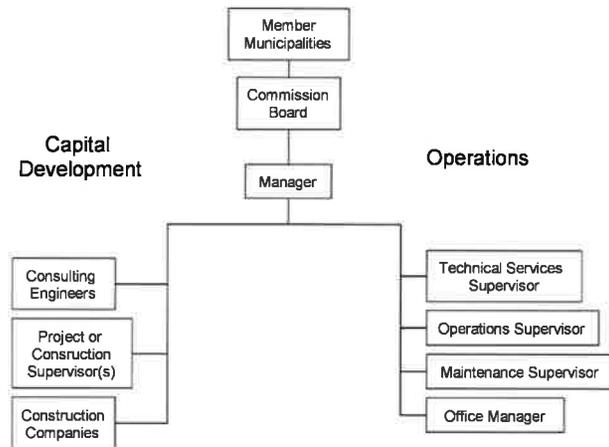
The Manager may delegate any or all of the responsibilities of the Manager to the Operations Manager. The Commission will set out more formally the role and responsibility of the Manager in a new Bylaw.

16



2.3 Organization Chart

Figure 2.1
Mountain View Regional Water Commission
Organizational Chart



2.4 Allocation of System Capacity and Costs

1. The Members agree that the Members do not have a specifically assigned proportionate share of the ultimate design capacity of the System, but rather that the Commission is at liberty to allocate capacity to the Members and Customers as may be required to meet their respective needs.
2. As charged under the Regulation, the Commission will be responsible to meet the water services needs of the Members and the Commission will undertake ongoing capital planning and put in place capital financing to ensure that the needs of the Members will be met.

3. The Regulation provides that water shortages will be shared proportionately and for the purposes of interpretation of that provision, the Members agree that the proportion allocated for each Member and Customer will be based on the total volumes of water provided to the Members and Customers of the Commission in the previous year.
4. The Members agree that the operating cost and the annual costs associated with net capital costs of System renewal and expansion (after government grants, if any, and direct contributions from Members or Customers as may be required and received) will be recovered through uniform rates on actual volumes of water delivered.
5. The Members agree that should this uniform rate, because of less than expected water volumes, fail to generate sufficient revenue to meet the total annual costs of the System in a year, the shortfall of revenue, if it cannot otherwise be met from financial reserves or accumulated surplus, would be recovered in subsequent years by an increase in uniform rates.
6. The Members agree that Members and Customers will not resell water services to consumers for a rate lower than the sum of the cost of water services received from the System and the Members' or Customers' own costs of water distribution.

2.5 Addition of New Customers

1. The Commission may extend water service to additional customers provided the extension of services does not put at risk the water supply to the Members and existing customers and the application meets the requirements of the Commission,
2. In addition to the common cost of water services from the System, a new customer will be responsible to pay to the Commission in a manner and value to be determined between the new customer and the Commission:
 - a. A portion of the net capital costs of the System based on the proportion of expected water volume to total System volume, and
 - b. The additional net capital costs of any capital upgrades and connection costs required to supply service to the new customer.
3. The Commission will own and operate all components of the treatment, storage and transmission systems required to serve the needs of the new customer, including connection lines to the established point of sale,



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

4. If the water volume of the new customer is of sufficient magnitude to require additional license water diversion, the applicant and the Commission will jointly apply for an additional diversion license,
5. An applicant will be responsible to bear all costs associated with the application for consideration as a new customer, including any water licensing cost, and
6. A new customer will enter into an agreement with the Commission which, among other things, will set out the:
 - a. Financial obligations of the Customer for payment for:
 - i. Water services on a volume basis,
 - ii. Minimum annual charges, if any, required,
 - iii. Subsequent recovery of revenue shortfall for previous years,
 - iv. A portion of the net capital costs of the System, and
 - v. Costs for new capital works required to provide service for the Customer.
 - b. Particular arrangements, obligations or provisions that may be particular to the Customer, including boundaries for the supply of water services and point of sale water diversion license,
 - c. Obligations, if any, for Minimum annual Volumes,
 - d. Allowable Daily Volume and Maximum Rate of Delivery of water to the Customer,
 - e. Obligations of the Customer with respect to connection with the System, metering, environmental compliance and indemnification,
 - f. Provisions for suspension and shutdown of the Customer's Connection, and
 - g. Process for Dispute Resolution.



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

2.6 Withdrawal of Members from the Commission

1. Subject to the approval of the Government of Alberta, a Member may withdraw from the Commission upon five years written notice. The withdrawing Member will not be entitled to any compensation for any perceived equity or capacity built up in the System.
2. The withdrawing Member will still be responsible for a respective proportion of outstanding debt principle for which the System has assumed to create capacity for the Member's estimated 25 year water service requirements together with any outstanding current liabilities that have been incurred by the Commission to the benefit of the Member.
3. The withdrawing Member shall pay to the Commission the outstanding current liabilities and either pay the outstanding principle and any accrued interest for long term debt or agree to continue to pay the respective share of the annual payments on the debt.

2.7 Disposition of Assets

The Commission Board may not dispose of any "land, buildings or personal property used in connection with the supply of water services" without approval of the Government of Alberta. Approval may be given if:

- a. Grants from the Government of Alberta and outstanding debt associated with that portion of the land, buildings, equipment or inventory to be sold is repaid or retired,
- b. The sale would not have a significant adverse effect on the supply of water services the Commission provides, and
- c. The selling price of the assets to be disposed of is satisfactory.



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

3. System Description

3.1 Present and Future Service Areas

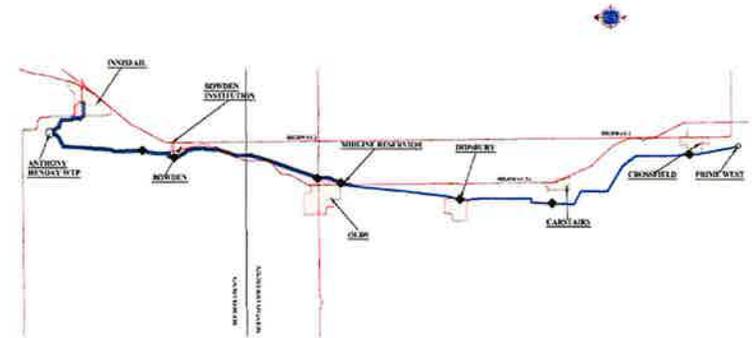
The System currently provides treated water services to the following municipalities:

- a. Town of Crossfield,
- b. Town of Carstairs,
- c. Town of Didsbury,
- d. Town of Olds,
- e. Town of Bowden, and
- f. Town of Innisfail.

As well, the System provides treated water services to the following direct Customers:

- a. Bowden Institution,
- b. Mountain View County
- c. Crossfield Area industrial users:
 - i. Enmax Green Power Inc.,
 - ii. Taqa North (formerly Prime West), and
 - iii. Ro-land Farms.
- d. Other private residential/farm sites.

Figure 3.1 – System Service Area



3.1.1 Mountain View County

Under a Memorandum of Understanding dated July 7, 2009, Rocky View County, Mountain View County and the Commission agreed to make an application for a license to divert additional water from the Red Deer River at the WTP for the two Counties. That license was granted in 2014 (See Section 3.4.1).

Mountain View County made application to the Commission for water services in 2010 and under an agreement completed in 2015 with the County, the Commission will supply water to Mountain View County as a Customer either directly or more likely through connection to Members' distribution systems.

3.1.2 Rocky View County

While preliminary discussions have taken place with Rocky View County as to potential timing and initial quantities of water that might be sought from the System, a formal application by Rocky View County to the Commission for water services from the System has not been received. Subject to the provisions of Section 2.6 of this Plan, the Commission is prepared to supply water services to Rocky View County if the necessary transmission capacity can be put in place.



**Mountain
View Regional
Water System**

2018 Business Plan – Adopted – January 17, 2018

The point of connection to the System would be at Crossfield with Rocky View County being responsible for the costs of connection.

3.1.3 Red Deer County

In 2010 Red Deer County made application to the Commission for the supply of water services to the Springbrook, Airport, Harvard Park, Gasoline Alley and Highway 42 residential, commercial and industrial areas. Ultimately Red Deer County secured long term water supplies from the City of Red Deer for these areas and consideration of this application ended.

Also the Commission and Red Deer County have explored the possible supply of water to a biodiesel plant between Innisfail and Penhold but this project did not proceed. There are no further indications or expressions of interest currently from Red Deer County as to possible water services from the System.

3.1.4 Town of Penhold

Initial discussions have been held with the Town of Penhold for the potential supply of the water from the System, however a formal application by Penhold water services from the System has not been made. Subject to the provisions of Section 2.6 of this Plan, the Commission is prepared to supply water services to the Town of Penhold should such an application be made.

3.1.5 Sylvan Lake Regional Water Commission

The Commission is aware that in identifying possible sources of water supply, the Sylvan Lake Commission is given consideration to seeking supply from the MV System. No formal approach or discussion has been initiated yet.

3.2 Population and Treated Water Volume Projections

The projected population and water volume needs over the 25 year time frame (2017 – 2040) for each of the Members and present Customers are set out in summary in Table 3.1 and in Table C1 – C4 in Appendix C of the Plan. Historical sales volumes, population and consumption analysis for 2012 – 2017 is set out Table C5.

3.2.1 Population

The population projections for System planning purposes are based on an expected overall annual growth rates. These growth rates in past planning have been forecast at a uniform 2.5%. In this Plan, the average annual growth rates have been modified to reflect the expected varied rate of growth among the Members. Populations for the Bowden Institution and Olds College are assumed



**Mountain
View Regional
Water System**

2018 Business Plan – Adopted – January 17, 2018

to remain at current levels. The projected population in 2040 is about 50,000, up 50% from the present population of 33,000.

While the annual average population increase for the Members has been adjusted to reflect forecasted rates of increase, the Commission is cognizant that there may arise continued changes in circumstance for individual Members in terms of future annexations and particular development projects such that individual growth rates may be higher. The Commission will, as part of the major reviews of this Plan, continue to review forecasts of population to be served by the System.



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

Table 3.1
Mountain View Regional Water System
2018 Business Plan Financial Model
25 Year Projected Population and Volume by Member and Customer
2040

| | Population | | Average Volume | | | Peak Day Demand | | |
|----------------------------------|-----------------|---------------|----------------|-------------------|--------------------|-----------------|-------------------|--------------|
| | Annual Growth % | Number | Avg Day (lcd) | Daily Volume (m3) | Yearly Volume (m3) | Peak Day Factor | Daily Volume (m3) | Rate (l/s) |
| Members | | | | | | | | |
| Town of Crossfield | 1.5% | 4,264 | 440 | 1,876 | 686,708 | 1.4 | 2,627 | 30.4 |
| Town of Carstairs | 3.0% | 8,288 | 250 | 2,072 | 758,325 | 1.4 | 2,901 | 33.6 |
| Town of Didsbury | 1.5% | 7,531 | 265 | 1,996 | 730,395 | 1.4 | 2,794 | 32.3 |
| Town of Olds | | | | | | | | |
| Town | 2.5% | 16,611 | | | | | | |
| College | 0.0% | 1,300 | | | | | | |
| Total Olds | | 17,911 | 350 | 6,269 | 2,294,443 | 1.4 | 8,777 | 101.6 |
| Town of Bowden | 0.5% | 1,406 | 250 | 351 | 128,631 | 1.4 | 492 | 5.7 |
| Town of Innisfail | 1.0% | 10,098 | 330 | 3,332 | 1,219,661 | 1.4 | 4,665 | 54.0 |
| Total Members | | 49,498 | | 15,897 | 5,818,161 | | 22,255 | 257.6 |
| Municipal Customers | | | | | | | | |
| Mountain View County | | | | 1,202 | 439,749 | 1.4 | 1,682 | 19.5 |
| Total Municipal Customers | | | | 1,202 | 439,749 | | 1,682 | 19.5 |
| Customers | | | | | | | | |
| Bowden Institution | 0.0% | 1,000 | 270 | 270 | 98,820 | 1.4 | 378 | 4.4 |
| Industrial - Taqa North | | | | 123 | 45,018 | 1.0 | 123 | 1.4 |
| Industrial - Enmax | | | | 29 | 5,312 | 1.0 | 29 | 0.3 |
| Small Users | 0.0% | 62 | | 3 | 1,132 | 1.4 | 4 | 0.1 |
| Total Other Customers | | 1,062 | | 425 | 150,281 | | 534 | 6.2 |
| Total | | 50,560 | | 17,523 | 6,408,191 | | 24,472 | 283.2 |

3.2.2 Projected Treated Water Volumes

Over the 25 year planning period, the expected water demands are projected to increase from the current 3.5 million cubic meters (m³) per year to almost 6.5 million m³ per year by 2040.

The projected volumes are calculated on an expected per capita volume times the forecasted population. Over the past five years water sales volumes by the Commission to Members and Customers have failed to meet expected levels even in dry years where summer demand has typically increased. This would seem to be the effect from a combination of factors including:

- tighter distribution systems with less leakage
- more efficient plumbing fixtures,
- a general awareness and conservation stewardship among the citizens, and
- the increasing cost of individual water and wastewater utility services.

For this this Plan the factors for average water consumption per person per day, expressed in litres per person per day or lcd, have been reduced to reflect the 2012 – 2017 average consumption. As a result the future demand for water has been reduced by over 20% from previous forecasted demands.

The projected volumes for Mountain View County is expressed as a proportion of the available treated water produced from the maximum licensed volume for County and reflects the water use projections included in Mountain View County's initial application to the Commission.

The maximum day demands for treated water are based on a peaking factor 1.4 times the average daily demand (except in the case of Enmax). Currently, the average demand is estimated at about 11,000 m³ daily and rising to a peak of 15,200 m³ on a day with the highest demand. By the year 2040, the average daily demand would rise to over 17,500 m³ with a peak day estimated at nearly 25,000 m³.

3.3 Projected Raw Water Volumes

The water treatment process typically results in a 16.5% loss in volume as wastewater and for facility service. The raw water, treatment wastewater and treated water production for the years 2013 – 2017 is set out in Table 3.5. Projected raw water requirements into the future are set out in Table 3.6.



Mountain View Regional Water System

2018 Business Plan – Adopted – January 17, 2018



Mountain View Regional Water System

2018 Business Plan – Adopted – January 17, 2018

Table 3.2
Mountain View Regional Water System
2018 Business Plan Financial Model
Water Balance (m3)
2013 - 2017

| Index | 2013 | 2014 | 2015 | 2016 | 2017 |
|-----------------------------------|-------------------------------|-----------|-----------|-----------|-----------|
| | Raw Water from Red Deer River | 4,414,163 | 4,571,731 | 4,641,499 | 4,369,644 |
| Wastewater Returned to River | 737,421 | 800,337 | 708,545 | 682,415 | 801,132 |
| Treated Water Production | 3,676,742 | 3,771,394 | 3,932,954 | 3,687,229 | 3,608,987 |
| % Water Loss in Treatment | 16.7% | 17.5% | 15.3% | 15.6% | 18.2% |
| Sales to Customers and Members | 3,751,906 | 3,826,795 | 3,976,521 | 3,698,943 | 3,617,861 |
| % Sales Volumes / WTP Production | 102.0% | 101.5% | 101.1% | 100.3% | 100.2% |
| Average - Water Loss In Treatment | | 16.7% | 16.3% | 16.2% | 16.5% |

Table 3.3
Mountain View Regional Water System
2018 Business Plan Financial Model
Total Daily and Yearly Raw Water Requirements
2012 - 2040

| Year | Waste Factor | Average Daily Volume | | Maximum Day Volume | | Yearly Volume (m3) |
|------------|--------------|----------------------|--------|--------------------|--------|--------------------|
| | | l/s | m3/day | l/s | m3/day | |
| A 2012 | 15.9% | 141 | 12,201 | 197 | 17,014 | 4,453,284 |
| A 2013 | 16.7% | 140 | 12,094 | 195 | 16,863 | 4,414,163 |
| A 2014 | 17.5% | 145 | 12,525 | 202 | 17,466 | 4,571,731 |
| A 2015 | 15.3% | 147 | 12,716 | 205 | 17,733 | 4,641,499 |
| A 2016 | 15.6% | 144 | 12,440 | 201 | 17,346 | 4,342,486 |
| P 2017 | 18.2% | 150 | 12,925 | 209 | 18,023 | 4,222,713 |
| 6 Year Avg | 16.5% | | | | | |
| F 2018 | 16.5% | 150 | 12,958 | 209 | 18,071 | 4,698,431 |
| F 2019 | 16.5% | 153 | 13,176 | 213 | 18,376 | 4,803,154 |
| F 2020 | 16.5% | 156 | 13,492 | 218 | 18,818 | 4,931,930 |
| F 2021 | 16.5% | 160 | 13,813 | 223 | 19,267 | 5,035,533 |
| F 2022 | 16.5% | 164 | 14,138 | 228 | 19,723 | 5,154,368 |
| F 2025 | 16.5% | 176 | 15,220 | 246 | 21,237 | 5,549,210 |
| F 2030 | 16.5% | 195 | 16,877 | 273 | 23,557 | 6,153,845 |
| F 2040 | 16.5% | 236 | 20,418 | 330 | 28,514 | 7,466,739 |

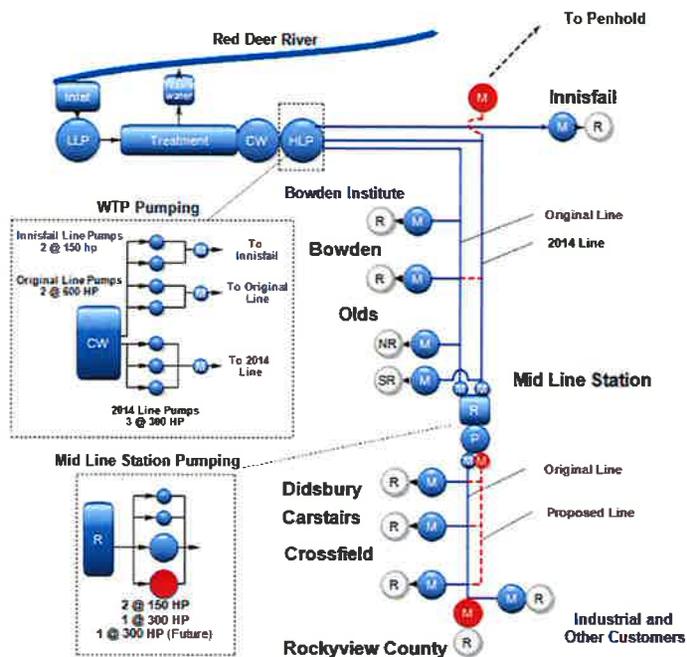
A - Actual
P - Projected Actual
F - Forecasted based on Treated Water Projections in Table C3
Factor for m3/day to l/s
0.01157407



3.4 Present System

The components of the present System and the estimated existing capacities² of these components are set out in the following subsections. The System is set out in schematic format on Figure 3.2.

Figure 3.2
Mountain View Regional Water System Schematic



² The capacities of the various System components are estimates derived from a variety of sources including detailed engineering design, preliminary engineering review and operator understandings. Capacities will be verified and made more precise as part of engineering of future upgrades

3.4.1 Water Licenses

The raw water source for the present System and its Members and present customers is the Red Deer River and the Commission holds Water Diversion License 8441. The priority number is 1975-07-02-01 and, as a senior license, does not expire.

As well, the Commission, on behalf of Mountain View and Rocky View Counties has been issued License 00160306-00-00. This license holds a priority number of 2001-11-26-010 and expires August 21, 2039.

The volumes and rates are summarized in Table 3.4. For the Commission’s primary license, it is estimated that the raw water requirements for the System in 2040 would be about 70% of the licensed diversion volume. For the Mountain View and Rocky View Counties’ license, the raw water diversion is projected at 15% of the licensed volume with only Mountain View volumes considered.

In 2010 Red Deer County was granted a Preliminary Certificate for water diversion of 4,500 m³/day from the Red Deer River through the WTP in support of its application to the Commission for water services. As that application was not pursued, this certificate expired.

As part of an earlier consideration by the Commission for potentially supplying a biodiesel plant a diversion license for 12,000 m³/day was granted to the Commission. This license lapsed when the project did not proceed.

If the Commission were to supply water services to the Town of Penhold or the Sylvan Lake Regional Water System, these entities would be required to acquire additional diversion licenses.



Table 3.4
Mountain View Regional Water System
2018 Business Plan Financial Model
Water Diversion License Summary

Mountain View Regional Water Services Commission

| | | |
|------------------------------|--|-----------------------|
| License No. | 08441 | Index |
| Priority No. | 1975-07-02-01 | |
| Date Issued | December 31, 1980 - Transferred to Commission - Sep 28, 1994 | |
| Date or Expiry | Does Not Expire | |
| Annual Volume | | |
| Licensed Maximum | 8,070 acre feet | 9,954,198 m3 |
| 2017 Volume | 3,423 | 4,222,713 m3 |
| 2022 Volume | 4,096 | 5,052,170 m3 |
| 2030 Volume | 4,702 | 5,799,559 m3 |
| 2040 | | |
| Volume | 5,638 | 6,954,349 m3 |
| % of Maximum | 70% | 70% |
| Max Rate of Diversion | | |
| Licensed Maximum | 4,166 Imp. Gal / Min | 316 l/s |
| 2040 | | |
| Rate | 2,910 | 221 l/s |
| % of Maximum | 70% | 70% |

MVRWSC on Behalf of Mountain View County and Rocky View County

| | |
|------------------------------|----------------|
| License No. | 00160306-00-00 |
| Priority No. | 2001-11-26-010 |
| Date Issued | 8/22/2014 |
| Date or Expiry | 8/21/2039 |
| Annual Volume | |
| Licensed Maximum | |
| Mountain View County | 704,450 m3 |
| Rocky View County | 2,676,545 m3 |
| Total | 3,380,995 m3 |
| 2020 Volume | |
| Mountain View County | 34,159 m3 |
| Rocky View County | - m3 |
| | 34,159 m3 |
| 2040 | |
| Mountain View County | 512,390 m3 |
| Rocky View County | - m3 |
| | 512,390 m3 |
| % of Maximum | 15% |
| Max Rate of Diversion | |
| Licensed Maximum | 846 |
| 2040 | |
| Rate | 16 |
| % of Maximum | |

3.4.2 Raw Water Supply

The Commission is licensed to withdraw raw water from the Red Deer River at the WTP site 5 km west of Innisfail. Raw water flows by gravity from the Red Deer River through an intake structure in the bottom of the River and two 400 mm diameter steel lines to the Low Lift Pumping Station. The river water is filtered by an automatic cleaning screen, which intercepts large items of debris and fish. The lift station is equipped with one 50 hp submersible pump, one 75 hp vertical turbine pump and two 100 hp vertical turbine pumps to move water through a 400mm diameter steel pipe into the WTP.

The river intake has an originally rated maximum capacity of 31,800 m3 per day. However this is an original structure of the System and, as such, is some 40 years old. The practical capacity of this component may well be lower than that stated.

The Low Lift Pump Station can move up to 29,600 m3/day to the WTP.

3.4.3 Water Treatment

Raw water is treated at the WTP using a process of mixing, coagulation, clarification and filtration using GE membrane filtration and disinfection. The plant is now using 5 of 5 available filtration trains. With the 5th filtration train, the current maximum capacity of the WTP is about 31,000 m3 per day.

The WTP is certified as an ISO 14001: Environmental Management System Standard compliant system, most recently re-certified in June, 2017.

3.4.4 Treated Water Reservoirs

Treated water flows into the treated water storage (clear well) at the WTP for subsequent transmission. Storage of treated water within the clear well has two purposes. The first is to allow sufficient contact time for the disinfection process. To ensure effective disinfection generally a minimum of 3.5 hours should be maintained. The capacity of the clear well, at 3,400 m3, has about 8 hours contact time at current average day production or just under 5 hours at maximum day. At maximum plant treatment flow rate, this contact time would drop to 2.6 hours.

The second purpose of the clear well is to provide a buffer for pump flow and to avoid interrupting the WTP operation when transmission pumping is interrupted. Storage volume equal to an average day WTP production volume



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

would be advantageous. At present about 1,100 m³ of the Clear Well volume is available for buffering of about 3 hours.

The System also has treated water storage at the Mid-Line Station reservoir available to supply Members and Customers at the south end of the System, The Mid Line Station, constructed in 2000, has a capacity of 6,800 m³ or about 1.8 day's supply for current demand. If a minimum one average day volume is to be maintained, additional reservoir capacity will need to be addressed in about 2038

Beyond these two treated water reservoirs operated by the System, the Members and Customers individually are responsible to provide for reservoir capacity to meet the water consumption and fire flow needs of their respective communities.

3.4.5 Treated Water Transmission System

Two transmission pipeline systems are used to move treated water from the WTP to Members and Customers, a line to Innisfail (Innisfail Line) and the primary transmission line from the WTP to Crossfield providing water service to all of the other Members and Customers. (Main Line)

Innisfail Transmission Line

A separate transmission line is used to supply treated water from the WTP to Innisfail. This 250 mm steel pipeline, together with the dedicated capacity of two 150 hp pumps at the High Lift Pumping Station at the WTP, gives the Innisfail Line a capacity of up to 9,000 m³ per day. Current maximum day demand for Innisfail is about 3,900 m³ per day.

Main Transmission Line

The Main Line is composed of two segments:

WTP to Mid-Line Station

This segment of the Main Line is composed of two separate pipelines:

- the original line of 33 km of 400 mm steel pipe installed in 1971 which provides service to the Bowden Institute, Bowden and Olds North Reservoir (Original Line).
- A second 600 mm steel/FPVC line installed in 2014 which conveys water directly from the WTP to the Mid-Line Station and also provides service to the Olds South Reservoir. (2014 Line).



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

Provision has been made for an interconnection between to Original Line and the 2014 Line at Bowden

The Original Line is supplied by the two 600 hp vertical turbine pumps located at the WTP with an output capacity of about 127 l/s or 11,000 m³/day. The 2014 Line is supplied by three 300 hp vertical turbine pumps with an output capacity of 171 l/s or 15,000 m³/day.

The two originally installed 1,500 hp horizontal centrifugal pumps had not been used since 2002 and, with the much more efficient vertical turbine pumps in place, were removed during the 2014 upgrading project.

Mid - Line Station to Crossfield

The Original Line and the 2014 Line discharge into the reservoir at the Mid Line Station and water is then re-pumped into the second segment of the Original Line from the Mid Line Station 42 km to Crossfield bringing water services to Didsbury, Carstairs, Crossfield and existing industrial customers. This segment will also serve Mountain View County areas along the route.

The size of the pipeline decreases from the initial 400 mm to 250 mm from Didsbury to Crossfield. This size reduction limits the capacity from Didsbury south to 6,400 m³/day. (74 l/s)

Present pumping equipment at the Mid Line Station consists of two 150 hp and one 300 hp variable frequency drive pumps. An extra pedestal exists to accommodate a future 300 hp pump. Maximum output is 7,600 m³/day (88 l/s) with a sustainable output of 6,220 m³/day (72 l/s).

3.4.6 Connections for Members and Direct Customers

Each Member and Customer has one or more metered connections through which water is conveyed from the System to the Member or Customer. Members are responsible for the development and operation of any pumping and distribution system necessary to meet the water consumption and fire flow needs of the Member. Customers are responsible for the development and operation of any system of pipes, reservoirs and pumps that may be required to serve the needs of the Customer.

3.4.7 Rural Water Distribution Systems and Connections



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

The System transmission pipelines have alignments through the rural municipalities of Red Deer County, Mountain View County and Rocky View County. Where the Commission agrees to supply water to any of the rural municipalities for rural water distribution systems, the municipalities would be responsible to undertake or regulate the development of such distribution systems.

The System does provide direct connections to a few industrial users and individual farm/residential sites. Other than existing connections, further connection of individual service lines directly to the Transmission Lines will not be permitted.

3.4.8 Bulk Water Stations

The provision of bulk water stations for truck filling is the responsibility of the individual Members. Stations are located at Olds and Innisfail and each Member is free to set whatever conditions and rates for use.

3.5 Expansions and Upgrading of the System

To meet the 25 year projected volume needs of the Commission, the expansion and upgrading of some components of the System will be required and these are detailed in the following sub-sections. For each an approximate time frame is given where current demands reach the identified capacity thresholds or regulatory requirements. As these time frames approach the Commission will undertake further engineering review of the capacity needs of the System and the Commission will begin to plan for the needed upgrading.

Table 3.5 following summarizes:

- existing capacity or regulatory thresholds of the various components of the System,
- present, 2020, 2030 and 2040 volumes and rates of flow
- Potential time frames in which capacity may be reached

Table 3.5
Mountain View Regional Water System
Summary of Major Component Capacity and Upgrading Time Frames

| Component | Threshold | 2015 | 2020 | 2040 | Time Reached |
|--|-----------|-----------|-----------|-----------|--------------|
| Raw Water Supply | | | | | |
| Licensed Diversion (m3/year) | | | | | |
| Commission Main License | 9,954,198 | 4,583,554 | 5,603,117 | 8,935,175 | +2040 |
| Mountain View/Rockyview | 3,380,995 | | 129,244 | 510,172 | +2040 |
| Sylvan Lake Regional WC | | | - | - | |
| Raw Water Intake (m3/max day) | 31,800 | 17,743 | 21,940 | 36,182 | 2034 |
| Raw Water Pumps (m3/max day) | 29,600 | 17,743 | 21,940 | 36,182 | 2030 |
| Treatment | | | | | |
| Water Treatment Plant | | | | | |
| m3/day Maximum Day | 31,000 | 16,436 | 18,860 | 31,102 | 2040 |
| l/s | 359 | 190 | 218 | 360 | |
| Clear Well Contact Time with Current Disinfection Approach | | | | | |
| Capacity (m3) | 3,400 | | | | |
| Max Day Contact Time (hours) | 3.5 | 5.0 | 4.3 | 2.6 | 2016 - 2017 |
| Treated Water Storage | | | | | |
| <u>Clear Well - Net Treated Volume</u> | | | | | |
| Target of 1 Average Day (m3) | | 11,783 | 13,515 | 22,259 | |
| Current Net Treated Volume (m3) | | 1,100 | 700 | (1,200) | 2015 |
| Net Volume / Average Day (days) | 1 | 0.09 | 0.05 | (0.05) | |
| <u>Mid-Line Treated Water Reservoir</u> | | | | | |
| Target of 1 Average Day (m3) | | 4,571 | 5,302 | 8,934 | |
| Current Net Treated Volume (m3) | | 7,100 | 7,100 | 7,100 | 2023 |
| Net Volume / Average Day | 1 | 1.55 | 1.34 | 0.79 | |
| Innisfail Transmission Line | | | | | |
| WTP Pumping (m3/day) | 9,000 | 3,865 | 4,373 | 7,166 | +2040 |
| Transmission Line (m3/day) | 9,000 | 3,865 | 4,373 | 7,166 | +2040 |
| Main Transmission Line | | | | | |
| <u>WTP to Mid Line Station</u> | | | | | |
| Pumping Capacity | | | | | |
| Original Line (m3/day) | 11,000 | | | | |
| 2014 Line (m3/day) | 15,000 | | | | |
| | 26,000 | 12,570 | 14,487 | 23,936 | +2040 |
| Transmission (2 lines) | 26,000 | 12,570 | 14,487 | 23,936 | +2040 |
| <u>Mid Line Station to Crossfield</u> | | | | | |
| Mid Line Station Pumping | | | | | |
| Maximum (m3/day) | 7,603 | | | | |
| Sustainable (m3/day) | 6,307 | 6,339 | 7,362 | 12,447 | 2015 |
| Transmission (1 line) | | | | | |
| Mid Line Station to Didsbury | 16,243 | 6,339 | 7,362 | 12,447 | 2038 |
| Didsbury to Carstairs | 6,394 | 4,032 | 4,646 | 7,750 | 2018 |
| Carstairs to Crossfield | 6,394 | 2,338 | 2,623 | 4,190 | 2028 |



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

3.5.1 Raw Water Supply

The river intake structure was reconstructed in 2008 to reduce siltation problems. The intake was damaged by spring flooding in 2013 and the inlet remains susceptible to erosion, obstruction and damage from flood events. Water quality of the river at the current point of withdrawal remains an issue particularly in spring.

Based on projected water demands, the capacity of raw water (low lift) pumps would be approached some point after 2040. The river intake, if its capacity is as originally rated, would reach capacity also just after 2040.

While the capacity thresholds will not be reached until the end of the planning period, given water quality issues and the likelihood of further damage during flood conditions, the Commission will seek approval and financial support from the Government of Alberta to relocate the inlet to Glennifer Lake near the Dickson Dam on a sooner time frame. This would avoid any need to upgrade or replace the existing intake and pumps.

Engineering study was completed on the Glennifer Lake intake option in 1999. The cost of the project was estimated at about \$11 Million. Assuming construction cost inflation of 2.5% annually, the possible cost of the project in 2022 would be about \$20 Million.

3.5.2 Water Treatment

With the 5th membrane filtration train in service, the treatment capacity of the WTP is anticipated to meet the projected System demands beyond 2040. A further increase in capacity would require a major expansion of capacity including expansion of the WTP building will be required.

An upgrading of the disinfection process to incorporate ultraviolet (UV) disinfection, identified as a priority project in previous plans, has been completed over 2016 and 2017 at a total cost of \$776,000. Grant funding of 42% or \$325,000 was provided by the Government of Alberta.

The treated water storage capacity in the WTP (Clear Well) will also be examined to ensure adequate contact time. It is possible that contact time may no longer be necessary with UV disinfection. With a previous contact time target of 3.5 hours or greater, this minimum time will be reached in about 2030. Further engineering review and consultation with Alberta Environment will be under



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

taken in 2018 to determine future contact times required and the Clear Well volume that may be required.

A general allowance of \$200,000 per year for smaller upgrades and enhancements will be included in the System budget.

3.5.3 Treated Water Storage

WTP

The current Clear Well provides limited treated water storage after contact time volume is deducted and this will reduce over time if current contact time requirements continue. As part of any Clear Well capacity increase that might be required for disinfection contact time, the Commission will consider putting in place additional volume for treated water storage.

As part of a major treatment upgrade, an increase in treated water storage equivalent to 1 average day's volume in 2040 or about 23,000 m³ will be considered though, at a present day cost of perhaps \$750 / m³ or \$19 Million in 2020, the cost of this reservoir capacity may not be justified by the operational advantages of having this capacity in place.

Mid Line Station

The Commission will seek to maintain a minimum of 1 day's average treated water volume in the Mid Line reservoir and will consider adding a further 7,000 m³ in about 2025. An estimated cost at that time would be about \$7 Million.

3.5.4 Transmission Capacity – Innisfail Line

The current capacity of the Innisfail Line and its dedicated pumping is anticipated to be sufficient to meet the water needs of Innisfail for the 25 year design time frame.

3.5.5 Transmission Capacity - Main Line from WTP to Mid Line Station

With the capacity of the 2014 Line added to that of the Original Line the transmission pipeline capacity of the Main Line to the Mid Line Station is projected to be able volume needs until at least 2040. Similarly the pumping capacity at the WTP for the Main Transmission Line will be sufficient until at least 2040.



To facilitate flow and function of the Original Line and the 2014 Line and their respective pumps, the interconnection between the two lines will need to be completed at some point.

3.5.6 Transmission Capacity - Main Line from Mid Line Station to Crossfield

The capacity of the transmission system from the Mid-Line Station to Crossfield will be reached by 2020 and it will be necessary to install a second pipeline and increase the pumping capacity at the Mid-Line Station. Initially the Commission considered the following staging:

- **Stage 1 – 2017:** installation of a 300 HP pump on the available pedestal at the Mid Line Station
- **Stage 2 – 2018:** subject to grant availability, construction of a second 350 mm transmission pipeline from Didsbury to Carstairs. .
- **Stage 3 – 2030:** Construction of a second 300 mm pipeline from Carstairs to Crossfield
- **Stage 4 – 2040 or Beyond:** Construction of a second 500mm pipeline from Mid Line Station to Didsbury

Construction efficiencies are such that constructing the first three stages as one project is most advantageous. The addition of a second line from the Mid Line Station to Didsbury is not expected to be required until after 2040.

Fund approval has been received from Alberta Transportation and the Commission has engaged ISL Engineering and Land Services to complete the engineering design. Subject to the receipt of all approvals and finalizing of right of way, construction is planned for mid-2018.



4. Infrastructure Projects Expense and Funding

4.1 Overall Infrastructure Expense and Funding

The estimated capital expense and funding for a ten year period 2018 – 2027 is set out in Table 4.1. Total capital expense is estimated at about \$56 Million. Major Projects include

- 2018 – Capacity Increase – Mid Line Station to Crossfield – \$26 Million
- 2022 – Development of New Raw Water Supply Inlet - \$20 Million
- 2025 – Treated water storage at Mid Line – \$6.6 Million

The 2018 – 2027 Infrastructure Plan is an initial and preliminary look at the 10 year planning timeframe and the Commission will continue to detail and expand the scope of Plan in the next few years.

The sources of capital funding for the infrastructure expense capital expense set out in Table 4.1 include:

- Government of Alberta Funding - \$21.6 Million
- Water Services Sales Revenue - \$11.4 Million
- New Long Term Debt - \$20.8 Million

4.2 WTP to Mid Line Station Transmission Capacity Increase

This project was completed in 2014 at a final cost of just over \$43 Million. The Commission received \$10 Million in funding from the Government of Alberta. Under the agreement with Mountain View County for water services, the County is to pay 10% of net capital costs (after grant) of the project or \$3.3 Million. The County contributed one half of this contribution at the outset of the agreement in 2015 and the remaining \$1.65 Million in 2016.

The Commission provided the remaining funds through \$24 Million in debenture and \$7 Million from reserves.

4.3 South Transmission Capacity Increase - Mid Line Station to Crossfield

The South Transmission Capacity Increase – Mid-line Station to Crossfield including the upgrading the pumping capacity at the Mid-line Station and the installation of a second transmission line from Didsbury to Crossfield will be undertaken in 2018. Funding for 42% of the estimated project cost of \$26 Million or \$10.7 Million has been approved (a copy of Minister's letter of approval is included in Schedule D. The

10 Year Infrastructure Plan - 2018 to 2027

| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|----|-----------|--------------|-----------|-----------|-----------|--------------|-----------|-----------|-------------|-----------|
| | | | | | | \$20,000,000 | | | | 75 |
| | \$0 | \$0 | \$0 | \$0 | \$0 | \$20,000,000 | \$0 | \$0 | \$0 | |
| | \$150,000 | \$200,000 | \$205,000 | \$210,125 | \$215,378 | \$220,763 | \$226,282 | \$231,939 | \$237,737 | \$243,000 |
| | \$60,000 | | | | | | | | | |
| e | \$454,000 | | | | | | | | | |
| | \$664,000 | \$200,000 | \$205,000 | \$210,125 | \$215,378 | \$220,763 | \$226,282 | \$231,939 | \$237,737 | \$243,000 |
| | | | | | | | | | \$6,600,000 | |
| | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$6,600,000 | |
| | \$115,000 | \$25,885,000 | | | | | | | | |
| | \$115,000 | \$25,885,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | \$80,000 | | | | | | | | |
| | | \$50,000 | \$50,000 | \$50,000 | | | | | | |
| on | \$177,500 | | | | | | | | | |
| | \$220,176 | | | | | | | | | |
| | | \$5,000 | | | | | | | | |
| | \$4,004 | \$0 | \$0 | \$0 | \$0 | \$0 | | | | |

10 Year Infrastructure Plan - 2018 to 2027

| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|--------------|-------------|--------------|-----------|-----------|-----------|--------------|-----------|-----------|-------------|-----------|
| | | 42% | 42.0% | | | 40% | | | 40% | |
| | \$190,680 | \$10,737,287 | | | | \$8,000,000 | | | \$2,640,000 | |
| Line Station | | \$0 | \$0 | \$0 | | | | | | |
| Release | \$0 | | | \$0 | | | | | | |
| | \$0 | \$0 | \$0 | \$0 | | | | | | |
| | \$950,000 | \$335,000 | \$255,000 | \$260,125 | \$215,378 | \$220,763 | \$226,282 | \$231,939 | \$237,737 | \$243,000 |
| | \$40,000 | \$5,000,000 | | | | \$2,500,000 | | | \$2,500,000 | |
| | | \$262,713 | | | | | | | | |
| | | \$9,885,000 | | | | \$9,500,000 | | | \$1,460,000 | |
| | \$990,000 | \$15,482,713 | \$255,000 | \$260,125 | \$215,378 | \$12,220,763 | \$226,282 | \$231,939 | \$4,197,737 | \$243,000 |
| | \$1,180,680 | \$26,220,000 | \$255,000 | \$260,125 | \$215,378 | \$20,220,763 | \$226,282 | \$231,939 | \$6,837,737 | \$243,000 |



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

Commission will provide \$5.26 Million from the restricted and unrestricted surplus of the Commission from \$9.89 Million in additional long term borrowing.

4.4 Other Major Projects

The two other major projects in the 10 Year Infrastructure Plan – the development of a new raw water supply and the addition of treated water storage are projects that would be eligible for funding under the Alberta Municipal Water/Wastewater Partnership Program of Alberta Transportation. It is anticipated that the Commission will be successful in securing funding (about 40%) from that program or another provincial of federal infrastructure funding program. The Commission would fund its share from a combination of cash reserves and long term debt.

4.5 Long Term Debt

The details of the Commission's present and planned debt is set out Table 4.4. The Commission has incurred borrowing of \$24.2 Million to undertake the 2014 capacity upgrading. Borrowing was taken out in four 25 year debentures with an average annual interest rate of 3.6%. Bylaw No 4 authorized borrowing of \$22 Million but only \$20 Million has been drawn.

Annual payments of interest and principal total \$1.46 Million and are fixed for the duration of the debentures. Payment of annual debt servicing costs are funded from water rates.

Debenture borrowing for the South Line Capacity Increase is expected in 2018 for about \$9.89 Million. At a forecast interest rate of 3.5%, annual payments of \$597,000 or \$1.16 per m³ would begin in 2019.

Debenture borrowing for the New Raw Water Inlet would be drawn in 2022 in the amount of \$9.5 Million at 5% interest with payments of \$670,000 annually or \$1.18 / m³.



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

Table 4.4
Mountain View Regional Water System
2018 Business Plan Financial Model
Debenture Borrowing Details

Debenture Borrowing - 25 year Amortization, Semi-Annual Payments

| Index | Drawn | Interest Rate | Matures | Principal | Interest | Total to Repay |
|--|--------------------|---------------|--------------------|---------------------|---------------------|---------------------|
| Transmission Line Twinning - WTP to Mid-Line Station | | | | | | |
| Bylaw 3 | March 15, 2011 | 4.389% | March 15, 2036 | \$4,175,000 | \$2,742,588 | \$6,917,588 |
| Bylaw 4 - Draw 1 | March 15, 2012 | 3.263% | March 15, 2037 | \$5,000,000 | \$2,352,130 | \$7,352,130 |
| Bylaw 4 - Draw 2 | September 15, 2012 | 3.123% | September 15, 2037 | \$10,000,000 | \$4,480,703 | \$14,480,703 |
| Bylaw 4 - Draw 3 | December 15, 2013 | 3.895% | December 15, 2038 | \$5,000,000 | \$2,868,254 | \$7,868,254 |
| Total Present Borrowing | | | | \$24,175,000 | \$12,443,674 | \$36,618,674 |
| Transmission Line Twinning - Mid-Line Station to Crossfield | | | | | | |
| Bylaw 2018-1 - Draw 1 | September 15, 2018 | 3.5% | September 15, 2043 | \$9,885,000 | \$5,028,457 | \$14,913,457 |
| Relocation of River Inlet | | | | | | |
| Bylaw 2022-1 - Draw 1 | September 15, 2022 | 5.0% | September 15, 2047 | \$9,500,000 | \$7,247,578 | \$16,747,578 |
| Total Future Borrowing | | | | \$19,385,000 | \$12,276,035 | \$31,661,035 |
| Total Borrowing | | | | \$43,560,000 | \$24,719,709 | \$68,279,709 |

Annual Borrowing Costs

| | 2018 Budget | 2019 Estimated | 2020 Estimated | 2021 Estimated | 2022 Estimated | 2023 Estimated |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Transmission Line Twinning - WTP to Mid-Line Station | | | | | | |
| Bylaw 3 | \$276,704 | \$276,704 | \$276,704 | \$276,704 | \$276,704 | \$276,704 |
| Bylaw 4 - Draw 1 | \$294,085 | \$294,085 | \$294,085 | \$294,085 | \$294,085 | \$294,085 |
| Bylaw 4 - Draw 2 | \$579,228 | \$579,228 | \$579,228 | \$579,228 | \$579,228 | \$579,228 |
| Bylaw 4 - Draw 3 | \$314,730 | \$314,730 | \$314,730 | \$314,730 | \$314,730 | \$314,730 |
| | \$1,464,747 | \$1,464,747 | \$1,464,747 | \$1,464,747 | \$1,464,747 | \$1,464,747 |
| Transmission Line Twinning - Mid-Line Station to Crossfield | | | | | | |
| Bylaw 2018-1 - Draw 1 | \$0 | \$596,538 | \$596,538 | \$596,538 | \$596,538 | \$596,538 |
| Relocation of River Inlet | | | | | | |
| Bylaw 2022-1 - Draw 1 | \$0 | \$0 | \$0 | \$0 | \$0 | \$669,903 |
| Total Annual Payment | \$1,464,747 | \$2,061,285 | \$2,061,285 | \$2,061,285 | \$2,061,285 | \$2,731,188 |
| Total Interest | \$726,270 | \$1,043,859 | \$1,007,795 | \$970,433 | \$931,727 | \$1,364,190 |
| Total Principal | \$738,477 | \$1,017,426 | \$1,053,491 | \$1,090,852 | \$1,129,558 | \$1,366,998 |
| Total Annual Payment | \$1,464,747 | \$2,061,285 | \$2,061,285 | \$2,061,285 | \$2,061,285 | \$2,731,188 |
| Debenture Debt Principal Owng | \$20,013,985 | \$29,009,033 | \$27,960,043 | \$26,873,851 | \$25,749,116 | \$33,887,112 |



Mountain View Regional Water System

2018 Business Plan – Adopted – January 17, 2018

4.5.1 Debt Limit

Under the *Regional Services Commission Debt Limit Regulation AR 76/2000*, there are two limitations to the amount of debt, operating and capital that a commission can carry to develop the public utility:

- a. Total debt cannot exceed two times the annual revenue, and
- b. Total debt servicing cost (principal and interest payments) cannot exceed 35% of the annual revenue.

If the borrowing required exceeds the debt limit of the Regulation, the Minister of Municipal Affairs, upon presentation of an acceptable business plan, may authorize an extension of the debt limit.

Under Ministerial Order L:136/11, the Commission has an approved debt limit of \$26.4 Million and an approved annual debt servicing limit of \$5.415 Million. A debt limit analysis is set out in Table 4.5. At December 31, 2017, the total of the outstanding debt of the Commission was \$20.01 Million or 3.6 times the projected 2017 Commission revenue. Debt servicing costs for 2018 will be \$1.464 Million or 26% of the 2017 Commission revenue, well within the authorized debt servicing limit and below the 35% statutory debt servicing limit.

South Transmission Capacity Increase Project

The Commission will exceed the authorized debt limit with the 2018 borrowing for the South Transmission Capacity Project and will need to make application the Minister of Municipal Affairs to increase the long term debt limit to \$32 Million or 4.7 times the annual revenue expected in 2019. A short term debt limit of up to \$40 Million would be required to accommodate construction project interim financing needs until grant fund are received.

Annual debt servicing costs for existing and new debt would be \$2.06 Million beginning in 2019, about 32% of expected 2019 Commission revenue.

New Raw Water Intake Project

Further debt limit extension would be required in order to borrow the required funds for the New Raw Water Intake project. An increase of limits to:

- Long Term Debt Limit - \$39 Million
- Interim Borrowing Debt Limit - \$47 Million



Mountain View Regional Water System

2018 Business Plan – Adopted – January 17, 2018

Table 4.5
Mountain View Regional Water System
2018 Business Plan Financial Model
Debt Limit Analysis

| | |
|---|---------------------|
| Current Debt Limit | |
| Regulatory Debt Limit (AR 76/2000) | |
| 2017 Annual Revenue | \$5,533,733 |
| Debt Limit at 2 times Annual Revenue | \$11,067,466 |
| Debt Servicing Limit at 35% of Annual Revenue | \$1,936,807 |
| Current Debt | |
| Debenture Debt Principal at December 31, 2017 | \$20,013,985 |
| Operating Line of Credit Drawn (Approved up to \$5 Million) | \$0 |
| | \$20,013,985 |
| Approved Debt Extension - Ministerial Order L:136/11 | \$26,400,000 |
| Debt Limit Remaining | \$6,386,015 |
| Debt as a factor of 2017 Annual Revenue | 3.6 |
| Current Debt Servicing | |
| Approved Debt Extension - Ministerial Order L:136/11 | \$5,415,377 |
| 2017 Debenture Debt Payments | \$1,464,747 |
| Debt Servicing Limit Remaining | \$3,950,630 |
| Debt Servicing as a % of 2017 Annual Revenue | 26% |
| South Transmission Capacity Increase - 2018 | |
| Debt Limit Extension | |
| Debt Principal - December 31, 2017 | \$20,013,985 |
| Proposed Borrowing - 2018 | \$9,885,000 |
| Operating Line of Credit Drawn (Approved up to \$5 Million) | \$0 |
| Total Borrowing | \$29,898,985 |
| Annual Revenue in 2019 | \$6,356,905 |
| Approved Debt Limit Extension | \$26,400,000 |
| Long Term Debt Limit Extension | \$32,000,000 |
| Interim Borrowing Limit Extension | \$40,000,000 |
| Debt as a Factor of 2019 Annual Revenue | 4.7 |
| Debt Servicing Cost | |
| Total Capital Borrowing Annual Payments | \$2,061,285 |
| Annual Debt Servicing Limit as % of Annual Revenue in 2019 | 32% |



Mountain View Regional Water System

2018 Business Plan – Adopted – January 17, 2018



Mountain View Regional Water System

2018 Business Plan – Adopted – January 17, 2018

Table 4.5
Mountain View Regional Water System
2018 Business Plan Financial Model
Debt Limit Analysis

Development of New Raw Water Intake - 2022

| | |
|---|--------------|
| Debt Limit Extension | |
| Debt Principal - December 31, 2021 | \$26,873,851 |
| Proposed Borrowing - 2022 | \$9,500,000 |
| Operating Line of Credit Drawn (Approved up to \$5 Million) | \$0 |
| Total Borrowing | \$36,373,851 |
| | |
| Annual Revenue in 2023 | \$7,483,754 |
| | |
| Long Term Debt Limit Extension | \$39,000,000 |
| Interim Borrowing Limit Extension | \$47,000,000 |
| | |
| Debt as a Factor of 2023 Annual Revenue | 4.9 |
| | |
| Debt Servicing Cost | |
| Total Capital Borrowing Annual Payments | \$2,731,188 |
| Annual Debt Servicing Limit as % of Annual Revenue in 2019 | 36% |

5. System Operation

The Board will continue to examine the best alternatives for management, administration and system operations.

5.1 Management, Administration and Operations

The Commission ensures that the duties and requirements of management administration and operation are fulfilled and has engaged a Manager to supervise and direct the employees of the Commission and any contractors hired. The administrative center for the Commission and the System is at the WTP.

5.1.1 Contracted Operation of the South Red Deer Regional Wastewater System

In 2013 the Commission entered into a 5 year agreement with the South Red Deer Regional Wastewater Commission (SRD Commission) to undertake the operation of the South Red Deer Regional Wastewater System. (SRD System). The MV Commission responsibility under the Agreement has been initially for the staged startup of the new transmission line and lift stations to the point of stable operation and integration of the existing Waskasoo System and then for operation of the entire SRD System on an ongoing basis. The Commission has used a combination of existing staff and resources together with additional operations staff and resources to deliver the required operations services.

The initial agreement was due to expire March 31, 2018. The SRD Commission and MV Commission have agreed to extend the operation services contract for a further 5 years to August 31, 2023.

5.2 Financial Management

The Commission will continue to keep in place policies and procedures which ensure the proper management of the financial affairs of the Commission and System. The Manager will ensure that detailed records and books of account are kept and maintained in accordance with generally accepted accounting principles and meet the requirements of the provisions of Commission Bylaws, the *Municipal Government Act* and any other relevant legislation.

The Commission in the setting of its rates and budgets seeks to recover the full annual costs each year as prescribed in Section 4 of the Regulation which requires "annual full



cost recovery for supplying the services, including an allowance for the reserve accounts ... for the works to provide for renewals, alterations, extensions and contingencies in respect to the works” This is also reflective of Section 602.21(1) of the *Municipal Government Act* which provides that “If the total revenues and transfers of a commission over a 3-year period are less than the total expenditures and transfers of the commission for the same period, the operating budget for the commission for the year following the 3-year period must include an expenditure to cover the deficiency.”

5.2.1 Financial Plans and Budgets

The Commission's financial year is the calendar year. In the fall of each year a Financial Plan for the next three years will be prepared and will include the specific operating and capital budgets for the next ensuing year.

In reflection of the provisions of Section 602.2(1) of the *Municipal Government Act*, the Financial Plan and budgets will set out the:

- a. Estimated expenditures for:
 - i. Operation of the Commission Board and administration,
 - ii. Operation of the System,
 - iii. Capital development of the System,
 - iv. Repayment of debt obligations,
 - v. A return on equity or, if necessary, amounts for depreciation or depletion,
 - vi. Any other non cash expenditures, and
 - vii. Any amount needed to recover any deficiency.
- b. Estimated amount and sources of revenue required to meet or exceed the estimated expenditures,
- c. Rates and fees to be charged to Members and Customers of the System,
- d. Expected magnitude and timing of the contributions required of the Members, and
- e. Rates of remuneration and expenses to be provided to the Directors of the Commission.



5.2.2 Financial Reports

The Manager will prepare for the Commission Board quarterly financial reports for operations which will set out details of budgeted revenue estimates and expenditure appropriations, actual revenues and expenditures to date and in the case of the third quarter report, estimated final revenues and expenditures.

The Manager will prepare for the Commission Board ongoing financial reports for capital project activities which will set out details of authorized capital expenditure appropriations and expected capital financing, actual expenditures and financing to date and the estimated final expenditures and financing.

The Board will provide for the appointment of an auditor and the presentation of an audited financial statement at the Commission's Annual meeting to be held no later than April 30th of each year. The audited financial statements will be distributed to each Member within thirty (30) days of the Commission's approval.

5.2.3 Cash Management and Authorization of Expenditures

The Manager will establish and maintain such accounts with a financial institution or institutions authorized by the Board that may be necessary to handle the financial transactions of the Commission related to capital construction and to operations.

The Commission Board will authorize, as may be required, such:

- a. Interim and long term borrowing as may be required to meet the capital construction expenditures of the System, and
- b. Interim borrowing as may be required to meet the operating expenditures of the System.

The Manager will manage the flow of cash to ensure that sufficient funds are in place in a timely fashion to meet the financial obligations of the Commission and that surplus cash is invested appropriately.

The Commission will require two signatures to make, sign, draw, accept, negotiate, endorse, execute and deliver any cheques, promissory notes, drafts, acceptances, bills of exchange, orders for the payment of money or other instruments, whether negotiable or not, on behalf of the Commission. One signature must be that of the Chair, or in the Chair's absence, the Vice-Chair



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

and the second signature shall be the Manager, or in the Manager's absence, any other person authorized by the Manager.

5.2.4 Interim Capital Borrowing and Operating Line of Credit

The Commission will maintain with the Commission's financial agency, an ongoing line of credit in the amount of up to \$5 Million to ensure adequate cash flow for operating purposes.

During the term of construction of capital projects, the Commission will seek to arrange with the Commission's financial agency, interim capital borrowing as may be required to ensure adequate cash flow for capital construction purposes subject to the limits of the Commission approved debt limit.

5.3 Asset Management Planning

The Commission will put in place by the end of 2019 an Asset Management Plan to assist the Commission in making the best possible decisions regarding the construction, operation, maintenance, renewal, replacement, expansion and disposal of infrastructure assets of the Commission

- ensuring the provision of safe drinking water in the quantity required to meet the Members and Customers long term needs, and
- minimizing risk and cost to Members and customers

5.4 Insurance and Risk Management

The Commission will keep in place sufficient types and levels of insurance coverage to ensure that the Commission corporately, as well as its Directors, Officers and staff, are adequately protected, including, but not limited to:

- a. General Umbrella Liability Insurance,
- b. Liability Insurance for Directors, Officers and staff,
- c. Environmental Impairment Insurance,
- d. Property and Fire Insurance,
- e. Stationary Machinery, Equipment and Boiler Insurance,
- f. Vehicle and mobile Machinery and Equipment Insurance, and
- g. Business Continuation Insurance.



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

The insurance coverage shall be sufficient in terms and quantity to hold harmless and otherwise indemnify the Members for any liability that might be incurred in relation to any activities on Commission property or actions by the Commission for which the Commission or other third party is solely responsible.

The Commission will require of any contractor, agent or third party undertaking activities on Commission facilities or acting on behalf of the Commission to have sufficient liability and builders' insurance coverage to protect the interests of the Commission. The Commission will also require that such contractors, agents or third parties have in place, where it is appropriate to do so, such financial security and guarantees to ensure that any works or activities undertaken may be completed at no additional cost to the Commission.

5.5 Regulatory Operating Licenses and Approvals

Approval 170000-02-00 which sets out the approval, conditions and requirements for the operation of the Anthony Henday Water Treatment Plant and transmission line waterworks system, a renewal of earlier approvals, became effective August 2, 2009 and will expire on August 1, 2019.

Document 170000-02-02 issued November 12, 2012 required the Commission to complete a Drinking Water Safety Plan by December 31, 2013 and requires the Commission to undertake an annual review and updating of the Drinking Water Safety Plan annually.

Document 170000-02-03 issued May 5, 2014 authorizes the extension to August 1, 2016 the requirement for completing the installation of ultraviolet disinfection for the System.

5.6 Policy Development

The Commission will undertake, on an ongoing basis, the development and adoption of policies that may be necessary or appropriate to guide and govern the:

- a. Decision making of the Commission Board, and
- b. The actions of the Project Manager / CAO in the administration, operation and capital development of the System.

Policies and Plans to be maintained, reviewed and upgraded on an annual basis include:

- a. Drinking Water Safety Plan
- b. Emergency Response Plan



6. Operating Costs and Revenue

6.1 Commission and System Annual Expenditures

These annual expenditures for the Commission and the revenue to be raised from rates for the 5 year period 2018 to 2022 is set out in Table 6.1. Details of the budgeted and projected expenditures for the annual operation of the Commission and System are set out in Table E1.

Table 6.1 includes the net operating revenue from the contracted operation of the SRD System by the Commission. Details of revenue and expenditure relating to this operating agreement are set out in Table E2.

The projected annual costs for 2018 reflect the draft 2018 annual budget of the Commission. The years 2019 - 2022 reflect a continuation of the present approach with regard to management and operations and are generally based on the 2018 budget with a 2% increase allowed annually for inflation. A further increase is allowed in variable costs arising from increased volumes.

Table 6.1 also includes the following annual costs:

- a. An annual appropriation of \$200,000 toward small capital upgrading and enhancement projects
- b. Ongoing transfers to capital reserves
- c. Annual debt repayment costs of \$1.46 Million rising to \$2.06 Million beginning 2019.

Total annual costs of the Commission rise from the budgeted \$5.65 Million in 2018 to \$6.71 Million by 2022.

6.2 Required Annual Revenues

The primary source of revenue for the Commission will be the rates levied for the supply of water services to Members and Customers, the calculation of which is addressed in the following section. The Commission has minor revenues annually from the sale of other types of services and from investment income on capital reserves and that portion of unrestricted surplus not required for ongoing cash transactions. As well, non-rate revenue includes the net operating revenue from contract operations of the SRD System of about \$32,000 in 2018 to \$121,000 in 2022.

The net annual revenue required to be raised from rates to meet these annual costs and to generate an annual surplus of 1% to ensure an adequate operating cash supply is set out in Table 6.1 and will rise from \$5.6 Million budgeted in 2018 to \$6.7 Million by 2022.

Table 6.1
Mountain View Regional Water System
2018 Business Plan Financial Model
Annual Water Supply Expenditures and Revenue to be Raised from Rates
2017 - 2022

| Index | 2017 Budget | 2018 Estimated | 2019 Estimated | 2020 Forecast | 2021 Forecast | 2022 Forecast |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Operating Expenditures (Detailed in Table E1) | | | | | | |
| Board | \$60,000 | \$61,800 | \$63,036 | \$64,297 | \$65,583 | \$66,894 |
| Staffing | \$1,087,457 | \$1,141,779 | \$1,164,615 | \$1,187,907 | \$1,211,665 | \$1,235,899 |
| Administrative Services | \$194,500 | \$203,695 | \$207,769 | \$211,924 | \$216,163 | \$220,486 |
| Operating Services | \$383,100 | \$381,575 | \$396,755 | \$412,543 | \$428,964 | \$437,543 |
| Operating Supplies | \$251,100 | \$266,735 | \$276,272 | \$286,170 | \$296,442 | \$302,371 |
| Repairs and Maintenance | \$525,000 | \$511,950 | \$522,189 | \$532,633 | \$543,285 | \$554,151 |
| Utilities | \$735,500 | \$683,500 | \$710,461 | \$743,497 | \$772,855 | \$788,313 |
| Total Operating Expense | \$3,236,657 | \$3,251,034 | \$3,341,096 | \$3,438,971 | \$3,534,957 | \$3,605,656 |
| Transfer to Operating Reserves | | | | | | |
| General Operating | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Capital Purposes | | | | | | |
| Debt Payments | \$1,464,747 | \$1,464,747 | \$2,061,285 | \$2,061,285 | \$2,061,285 | \$2,061,285 |
| To Capital Expenditure | \$950,000 | \$335,000 | \$255,000 | \$260,125 | \$215,378 | \$220,763 |
| To Capital Reserves | \$0 | \$600,000 | \$630,000 | \$770,000 | \$825,000 | \$825,000 |
| Total Expenditures | \$5,651,404 | \$5,650,781 | \$6,287,381 | \$6,530,381 | \$6,636,620 | \$6,712,705 |
| Add: Surplus | | | | | | |
| % of Operating Expenditures | 1% | 1% | 1% | 1% | 1% | 1% |
| Surplus Target | \$56,514 | \$0 | \$62,874 | \$65,304 | \$66,366 | \$67,127 |
| Less: Other Revenues | | | | | | |
| Investment Income | \$50,000 | \$35,000 | \$30,000 | \$41,000 | \$50,000 | \$48,000 |
| SRD System Operations | \$9,244 | \$32,024 | \$106,542 | \$111,188 | \$115,964 | \$120,875 |
| Other | | | | | | |
| Non Rate Revenue | \$59,244 | \$67,024 | \$136,542 | \$152,188 | \$165,964 | \$168,875 |
| Net Expenditure Raised from Rates | \$5,648,674 | \$5,583,757 | \$6,213,713 | \$6,443,497 | \$6,537,022 | \$6,610,957 |



6.3 Rates and Charges

6.3.1 Principles Governing the Establishment of Long Term Rates

As noted, the operating projections and rates of this Plan reflect the “annual full cost recovery for supplying the services, including an allowance for the reserve accounts ... for the works to provide for renewals, alterations, extensions and contingencies in respect to the works” as prescribed in Section 4 of the Regulation. The Commission rates do not reflect the principles of the “Utility Rate Model” but the planned annual contributions to capital reserves do reflect the expense of depreciation of the capital assets of the System. The adoption of these rates and fees are adopted by bylaw of the Commission Board.

The Regulation requires that each Member “receive water services from the Commission at the same rate” and the Commission endorses the use of a “postage stamp” approach because it achieves:

- Equity – Uniform rates provide the same operation, maintenance, transmission, and treatment rates per volume for each municipality regardless of their distance from the water treatment plant,
- Simplicity – Easy to understand and to apply for the Committee, the simplicity of a postage stamp rate is one of its chief advantages,
- Revenue Stability – The stability of revenues provide a stable financial base for the Committee which allows for a constant approach to long term planning, and
- Conservation – A postage stamp rate structure will provide incentives for communities to reduce the amount of water produced and to conserve valuable water resources.

Charges to Customers will be calculated by adding the uniform increase in rates that will be charged to Members to the current historic rate in effect for the classes of Customer or the individual Customers.

6.3.2 Projected Sales Volumes

The projected sales volumes to each Member and customer for the years 2017 – 2022 are detailed in Table E3 and summarized on Table 6.2. The projected volumes identified Table 3.1 earlier in this Plan (and Table C3) were developed for the purposes of engineering design and System capacity evaluation. Those volumes however are not used in determining the rates for water services to the



Members and Customers. Instead rates are based the projected volume communicated in the fall of each year to the Commission by the Member or Customer that is expected to be required in the ensuing calendar year.

Volumes for 2018 – 2022 are projected in reflection of actual sales volumes in 2013 - 2016 and the project final sales volumes for 2017. The total projected volume for 2018 assumes virtually no increase in sales volume from 2017.

Mountain View County is expected to begin drawing volumes in 2020.

6.3.3 Calculation of Rates

The calculation of rates is set out in Table 6.2. Based on the expected sales volume, the overall rate per m3 required to meet annual costs rises from \$1.54 / m3 in 2018 to \$1.75 per m3 in 2022.

For Members, the 2017 rate of \$1.50 per cubic meter (m3) has been increased to \$1.55/m3 in 2018. The rate for 2019 increases to \$1.70 / m3 to fund the additional debt servicing costs from the borrowing for the South Transmission Capacity Increase Project. For 2020 – 2022 rates are projected at about \$1.75. While beyond, the 5 year financial projection timeframe, the debt payments for borrowing for the New Raw Water Inlet Project in 2022 will increase the rate up about \$1.94 / m3.

Similarly for Municipal Customers which includes Mountain View County and Other Governments and Institutions which includes the Bowden Institution, the 2017 rate of \$1.90 has been increased to \$1.95 in 2018 and by the same incremental change in Members rates for 2019 – 2022. For Non-Government Customers including industrial users and private farm connections, the 2017 rate of \$2.60 /m3 has been increased to \$2.65 for 2018 and the same incremental increases in Members rates thereafter.

Rates change become effective April 1 in each year of change. The revenue from rates for each of the Members and Customers of the System are set out Table 6.3



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

Table 6.2
Mountain View Regional Water System
2018 Business Plan Financial Model
Rate Calculation for Water Services
2017 - 2022

[Index](#)

| | 2017 Projected | 2018 Estimate | 2019 Estimate | 2020 Forecast | 2021 Forecast | 2022 Forecast |
|---|-------------------|------------------|------------------|------------------|------------------|------------------|
| Projected Annual Volume in m3 per year | | | | | | |
| Members | | | | | | |
| Crossfield | 505,457 | 489,282 | 494,175 | 499,117 | 504,108 | 509,149 |
| Carstairs | 350,609 | 352,362 | 355,886 | 359,445 | 363,039 | 366,669 |
| Didsbury | 503,353 | 493,286 | 498,219 | 503,201 | 508,233 | 513,315 |
| Olds | 1,116,037 | 1,111,573 | 1,122,689 | 1,133,915 | 1,145,255 | 1,156,707 |
| Bowden | 97,697 | 95,743 | 96,700 | 97,667 | 98,644 | 99,631 |
| Innisfail | 904,044 | 939,302 | 948,695 | 958,182 | 967,763 | 977,441 |
| Total Members | 3,477,197 | 3,481,548 | 3,516,363 | 3,551,527 | 3,587,042 | 3,622,913 |
| Municipal Customers | | | | | | |
| Other Government/Institutional | 89,624 | 88,000 | 88,000 | 88,000 | 88,000 | 88,000 |
| Non Government Customers | 51,040 | 51,383 | 51,383 | 51,383 | 51,383 | 51,383 |
| Prospective Municipal Customers | - | - | - | - | - | - |
| Total Volume in M3 | 3,617,861 | 3,620,931 | 3,655,746 | 3,695,307 | 3,738,120 | 3,784,223 |
| Net Revenue to be Raised from Rates | | | | | | |
| Net Revenue to be Raised | \$ 5,648,674 | \$ 5,583,757 | \$ 6,213,713 | \$ 6,443,497 | \$ 6,537,022 | \$ 6,610,957 |
| Overall Rate Per M3 Required | \$1.56 | \$1.54 | \$1.70 | \$1.74 | \$1.75 | \$1.75 |
| Established / Projected Rate per m3 | | | | | | |
| Effective - April 1 | | | | | | |
| Members * | \$ 1.50 | \$ 1.55 | \$ 1.72 | \$ 1.72 | \$ 1.72 | \$ 1.73 |
| % Increase over Previous Year | 3.4% | 3.0% | 3.0% | 2.0% | 1.0% | 1.0% |
| Rates Components | | | | | | |
| Operating Expenditures | \$0.87 | \$0.87 | \$0.90 | \$0.86 | \$0.87 | \$0.88 |
| Surplus | -\$0.03 | \$0.02 | \$0.02 | \$0.02 | \$0.02 | \$0.03 |
| Capital: Reserves / Expenditures | \$0.26 | \$0.26 | \$0.24 | \$0.28 | \$0.28 | \$0.28 |
| Debt Payments | \$0.40 | \$0.40 | \$0.56 | \$0.56 | \$0.55 | \$0.54 |
| | \$1.50 | \$1.55 | \$1.72 | \$1.72 | \$1.72 | \$1.73 |
| Customers * | | | | | | |
| Municipal Customers | \$ 1.90 | \$ 1.95 | \$ 2.13 | \$ 2.13 | \$ 2.13 | \$ 2.14 |
| Other Government/Institutional | \$ 1.91 | \$ 1.95 | \$ 2.13 | \$ 2.17 | \$ 2.19 | \$ 2.21 |
| Non Government Customers | \$ 2.60 | \$ 2.65 | \$ 2.83 | \$ 2.83 | \$ 2.83 | \$ 2.84 |
| Overall Average Rate Revenue /m3 | \$1.51 | \$1.56 | \$1.70 | \$1.75 | \$1.75 | \$1.76 |



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

Table 6.3
Mountain View Regional Water System
2018 Business Plan Financial Model
Revenue from Rates
2017 - 2022

[Index](#)

| | 2017 Projected | 2018 Estimate | 2019 Estimate | 2020 Forecast | 2021 Forecast | 2022 Forecast |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Members | | | | | | |
| Town of Crossfield | \$751,867 | \$750,437 | \$828,361 | \$858,481 | \$867,066 | \$879,555 |
| Town of Carstairs | \$521,531 | \$540,435 | \$596,553 | \$618,245 | \$624,427 | \$633,421 |
| Town of Didsbury | \$748,738 | \$756,577 | \$835,139 | \$865,506 | \$874,161 | \$886,752 |
| Town of Olds | \$1,660,105 | \$1,704,875 | \$1,881,907 | \$1,950,335 | \$1,969,838 | \$1,998,212 |
| Town of Bowden | \$145,324 | \$146,846 | \$162,094 | \$167,988 | \$169,668 | \$172,112 |
| Town of Innisfail | \$1,344,765 | \$1,440,654 | \$1,590,250 | \$1,648,072 | \$1,664,553 | \$1,688,530 |
| | \$5,172,331 | \$5,339,824 | \$5,894,304 | \$6,108,627 | \$6,169,713 | \$6,258,582 |
| Municipal Customers | | | | | | |
| Mountain View Count | \$0 | \$0 | \$0 | \$9,345 | \$24,851 | \$46,760 |
| Other Government/Institutional | | | | | | |
| Bowden Institute | \$170,092 | \$170,803 | \$183,150 | \$189,805 | \$192,171 | \$194,092 |
| Non Government Customers | | | | | | |
| Taqa North | \$115,149 | \$117,374 | \$123,771 | \$125,718 | \$125,718 | \$126,052 |
| Enmax Generation | \$13,960 | \$14,229 | \$15,005 | \$15,241 | \$15,241 | \$15,281 |
| Small Users | \$2,958 | \$3,919 | \$4,133 | \$4,198 | \$4,198 | \$4,209 |
| | \$132,066 | \$135,522 | \$142,909 | \$145,157 | \$145,157 | \$145,542 |
| Total Rate Revenue | \$5,474,489 | \$5,646,150 | \$6,220,363 | \$6,452,933 | \$6,531,891 | \$6,644,976 |

6.3.4 Minimum Volume Charges

The rates set out sub-section 6.3.2 are calculated assuming a certain volume of water annually from the Members. Members, however, will be charged on the actual volume of water delivered to the System. To ensure that the Commission is able to meet fixed costs for operation of the System, Members will be required in advance of each year to estimate the anticipated volume of water for the ensuring year. A Member will be charged for either the actual volume of water or 90% of the estimated volume whichever is higher.



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

6.3.5 Public Utility Disputes

The Commission does not need to have its rates approved by the Alberta Utilities Commission (AUC). However Section 602.14 of the *Municipal Government Act* RSA 2000, c. M-26 provides that

if there is a dispute between a commission and another commission or a commission and any municipal authority with respect to
(a) rates, tolls or charges for a service that is a public utility,
(b) compensation for the acquisition by the commission of facilities used to provide a service that is a public utility, or
(c) the commission's use of any road, square, bridge, subway or watercourse to provide a service that is a public utility,
any party involved in the dispute may submit it to the Alberta Utilities Commission and the Alberta Utilities Commission may issue an order on any terms and conditions that the Alberta Utilities Commission considers appropriate.

The Commission would be entitled to charge a rate determine using the Cost of Service or utility rate model basis.

6.3.6 Cost of Service Rate Basis (Utility Rate Model)

The utility world generally uses what is termed the Cost of Service or utility rate model basis in calculating and defending rates. This rate basis is used in this region by the City of Red Deer in selling water services to the North Red Deer Regional Water System and wastewater services to the SRD System, the Town of Drumheller in selling water services to Starland County and Aqua Seven Regional Water System and the Town of Stettler in selling water services to the Highway 12/21 and Shirley McClellan Regional Water Systems. It is a rate calculation approach based on the Principles of Water Rates, Fees and Charges developed by the American Water Works Association (AWWA) and recognized by utility regulatory agencies including the Alberta Utilities Commission (AUC). Rates calculated on this accounting basis are what a municipality is entitled to charge if the rate was reviewed by the AUC.

The approach differs from the accrual basis described above in that the capital amortization expense is reduced by an offsetting amortization of capital revenue funding provided by outside contributions such as grants or the acquisition of capital assets in kind. This is termed No Cost Capital (NCC) under the utility rate model. As well, the utility owner is entitled to a return on equity in the net capital assets of the utility.



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

As shown on Table 6.6 following, under this approach the rate that could be charged in 2018 would be \$2.15/m³, \$0.60/m³ above the 2018 rate of \$1.55 levied under the cash basis on Members. By 2022 the overall cash rate for Members is projected at \$1.73/m³. The Cost of Service rate would be \$2.46/m³.

6.4 Financial Summaries

6.4.1 Summary of Revenue and Expenditures

The Income Statement Summary is set out in Table 6.4. For 2018, total revenue for the Commission is budgeted at \$5.71 Million with total cash expenses of \$5.65 Million leaving a cash surplus of about \$60,000, or 1% of revenue. Annual Transfers to capital reserves range over the five years from \$600,000 to \$825,000 annually. Cash surpluses of about 1% - 1.5% of annual revenue are generated from 2019 - 2022.

6.4.2 Summary of Selected Balance Sheet Items

The summary of selected assets and liabilities are shown on Table 6.5.

1. The net book value of tangible capital assets (original cost less accumulated depreciation) are included and are based on the details in Table E4. Plant, pumping equipment, reservoirs and pipelines are depreciated over an average of 40 years. By 2022, the total original cost of System would be \$107 Million which with the deduction of accumulated depreciation in the amount of \$25 Million would leave a net book value of about \$83 Million.
2. Long term debt owing at year end 2022 will be \$25.75 Million
3. Restricted Surplus (Capital Reserve) values rise and fall through the 5 year period as funding is drawn out for Infrastructure Projects and annual allocations from rate revenue are added each year. The reserve drops to \$78,000 at the end of 2018, rises to \$2.3 Million by 2021 before dropping to \$627,000 at the end of 2022.
4. Unrestricted Surplus (accumulated operating fund surplus) accumulates to \$2.37 Million 2022 provided an operating surplus is generated each year in the amount envisioned. In 2018 \$262,000 is

Table 6.6
Mountain View Regional Water System
2018 Business Plan Financial Model
Rate Calculation - Utility Rate Model
Years 2017 - 2022



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

[Index](#)

| | 2017 Projected | 2018 Budget | 2019 Forecast | 2020 Forecast | 2021 Forecast | 2022 Forecast |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Cash Expense | | | | | | |
| Total Operating Expense (Table 6.4) | \$3,236,657 | \$3,251,034 | \$3,341,096 | \$3,438,971 | \$3,534,957 | \$3,605,656 |
| Non-Cash Expense | | | | | | |
| Net Book Value (Table 6.5) | \$59,783,440 | \$86,118,440 | \$86,373,440 | \$86,633,565 | \$86,848,943 | \$107,069,706 |
| Net Plant in Service mid Year | \$59,197,102 | \$72,950,940 | \$86,245,940 | \$86,503,503 | \$86,741,254 | \$96,959,324 |
| Add: Necessary Working Capital | \$404,582 | \$406,379 | \$417,637 | \$429,871 | \$441,870 | \$450,707 |
| Total Utility Rate Base Mid Year | \$59,601,684 | \$73,357,319 | \$86,663,577 | \$86,933,374 | \$87,183,124 | \$97,410,031 |
| No Cost Capital (NCC) Funding Applied | | | | | | |
| Unamortized Balance (Table E5) | \$12,214,432 | \$22,476,655 | \$21,867,375 | \$21,258,095 | \$20,861,500 | \$28,146,835 |
| Unamortized Balance at Mid Year | \$12,220,072 | \$17,345,544 | \$22,172,015 | \$21,562,735 | \$21,059,797 | \$24,504,168 |
| Total Debt at year end | \$20,752,462 | \$20,013,985 | \$29,009,033 | \$27,960,043 | \$26,873,851 | \$25,749,116 |
| Total Debt at Mid-Year | \$21,109,060 | \$20,383,224 | \$24,511,509 | \$28,484,538 | \$27,416,947 | \$26,311,483 |
| Capital Return Calculation | | | | | | |
| Rate Base | \$59,601,684 | \$73,357,319 | \$86,663,577 | \$86,933,374 | \$87,183,124 | \$97,410,031 |
| Less: No Cost Capital | -\$12,220,072 | -\$17,345,544 | -\$22,172,015 | -\$21,562,735 | -\$21,059,797 | -\$24,504,168 |
| Sub-Total | \$47,381,612 | \$56,011,776 | \$64,491,562 | \$65,370,639 | \$66,123,326 | \$72,905,864 |
| Less: Deemed Equity @ 40% | -\$18,952,645 | -\$22,404,710 | -\$25,796,625 | -\$26,148,256 | -\$26,449,331 | -\$29,162,345 |
| Long Term Debt @ 60% | \$28,428,967 | \$33,607,065 | \$38,694,937 | \$39,222,383 | \$39,673,996 | \$43,743,518 |
| Less Actual Debt at Mid Year | -\$21,109,060 | -\$20,383,224 | -\$24,511,509 | -\$28,484,538 | -\$27,416,947 | -\$26,311,483 |
| Deemed Long Term Debt | \$7,319,907 | \$13,223,842 | \$14,183,428 | \$10,737,845 | \$12,257,049 | \$17,432,035 |
| Return on Long Term Debt | | | | | | |
| Total Debt at Mid Year | \$21,109,060 | \$20,383,224 | \$24,511,509 | \$28,484,538 | \$27,416,947 | \$26,311,483 |
| Average Interest Rate | 3.530% | 3.521% | 3.521% | 3.521% | 3.521% | 3.844% |
| Calculated Return | \$745,205 | \$717,791 | \$863,168 | \$1,003,077 | \$965,482 | \$1,011,395 |
| Return on Deemed Debt | | | | | | |
| Deemed Long Term Debt | \$7,319,907 | \$13,223,842 | \$14,183,428 | \$10,737,845 | \$12,257,049 | \$17,432,035 |
| Return on Deemed Debt | 3.79% | 3.46% | 3.55% | 3.51% | 3.46% | 3.43% |
| Calculated Return | \$277,644 | \$457,942 | \$503,228 | \$376,469 | \$424,462 | \$597,744 |
| Return on Deemed Equity | | | | | | |
| Deemed Equity @ 40% | \$18,952,645 | \$22,404,710 | \$25,796,625 | \$26,148,256 | \$26,449,331 | \$29,162,345 |
| Return on Deemed Equity | 8.500% | 8.500% | 8.500% | 8.500% | 8.500% | 8.500% |
| Calculated Return | \$1,610,975 | \$1,904,400 | \$2,192,713 | \$2,222,602 | \$2,248,193 | \$2,478,799 |
| Total Return On Rate Base | \$2,633,824 | \$3,080,133 | \$3,559,109 | \$3,602,148 | \$3,638,137 | \$4,087,939 |
| Revenue Required | | | | | | |
| Cash Operating Expenses | \$3,236,657 | \$3,251,034 | \$3,341,096 | \$3,438,971 | \$3,534,957 | \$3,605,656 |
| Non Cash Expenses | | | | | | |
| Depreciation | \$1,581,571 | \$1,981,850 | \$2,342,350 | \$2,371,440 | \$2,371,440 | \$2,371,440 |
| Amortization of NCC | -\$336,779 | -\$475,064 | -\$609,280 | -\$609,280 | -\$611,972 | -\$714,665 |
| Return on Rate Base | \$2,633,824 | \$3,080,133 | \$3,559,109 | \$3,602,148 | \$3,638,137 | \$4,087,939 |
| Total Non-Cash Expense | \$3,878,615 | \$4,586,919 | \$5,292,179 | \$5,364,307 | \$5,397,604 | \$5,744,714 |
| Less: Other Revenue | -\$50,000 | -\$35,000 | -\$30,000 | -\$41,000 | -\$50,000 | -\$48,000 |
| Net Revenue Required from Rates | \$7,065,272 | \$7,802,953 | \$8,603,275 | \$8,762,278 | \$8,882,561 | \$9,302,370 |
| Volume | | | | | | |
| Rate per m3 Required | 3,617,861 | 3,620,931 | 3,655,746 | 3,695,307 | 3,738,120 | 3,784,223 |
| | \$1.95 | \$2.15 | \$2.35 | \$2.37 | \$2.38 | \$2.46 |

drawn out of unrestricted surplus to assist in funding the 2018 Infrastructure Projects.

Table 6.4
Mountain View Regional Water System
2018 Business Plan Financial Model
Summary of Income Statement Items
Years 2017 - 2022

[Index](#)

| | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected | 2021 Projected | 2022 Projected |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue | | | | | | |
| Rates | \$5,474,489 | \$5,646,150 | \$6,220,363 | \$6,452,933 | \$6,531,891 | \$6,644,976 |
| Sale of Operating Services | \$9,244 | \$32,024 | \$106,542 | \$111,188 | \$115,964 | \$120,875 |
| Other Revenue | \$50,000 | \$35,000 | \$30,000 | \$41,000 | \$50,000 | \$48,000 |
| Drawn from Operating Reserves | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Revenue | \$5,533,733 | \$5,713,174 | \$6,356,905 | \$6,605,121 | \$6,697,855 | \$6,813,851 |
| Expenditure | | | | | | |
| <u>Operating Purposes</u> | | | | | | |
| Operating Expense | \$3,236,657 | \$3,251,034 | \$3,341,096 | \$3,438,971 | \$3,534,957 | \$3,605,656 |
| Transfer to Operating Reserves | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | \$3,236,657 | \$3,251,034 | \$3,341,096 | \$3,438,971 | \$3,534,957 | \$3,605,656 |
| <u>Capital Purposes</u> | | | | | | |
| Debt Payments | \$1,464,747 | \$1,464,747 | \$2,061,285 | \$2,061,285 | \$2,061,285 | \$2,061,285 |
| Operating Funds to Capital Exp | \$950,000 | \$335,000 | \$255,000 | \$260,125 | \$215,378 | \$220,763 |
| Operating Funds to Reserves | \$0 | \$600,000 | \$630,000 | \$770,000 | \$825,000 | \$825,000 |
| | \$2,414,747 | \$2,399,747 | \$2,946,285 | \$3,091,410 | \$3,101,663 | \$3,107,048 |
| Total Cash Expenditure | \$5,651,404 | \$5,650,781 | \$6,287,381 | \$6,530,381 | \$6,636,620 | \$6,712,705 |
| Cash Surplus (Deficit) | | | | | | |
| % of Revenue | -11.7% | 6.2% | 6.9% | 7.4% | 6.1% | 10.1% |
| | -2.1% | 1.1% | 1.1% | 1.1% | 0.9% | 1.5% |
| Accrued Surplus | | | | | | |
| Cash Surplus | -\$117,671 | \$62,393 | \$69,524 | \$74,740 | \$61,235 | \$101,147 |
| Add: Transfers to Reserves | \$0 | \$600,000 | \$630,000 | \$770,000 | \$825,000 | \$825,000 |
| Add: Debenture Principal | \$713,197 | \$738,477 | \$1,017,426 | \$1,053,491 | \$1,090,852 | \$1,129,559 |
| Less: Amortization | -\$1,581,571 | -\$1,981,850 | -\$2,342,350 | -\$2,371,440 | -\$2,371,440 | -\$2,371,440 |
| Accrued Surplus/Deficit | -\$986,045 | -\$580,981 | -\$625,400 | -\$473,209 | -\$394,353 | -\$315,735 |



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

Table 6.5
Mountain View Regional Water System
2018 Business Plan Financial Model
Summary of Balance Sheet Items
Years 2017 - 2022

| | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected | 2021 Projected | 2022 Projected |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Tangible Capital Assets | | | | | | |
| Existing System | \$59,783,440 | \$60,118,440 | \$86,373,440 | \$86,633,565 | \$86,848,943 | \$87,069,706 |
| South Capacity Expansion | | \$26,000,000 | | | | |
| New Raw Water Intake | | | | | | \$20,000,000 |
| Total Original Cost | \$59,783,440 | \$86,118,440 | \$86,373,440 | \$86,633,565 | \$86,848,943 | \$107,069,706 |
| Less: Accum Amortization | -\$12,720,927 | -\$14,702,777 | -\$17,045,127 | -\$19,416,567 | -\$21,813,448 | -\$24,482,137 |
| Net Book Value | \$47,062,513 | \$71,415,663 | \$69,328,313 | \$67,216,998 | \$65,035,495 | \$82,587,569 |
| Liabilities | | | | | | |
| Long Term Debt | \$20,752,462 | \$20,013,985 | \$29,009,033 | \$27,960,043 | \$26,873,851 | \$25,749,116 |
| Restricted Surplus | | | | | | |
| Capital Reserve | | | | | | |
| Opening Balance | \$4,513,654 | \$4,477,658 | \$77,658 | \$707,658 | \$1,477,658 | \$2,302,658 |
| Additions from Operating | \$0 | \$600,000 | \$630,000 | \$770,000 | \$825,000 | \$825,000 |
| Additions from Capital | \$4,004 | \$0 | \$0 | \$0 | \$0 | \$0 |
| (Withdrawals) Table 4.1 | -\$40,000 | -\$5,000,000 | \$0 | \$0 | \$0 | -\$2,500,000 |
| Closing Balance | \$4,477,658 | \$77,658 | \$707,658 | \$1,477,658 | \$2,302,658 | \$627,658 |
| Unrestricted Surplus | | | | | | |
| Opening Balance | \$2,381,915 | \$2,264,244 | \$2,063,924 | \$2,133,448 | \$2,208,188 | \$2,269,423 |
| Annual Surplus/(Deficit) | -\$117,671 | \$62,393 | \$69,524 | \$74,740 | \$61,235 | \$101,147 |
| Reductions | \$0 | -\$262,713 | \$0 | \$0 | \$0 | \$0 |
| Closing Balance | \$2,264,244 | \$2,063,924 | \$2,133,448 | \$2,208,188 | \$2,269,423 | \$2,370,569 |
| Total Restricted/Unrestricted Surplus | \$6,741,902 | \$2,141,582 | \$2,841,106 | \$3,685,846 | \$4,572,081 | \$2,998,227 |

6.4.3 Accrued Deficit

The year-end audited financial statement of the Commission, which is in a format mandated by Alberta Municipal Affairs, uses an accrued accounting basis which among other differences includes amortization of tangible capital assets as an expense. The accrued surplus calculation is set out in the lower portion of Table 6.4. The Commission does not achieve a surplus on an accrued basis because the amount of funds diverted to capital reserves are less than the annual amortization of capital assets.

6.5 Metrics and Comparisons

Certain measurement, benchmark and comparison information is included in Table 6.7.

Unrestricted Surplus - The unrestricted surplus is anticipated to be \$2.37 Million at the end of 2022 or about 35% of total income. In that the Commission currently exceeds an overall target of ¼ of revenue, the annual cash surpluses in the years 2018 through 2022 have been targeted at about 1% of annual revenue.

Capital Reserve Diversion - For 2018 the Commission will divert about 30% of annual amortization of capital assets to capital reserves. By 2020, the capital reserve diversion will be about 35% of amortization.



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

Table 6.7
Mountain View Regional Water System
2018 Business Plan Financial Model
Metrics and Comparisons
2018 - 2021

[Index](#)

| | 2017 Projected | 2018 Budget | 2019 Forecast | 2020 Forecast | 2021 Forecast | 2022 Forecast |
|---------------------------------------|-------------------|----------------|------------------|------------------|------------------|------------------|
| Cost of Water from WTP | | | | | | |
| Volume (m3) | 3,617,861 | 3,620,931 | 3,655,746 | 3,695,307 | 3,738,120 | 3,784,223 |
| Operating Cost | \$3,236,657 | \$3,251,034 | \$3,341,096 | \$3,438,971 | \$3,534,957 | \$3,605,656 |
| Cost / m3 | \$0.89 | \$0.90 | \$0.91 | \$0.93 | \$0.95 | \$0.95 |
| Capital Purposes and Reserves | \$2,414,747 | \$2,399,747 | \$2,946,285 | \$3,091,410 | \$3,101,663 | \$3,107,048 |
| Cost / m3 | \$0.67 | \$0.66 | \$0.81 | \$0.84 | \$0.83 | \$0.82 |
| Total Cost | | | | | | |
| Cost / m3 | \$1.56 | \$1.56 | \$1.72 | \$1.77 | \$1.78 | \$1.77 |
| Water Services Rate | | | | | | |
| Members Rate per m3 | \$1.50 | \$1.55 | \$1.72 | \$1.72 | \$1.72 | \$1.73 |
| Government Customers | \$1.90 | \$1.95 | \$2.13 | \$2.13 | \$2.13 | \$2.14 |
| Non Government Customers | \$2.60 | \$2.65 | \$2.83 | \$2.83 | \$2.83 | \$2.84 |
| Unrestricted Surplus | | | | | | |
| Accumulated Surplus | \$2,264,244 | \$2,063,924 | \$2,133,448 | \$2,208,188 | \$2,269,423 | \$2,370,569 |
| % of Total Income | 41% | 36% | 34% | 35% | 34% | 35% |
| Target = 1/8 of Total Income | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% | 12.5% |
| Capital Reserve Diversion | | | | | | |
| Diverted to Capital Reserves | \$0 | \$600,000 | \$630,000 | \$770,000 | \$825,000 | \$825,000 |
| Amortization of Capital Assets | \$1,581,571 | \$1,981,850 | \$2,342,350 | \$2,371,440 | \$2,371,440 | \$2,371,440 |
| % | 0% | 30% | 27% | 32% | 35% | 35% |
| Debt as Ratio of Revenue | 3.8 | 3.5 | 4.6 | 4.2 | 4.0 | 3.8 |
| Debt Servicing as % of Revenue | 26% | 26% | 32% | 31% | 31% | 30% |

61



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

7. Due Diligence

The Member municipalities have demonstrated due diligence in regards to their approach to this project and the decisions that have been made. The Members have:

- Engaged ISL Engineering as a team of consultants well experienced in the design and construction of water systems and the development and operation of regional services commissions,
- Commissioned the preparation of detailed engineering studies and carefully considered the information presented, and
- Engaged the services of R Jenkins Consulting Ltd. with principal Robert Jenkins to undertake Business Planning with the Commission.

This due diligence is further reflected in the scope and detail of this Business Plan, which:

- Sets out clearly the need and viability of this project, and
- Will form a sound basis upon which this important regional service will proceed.

62



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

Appendix A Mountain View Regional Water Services Commission Regulation

ALBERTA REGULATION 245/92

Municipal Government Act

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION REGULATION

Table of Contents

- 1 Commission established
- 2 Members
- 3 Services
- 4 Fees for water services
- 5 Transfer of property
- 6 Operating deficits

Commission established

- 1 There is hereby established a regional services commission known as the Mountain View Regional Water Services Commission.

AR 245/92 s1

Members

- 2 The following municipalities shall be members of the Commission:

- (a) the Town of Bowden;
- (b) the Town of Carstairs;
- (c) the Town of Crossfield;
- (d) the Town of Didsbury;
- (e) the Town of Innisfail;
- (f) the Town of Olds.

AR 245/92 s2

Services

- 3(1) The Commission shall supply water services

63



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

- (a) to all municipalities referred to in section 2,
 - (b) to all customers who are, on the effective date of acquisition of the Mountain View Regional Water System, receiving water services from the Anthony Henday Water Treatment Plant and transmission lines constituting the system, and
 - (c) to any additional persons to whom the board of directors of the Commission decides to supply water services.
- (2) Water services shall be supplied to all customers on an as required basis and water shortages shall be shared proportionately.

AR 245/92 s3

Fees for water services

- 4(1) The fees to be charged by the Commission to its customers for the supplying of water services shall be based on the annual full cost recovery for supplying the services, including an allowance for the reserve accounts established under subsection (3).
- (2) Without limiting the generality of subsection (1), the cost referred to in subsection (1) includes the debt service cost of debenture repayments.
- (3) The Commission may establish and maintain one or more reserve accounts for the works to provide for renewals, alterations, extensions and contingencies in respect to the works and shall credit the reserve accounts and expend, use, apply and appropriate funds from them for the purposes and in the amounts it determines.
- (4) The amounts in a reserve account established under subsection (3) may be blended with other reserve accounts established by the Commission, and any interest accruing to those accounts shall be credited to each account in an amount that reflects the proportion that each account bears to all of the accounts.
- (5) The total amount to be placed in reserve accounts by the Commission shall be established by the Board of Directors on an annual basis.
- (6) Each member municipality shall receive water services from the Commission at the same rate.
- (7) Retail water rates shall be determined by each of the member municipalities.

AR 245/92 s4

Transfer of property

- 5(1) The Commission shall not sell any of the land, buildings or personal property used in connection with the supply of water services without the approval of the Lieutenant Governor in Council.
- (2) The Lieutenant Governor in Council may give his approval under subsection (1) if satisfied
- (a) as to the selling price of the land, buildings or personal property,
 - (b) as to the repayment of provincial grants and outstanding debt associated with that portion of the land, buildings or personal property to be sold, and

64



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

- (c) that the sale would not have a significant adverse effect on the supply of water services by the Commission.

AR 245/92 s5

Operating deficits

6 The Commission shall not assume operating deficits with respect to the land, buildings or personal property that are shown on the books of any of the municipalities that are members of the Commission or of the Mountain View Regional Water Board.

AR 245/92 s6



Mountain
View Regional
Water System

2018 Business Plan – Adopted – January 17, 2018

**Appendix B
Commission Bylaws**

**BY-LAW NO. 1
OF THE MOUNTAIN VIEW REGIONAL
WATER SERVICES COMMISSION**

- I. NAME
- 1.01 The name of the Commission shall be the Mountain View Regional Water Services Commission, hereinafter referred to as "the Commission".
- II. OBJECT
- 2.01 The object of the Commission is to provide wholesale water transmission and treatment services to its member municipalities.
- 2.02 The Commission may communicate and cooperate with:
- (1) federal, provincial and/or municipal governments;
 - (2) associations or organizations with common concerns and objectives;
 - (3) individuals, businesses and/or corporations;
- in the furtherance of its object.
- 2.03 Without limiting the generality of the foregoing, the Commission may undertake such studies, research, projects and/or programs as may be deemed necessary or desirable in the furtherance of its object.
- III. MEMBERSHIP
- 3.01 (a) Municipal membership shall be available to urban municipalities situated on or adjacent to the Commission facilities upon application and payment of the relevant costs. These member municipalities shall comprise the membership of the Commission.



**Mountain
View Regional
Water System**

2018 Business Plan – Adopted – January 17, 2018

- (b) The Commission may grant associate (observer) member status to those municipalities and other organizations with whom they regularly liaise.
- 3.02 (a) The Board of Directors, hereinafter referred to as "the Board", shall be comprised of one representative of each member municipality appointed in accordance with the Act.
- (b) A council may appoint an alternate member to act in place of each member in accordance with the Act.
- 3.03 The Board of Directors may create a temporary category or categories of membership for the purpose of entertaining questions of provision of associated services (e.g. Water Service, Storm Drainage or Waste Management Services) by any municipality in the region.
- 3.04 The membership year shall be the fiscal year of the Commission.
- IV. ANNUAL AND SPECIAL MEETINGS
- 4.01 The Annual Meeting of the Commission shall be held at such time and location as the Board of Directors may determine on or before February 15 in each year.
- 4.02 Notice of the date of the Annual Meeting shall be provided to each member by mail postmarked not less than 30 days prior to the date of the meeting.
- 4.03 A Special Meeting of the Commission may be held at the call of the chairman and notice shall be provided to each member by mail postmarked not less than 14 days or by phone faxed before the date of the meeting.
- 4.04 A quorum at an Annual or Special Meeting shall consist of representatives of six (6) municipal members.
- 4.05 Voting at the Commission's Annual Meeting and Special Meetings shall be one (1) per member municipality.
- V. DUTIES OF THE COMMISSION
- 5.01 On the first regularly scheduled meeting date following Municipal General Elections and the Organizational meetings, the chairman will cause to be selected from among the members present a nomination for chairman for the ensuing one year period. The name of this nominee shall forthwith be transmitted to the

67



**Mountain
View Regional
Water System**

2018 Business Plan – Adopted – January 17, 2018

- Lieutenant Governor in Council through the Minister of Municipal Affairs for appointment.
- 5.02 The Board shall hold regular monthly meetings on the 1st Wednesday of each month.
- 5.03 A quorum of the Board shall consist of five (5) members of the Board.
- 5.04 The Board shall formulate programs, policies, procedures, rules and regulations concerning all aspects of the affairs of the Commission in accordance with the Regional Municipal Services Act
- 5.05 The Board shall manage the affairs of the Commission between Annual Meetings.
- 5.06 The Board may appoint such committees consisting of its members or of other persons or any combination thereof as it may deem expedient for the furtherance of the objects of the Commission and in so doing may delegate any of its powers or duties and prescribe such terms of reference as it may deem fit.
- 5.07 The Board may employ, discipline or terminate and fix the conditions of remuneration, employee benefits, hours of work and any other relevant matter of such employees as may be deemed necessary.
- 5.08 The Board may provide such accommodation, equipment and supplies as may be deemed necessary for the operation of the Commission.
- 5.09 The Board shall establish and publish rules and rates for the reimbursement of actual expenses incurred on Commission business by directors, employees or any other person.
- 5.10 The Board shall establish and publish rules and procedures for the submission and consideration of resolutions at the annual or general meeting and for the conduct of its own meetings.
- 5.11 Vacancies of the Board of Directors occurring between Municipal General Elections may be filled for the remainder of the term in accordance with the requirements of the Regional Municipal Services Act.
- 5.12 The Board of Directors shall in each year authorize the Secretary-Treasurer to charge rates, for the service provided, based on volume of demand, against all

68



**Mountain
View Regional
Water System**

2018 Business Plan – Adopted – January 17, 2018

consumer municipalities sufficient to produce the sums necessary to meet the estimated expenditures of the Commission. Any deficit incurred in one year shall become the first item of expenditure in the following year.

VI. PASSING OF RESOLUTION

6.01 A minimum majority of four (4) members of the Commission shall be required to pass any resolution of the Commission except those so mentioned in section 12.01

VII. OFFICERS

7.01 The Secretary-Treasurer shall be the custodian of the records, funds, securities or properties of the Association and shall receive and account for all funds and properties in accordance with such rules as the Board of Directors may adopt and the Regional Municipal Services Act and regulations may require.

VIII. SEAL

8.01 The Secretary-Treasurer shall have charge of the Seal of the Commission. Whenever used, the Seal shall be authenticated by the signature of the Chairman or Secretary-Treasurer.

IX. FISCAL YEAR

9.01 The fiscal year of the Commission shall be the calendar year.

X. BOOKS AND RECORDS

10.01 The Commission shall cause to be kept correct books and records as may be required by the Regional Municipal Services Act including:

- (a) minutes and records of proceedings of meetings;
- (b) membership and voting delegate lists;
- (c) records of amounts.

10.02 Every member of the Board of Directors shall at all times have access to and the right of inspection of all books and records of the Commission.



**Mountain
View Regional
Water System**

2018 Business Plan – Adopted – January 17, 2018

10.03 A duly audited statement of accounts shall be presented at each Annual Meeting.

10.04 At each Annual Meeting, the Commission shall appoint a person or firm as auditor. The auditor shall be a qualified auditor.

XI. BORROWING POWER

11.01 The borrowing powers shall be in accordance with the Regional Municipal Services Act.

XII. AMENDMENTS

12.01 These by-laws may be amended by special resolution at any general meeting of the Commission upon a 3/4 majority vote of the municipal members or at a special meeting called for the purpose.

12.02 Written notice of the proposed amendment shall be provided to each member by mail, such notice to be postmarked not less than 21 days before the meeting at which the amendment is to be proposed.

12.03 An amendment shall be proposed as a special resolution as set forth in the Societies Act of Alberta.

MOVED by Bill Dallas and SECONDED by Dave Sharpe THAT BY-LAW NO. 1 BE APPROVED this 16th day of September 1993.

MOTION CARRIED

MOVED by Bill Dallas that second reading be given this By-law.

MOTION CARRIED

MOVED by Dean Joyce that third and final reading be given this By-law.

MOTION CARRIED

Robert Armstrong
Chairman

John Van Doesburg
Secretary



Mountain View Regional Water System

2018 Business Plan – Draft 1.0 – December 9, 2017

Appendix C
Detailed Population and Volume Projections

73

Table C1
Mountain View Regional Water System
2018 Business Plan Financial Model
Projected Population by Member & Customers
2017 - 2040

| | Projected Growth | | | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2025 | 2030 | 2040 |
|---|------------------|---------------|-----------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2016 Plan % | Avg 2013-2016 | Revised % | | | | | | | | | |
| Members | | | | | | | | | | | | |
| Town of Crossfield | 2.5% | 1.1% | 1.5% | 3,028 | 3,073 | 3,119 | 3,166 | 3,214 | 3,262 | 3,411 | 3,674 | 4,264 |
| Town of Carstairs | 2.5% | 4.3% | 3.0% | 4,199 | 4,325 | 4,455 | 4,589 | 4,726 | 4,868 | 5,320 | 6,167 | 8,288 |
| Town of Didsbury | 2.5% | 1.5% | 1.5% | 5,347 | 5,427 | 5,509 | 5,591 | 5,675 | 5,760 | 6,023 | 6,489 | 7,531 |
| Town of Olds | | | | | | | | | | | | |
| Town | 2.5% | 2.8% | 2.5% | 9,414 | 9,649 | 9,890 | 10,137 | 10,391 | 10,651 | 11,470 | 12,977 | 16,611 |
| College | 0.0% | | 0.0% | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 | 1,300 |
| Total Olds | | | | 10,714 | 10,949 | 11,190 | 11,437 | 11,691 | 11,951 | 12,770 | 14,277 | 17,911 |
| Town of Bowden | 2.5% | 0.0% | 0.5% | 1,253 | 1,260 | 1,266 | 1,272 | 1,279 | 1,285 | 1,304 | 1,337 | 1,406 |
| Town of Innisfail | 2.5% | 0.1% | 1.0% | 8,033 | 8,113 | 8,194 | 8,276 | 8,359 | 8,442 | 8,698 | 9,142 | 10,098 |
| | | | | 32,574 | 33,147 | 33,733 | 34,332 | 34,943 | 35,568 | 37,526 | 41,086 | 49,498 |
| Customers | | | | | | | | | | | | |
| Bowden Institution | 0.0% | | 0.0% | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Others | 0.0% | | 0.0% | 62 | 62 | 62 | 62 | 62 | 62 | 62 | 62 | 62 |
| Total Population | | | | 33,636 | 34,209 | 34,795 | 35,394 | 36,005 | 36,630 | 38,588 | 42,148 | 50,560 |
| Total Population with Prospectives | | | | 33,636 | 34,209 | 34,795 | 35,394 | 36,005 | 36,630 | 38,588 | 42,148 | 50,560 |

[Index](#)

Table C2
Mountain View Regional Water System
2018 Business Plan Financial Model
Projected Average Annual Daily Treated Water Demands based on Historical Average (m3)
2016 - 2040

| | Litres Per Capita Per Day | | | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2025 | 2030 | 2040 |
|--|---------------------------|-------------|-----------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2005 - 2014 | 2012 - 2017 | Projected | | | | | | | | | |
| Members | | | | | | | | | | | | |
| Town of Crossfield | 466 | 437 | 440 | 1,332 | 1,352 | 1,372 | 1,393 | 1,414 | 1,435 | 1,501 | 1,617 | 1,876 |
| Town of Carstairs | 328 | 246 | 250 | 1,050 | 1,081 | 1,114 | 1,147 | 1,182 | 1,217 | 1,330 | 1,542 | 2,072 |
| Town of Didsbury | 275 | 263 | 265 | 1,417 | 1,438 | 1,460 | 1,482 | 1,504 | 1,526 | 1,596 | 1,720 | 1,996 |
| Town of Olds | 399 | 347 | 350 | 3,750 | 3,832 | 3,917 | 4,003 | 4,092 | 4,183 | 4,469 | 4,997 | 6,269 |
| Town of Bowden | 329 | 251 | 250 | 313 | 315 | 317 | 318 | 320 | 321 | 326 | 334 | 351 |
| Town of Innisfail | 388 | 330 | 330 | 2,651 | 2,677 | 2,704 | 2,731 | 2,758 | 2,786 | 2,870 | 3,017 | 3,332 |
| Total Daily Volume - Members | | | | 10,613 | 10,696 | 10,883 | 11,074 | 11,269 | 11,469 | 12,093 | 13,226 | 16,897 |
| Municipal Customers | | | | | | | | | | | | |
| Mountain View County | | | | | | | | | | | | |
| Licensed Volume (net) | | | | 1,602 | 1,602 | 1,602 | 1,602 | 1,602 | 1,602 | 1,602 | 1,602 | 1,602 |
| % Drawn | | | | 0% | 0% | 0% | 5% | 10% | 15% | 34% | 52% | 75% |
| Total Daily Volume | | | | - | - | - | 80 | 160 | 240 | 545 | 833 | 1,202 |
| Total Daily Volumes - Municipal Customers | | | | - | - | - | 80 | 160 | 240 | 545 | 833 | 1,202 |
| Non-Municipal Customers | | | | | | | | | | | | |
| Bowden Institute | 303 | 270 | 270 | 270 | 270 | 270 | 270 | 270 | 270 | 270 | 270 | 270 |
| Industrial - Taqa North (m3/day) | | 111 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 |
| Industrial - Enmax Generation * | | | 0.0% | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 |
| Small Users | 4.2 | | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 | 3.1 |
| Total Daily Volume - Customers | | | | 425 |
| Total Daily Volume | | | | 10,938 | 11,121 | 11,308 | 11,579 | 11,855 | 12,134 | 13,062 | 14,484 | 17,523 |

Table C3
Mountain View Regional Water System
2018 Business Plan Financial Model
Projected Annual Treated Water Requirements (m3)
2017 - 2040

| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2025 | 2030 | 2040 |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Members | | | | | | | | | |
| Town of Crossfield | 505,457 | 493,550 | 500,953 | 509,860 | 516,094 | 523,836 | 547,764 | 590,097 | 686,708 |
| Town of Carstairs | 350,609 | 394,683 | 406,523 | 419,866 | 431,280 | 444,219 | 485,410 | 562,723 | 758,325 |
| Town of Didsbury | 458,649 | 503,353 | 532,823 | 542,297 | 548,927 | 557,161 | 582,611 | 627,638 | 730,395 |
| Town of Olds | 1,116,037 | 1,398,727 | 1,429,543 | 1,465,133 | 1,493,506 | 1,526,692 | 1,631,311 | 1,823,855 | 2,294,443 |
| Town of Bowden | 97,697 | 114,948 | 115,523 | 116,419 | 116,681 | 117,265 | 119,032 | 122,038 | 128,631 |
| Town of Innisfail | 904,044 | 977,193 | 986,965 | 999,566 | 1,006,803 | 1,016,871 | 1,047,684 | 1,101,126 | 1,219,661 |
| Annual Flow - Members | 3,432,483 | 3,882,464 | 3,972,331 | 4,063,141 | 4,113,293 | 4,186,044 | 4,413,812 | 4,827,477 | 6,818,161 |
| Municipal Customers | | | | | | | | | |
| Mountain View County | - | - | - | 29,317 | 58,473 | 87,710 | 198,808 | 304,060 | 439,749 |
| Annual Flow Municipal Customer | - | - | - | 29,317 | 58,473 | 87,710 | 198,808 | 304,060 | 439,749 |
| Non-Municipal Customers | | | | | | | | | |
| Bowden Institute | 89,624 | 98,550 | 98,550 | 98,820 | 98,550 | 98,550 | 98,550 | 98,550 | 98,820 |
| Industrial - Taqa North (m3/day) | 44,895 | 44,895 | 44,895 | 45,018 | 44,895 | 44,895 | 44,895 | 44,895 | 45,018 |
| Industrial - Enmax Generation | 5,395 | 5,312 | 5,312 | 5,312 | 5,312 | 5,312 | 5,312 | 5,312 | 5,312 |
| Small Users | 1,143 | 1,132 | 1,132 | 1,132 | 1,132 | 1,132 | 1,132 | 1,132 | 1,132 |
| Annual Flow Non Municipal Cust | 141,057 | 149,888 | 149,888 | 150,281 | 149,888 | 149,888 | 149,888 | 149,888 | 150,281 |
| Total Annual Volume | 3,573,550 | 4,032,342 | 4,122,219 | 4,232,739 | 4,321,654 | 4,423,641 | 4,762,508 | 5,281,425 | 6,408,191 |

**Table C4
Mountain View Regional Water System
2018 Business Plan Financial Model
Maximum Daily Treated Water Demands (m3)
2015 - 2040**

| | Max Day Factor | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2025 | 2030 | 2031 | 2040 |
|---|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Members | | | | | | | | | | | |
| Town of Crossfield | 1.4 | 1,865 | 1,893 | 1,921 | 1,950 | 1,980 | 2,009 | 2,101 | 2,263 | 2,297 | 2,627 |
| Town of Carstairs | 1.4 | 1,470 | 1,514 | 1,559 | 1,606 | 1,654 | 1,704 | 1,862 | 2,158 | 2,223 | 2,901 |
| Town of Didsbury | 1.4 | 1,984 | 2,014 | 2,044 | 2,074 | 2,105 | 2,137 | 2,235 | 2,407 | 2,443 | 2,794 |
| Town of Olds | 1.4 | 5,250 | 5,365 | 5,483 | 5,604 | 5,729 | 5,856 | 6,257 | 6,996 | 7,155 | 8,777 |
| Town of Bowden | 1.4 | 439 | 441 | 443 | 445 | 448 | 450 | 457 | 468 | 470 | 492 |
| Town of Innisfail | 1.4 | 3,711 | 3,748 | 3,786 | 3,823 | 3,862 | 3,900 | 4,019 | 4,223 | 4,266 | 4,665 |
| Maximum Day Volume - Members | | 14,718 | 14,974 | 15,236 | 15,604 | 15,777 | 16,066 | 16,930 | 18,616 | 18,866 | 22,266 |
| Municipal Customers | | | | | | | | | | | |
| Mountain View County | 1.4 | - | - | - | 112 | 224 | 336 | 763 | 1,166 | 1,234 | 1,682 |
| Maximum Day - Municipal Customers | | - | - | - | 112 | 224 | 336 | 763 | 1,166 | 1,234 | 1,682 |
| Non-Municipal Customers | | | | | | | | | | | |
| Bowden Institute | 1.4 | 378 | 378 | 378 | 378 | 378 | 378 | 378 | 378 | 378 | 378 |
| Industrial - Taqa North (m3/day) | 1.0 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 | 123 |
| Industrial - Enmax Generation | 1.0 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 |
| Small Users | 1.4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Max Day Volume - Non Mun Customers | | 534 |
| Total Max Day Volume | | 15,252 | 15,509 | 15,771 | 16,150 | 16,536 | 16,927 | 18,227 | 20,217 | 20,623 | 24,472 |
| Max Day litres/second | | 176.5 | 179.5 | 182.5 | 186.9 | 191.4 | 195.9 | 211.0 | 234.0 | 238.7 | 283.2 |

historical consumption

| Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total | Average Daily Volume |
|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|----------------------|
| 37,110 | 43,176 | 38,372 | 37,292 | 41,730 | 38,293 | 42,564 | 37,070 | 36,296 | 37,542 | 454,977 | 1,243 |
| 31,763 | 28,684 | 35,584 | 35,345 | 33,860 | 37,912 | 35,939 | 34,934 | 38,103 | 33,630 | 408,046 | 1,118 |
| 34,246 | 34,295 | 42,069 | 40,885 | 44,887 | 48,794 | 42,529 | 42,582 | 41,849 | 37,665 | 479,039 | 1,312 |
| 44,562 | 43,968 | 44,040 | 47,835 | 44,747 | 39,686 | 43,674 | 31,409 | 41,244 | 35,510 | 496,350 | 1,360 |
| 38,519 | 38,098 | 45,143 | 45,933 | 46,034 | 38,750 | 36,220 | 37,059 | 33,436 | 33,667 | 466,506 | 1,275 |
| 39,422 | 40,497 | 40,142 | 43,691 | 47,393 | 42,204 | 47,158 | 47,585 | 42,118 | 43,000 | 505,457 | 1,385 |
| 24,731 | 28,647 | 26,539 | 27,890 | 35,744 | 31,313 | 26,956 | 24,145 | 27,646 | 21,164 | 321,905 | 880 |
| 25,246 | 24,786 | 31,241 | 28,611 | 31,472 | 35,145 | 31,173 | 25,644 | 24,854 | 25,122 | 329,510 | 903 |
| 25,874 | 29,165 | 27,805 | 29,858 | 36,644 | 31,256 | 26,763 | 26,740 | 25,617 | 27,052 | 338,304 | 927 |
| 28,448 | 29,355 | 31,731 | 35,068 | 33,889 | 31,578 | 28,553 | 27,464 | 27,192 | 27,542 | 353,790 | 969 |
| 28,514 | 29,358 | 40,200 | 40,108 | 35,571 | 31,702 | 29,781 | 30,797 | 25,387 | 25,973 | 372,177 | 1,017 |
| 28,498 | 26,522 | 30,219 | 34,397 | 38,343 | 32,315 | 27,337 | 26,331 | 25,968 | 26,000 | 350,609 | 961 |
| 35,069 | 39,736 | 37,627 | 35,488 | 42,413 | 40,511 | 40,823 | 37,903 | 37,012 | 41,579 | 455,097 | 1,243 |
| 43,025 | 41,260 | 46,577 | 42,501 | 43,680 | 47,217 | 45,828 | 41,243 | 43,504 | 43,508 | 510,455 | 1,399 |
| 35,583 | 35,645 | 44,992 | 45,223 | 46,351 | 43,637 | 40,725 | 43,902 | 40,893 | 42,419 | 504,947 | 1,383 |
| 45,391 | 47,393 | 49,567 | 54,552 | 47,832 | 41,869 | 42,244 | 40,006 | 40,422 | 42,591 | 535,878 | 1,468 |
| 35,659 | 37,889 | 45,253 | 41,851 | 40,114 | 38,531 | 38,410 | 37,890 | 35,157 | 36,049 | 458,649 | 1,253 |
| 38,331 | 38,756 | 41,514 | 42,382 | 50,073 | 43,736 | 43,615 | 45,060 | 43,477 | 44,000 | 503,353 | 1,379 |
| 17,612 | 124,747 | 119,796 | 114,020 | 120,674 | 113,745 | 113,513 | 98,239 | 96,007 | 104,928 | 1,343,639 | 3,671 |
| 02,077 | 96,688 | 106,166 | 96,773 | 107,152 | 107,706 | 106,955 | 98,119 | 106,798 | 106,449 | 1,227,735 | 3,364 |
| 02,472 | 105,966 | 113,372 | 112,700 | 129,367 | 124,705 | 111,747 | 114,498 | 109,981 | 109,570 | 1,352,496 | 3,705 |
| 16,624 | 116,574 | 117,371 | 123,091 | 121,993 | 116,905 | 118,394 | 113,234 | 109,753 | 108,939 | 1,387,557 | 3,802 |
| 13,065 | 112,958 | 130,424 | 110,323 | 96,374 | 89,924 | 94,277 | 118,436 | 101,688 | 94,026 | 1,277,394 | 3,490 |
| 07,077 | 102,071 | 99,883 | 85,365 | 90,857 | 80,705 | 86,409 | 91,845 | 84,728 | 85,000 | 1,116,037 | 3,058 |

historical Consumption

| Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total | Average Daily Volume |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|----------------------|
| 10,746 | 12,096 | 12,804 | 11,306 | 14,983 | 15,262 | 14,170 | 12,166 | 11,921 | 12,755 | 148,984 | 407 |
| 12,684 | 11,799 | 13,380 | 16,468 | 17,154 | 18,304 | 15,865 | 13,771 | 12,415 | 8,688 | 163,909 | 449 |
| 7,967 | 6,628 | 8,034 | 7,441 | 7,932 | 7,856 | 6,672 | 6,575 | 6,209 | 7,067 | 89,900 | 246 |
| 7,881 | 8,150 | 8,827 | 13,691 | 7,820 | 7,715 | 7,154 | 7,478 | 6,528 | 6,742 | 96,078 | 263 |
| 6,946 | 7,306 | 8,574 | 7,415 | 7,923 | 6,952 | 6,794 | 6,721 | 6,378 | 6,674 | 85,603 | 234 |
| 7,119 | 6,835 | 6,959 | 7,370 | 8,661 | 7,883 | 8,631 | 9,972 | 10,084 | 10,000 | 97,697 | 268 |
| 83,615 | 85,983 | 85,943 | 85,636 | 92,909 | 94,696 | 93,998 | 87,297 | 82,262 | 86,299 | 1,032,808 | 2,822 |
| 98,327 | 78,461 | 88,723 | 68,433 | 82,147 | 84,080 | 80,411 | 75,491 | 76,457 | 77,430 | 968,952 | 2,655 |
| 80,022 | 81,874 | 81,844 | 79,892 | 94,012 | 78,089 | 76,628 | 82,060 | 78,596 | 76,274 | 948,449 | 2,598 |
| 86,676 | 76,413 | 86,018 | 95,648 | 91,995 | 87,140 | 74,798 | 76,115 | 74,083 | 83,117 | 983,371 | 2,694 |
| 80,456 | 75,564 | 91,404 | 78,024 | 73,515 | 69,740 | 71,365 | 75,092 | 66,710 | 71,001 | 910,480 | 2,488 |
| 76,516 | 69,949 | 77,178 | 75,498 | 82,522 | 78,472 | 73,691 | 75,363 | 68,919 | 70,000 | 904,044 | 2,477 |
| 6,582 | 7,660 | 9,228 | 7,639 | 8,337 | 7,601 | 8,443 | 7,657 | 7,613 | 6,960 | 93,232 | 255 |
| 6,995 | 6,699 | 8,213 | 7,169 | 6,531 | 6,941 | 6,363 | 7,154 | 7,616 | 5,723 | 82,810 | 227 |
| 5,767 | 6,680 | 6,403 | 6,029 | 6,038 | 6,322 | 5,969 | 6,699 | 6,554 | 6,497 | 75,392 | 207 |
| 5,926 | 6,247 | 6,818 | 7,008 | 7,378 | 7,255 | 8,211 | 7,123 | 7,040 | 7,471 | 83,930 | 230 |
| 6,908 | 7,128 | 7,980 | 7,812 | 8,145 | 7,069 | 7,378 | 7,397 | 6,392 | 6,238 | 86,172 | 235 |
| 7,165 | 7,442 | 8,270 | 8,365 | 8,423 | 7,908 | 8,046 | 7,375 | 6,628 | 6,600 | 89,624 | 246 |
| 4,139 | 4,324 | 4,594 | 3,479 | 2,759 | 3,842 | 4,537 | 3,382 | 3,500 | 2,944 | 46,928 | 128 |
| 5,831 | 1,177 | 3,863 | 3,047 | 3,517 | 3,504 | 3,637 | 3,840 | 3,430 | 2,863 | 41,356 | 113 |
| 2,102 | 2,790 | 3,226 | 3,305 | 3,736 | 3,049 | 1,655 | 2,170 | 2,451 | 2,507 | 33,339 | 91 |
| 2,295 | 3,101 | 4,467 | 4,784 | 2,465 | 3,162 | 3,066 | 2,464 | 3,446 | 2,683 | 36,726 | 101 |
| 3,049 | 3,859 | 5,054 | 2,795 | 2,850 | 4,034 | 2,313 | 3,511 | 2,709 | 2,597 | 38,819 | 106 |
| 4,038 | 4,188 | 3,037 | 3,218 | 4,641 | 3,189 | 3,444 | 3,970 | 3,567 | 3,600 | 44,502 | 122 |

historical Consumption

| Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total | Average Daily Volume |
|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|----------------------|
| - | - | 646 | 1,090 | 649 | 581 | 941 | - | - | - | 3,907 | 11 |
| - | 136 | 4,756 | 1,167 | 623 | 1,296 | 897 | 309 | - | - | 9,184 | 25 |
| - | 177 | 452 | 467 | 1,204 | 791 | 283 | 430 | 3 | - | 3,807 | 10 |
| - | 245 | - | - | 875 | 391 | - | 137 | - | - | 1,648 | 5 |
| 147 | 340 | 999 | - | 64 | - | - | - | - | - | 1,550 | 4 |
| - | - | 435 | - | 1,508 | 1,840 | 1,144 | 468 | - | - | 5,395 | 15 |
| 36 | 161 | 61 | 61 | 959 | 523 | 609 | 273 | - | 198 | 2,932 | 8 |
| - | 4,448 | - | 1,076 | 761 | 100 | 29 | 224 | - | - | 7,228 | 20 |
| 94 | 244 | 114 | 88 | 121 | 99 | 83 | 109 | 129 | 155 | 1,406 | 3.8 |
| 150 | 131 | 1,297 | 135 | 164 | 154 | 136 | 130 | 56 | 132 | 2,721 | 7.5 |
| 97 | 85 | 75 | 102 | 119 | 90 | 99 | 92 | 67 | 98 | 1,122 | 3.1 |
| 99 | 101 | 86 | 152 | 116 | 88 | 94 | 89 | 91 | 91 | 1,193 | 3.3 |
| 85 | 112 | 166 | 230 | 170 | 276 | 96 | 106 | 86 | 77 | 1,593 | 4.4 |
| 71 | 71 | 98 | 84 | 185 | 124 | 139 | 76 | 72 | 75 | 1,143 | 3.1 |
| 08,883 | 334,385 | 321,081 | 311,632 | 348,453 | 333,820 | 332,024 | 296,820 | 291,144 | 304,267 | 3,757,410 | 10,266 |
| 13,122 | 281,678 | 321,671 | 288,131 | 315,465 | 330,364 | 316,171 | 289,202 | 302,131 | 294,827 | 3,608,607 | 9,887 |
| 86,164 | 293,573 | 318,116 | 315,999 | 359,193 | 334,337 | 305,064 | 316,357 | 303,145 | 300,047 | 3,713,135 | 10,173 |
| 29,582 | 321,853 | 337,554 | 369,885 | 348,276 | 324,893 | 314,817 | 295,706 | 299,222 | 304,441 | 3,853,024 | 10,556 |
| 03,159 | 301,173 | 360,998 | 323,654 | 299,531 | 275,599 | 276,847 | 305,995 | 268,756 | 267,390 | 3,570,809 | 9,756 |
| 96,963 | 284,630 | 295,895 | 288,703 | 317,849 | 285,315 | 286,841 | 296,156 | 275,294 | 278,000 | 3,477,197 | 9,527 |
| 10,851 | 12,389 | 14,643 | 12,357 | 12,825 | 12,646 | 14,613 | 11,421 | 11,242 | 10,257 | 148,405 | 405 |
| 12,976 | 12,591 | 18,129 | 12,594 | 11,596 | 11,995 | 11,062 | 11,657 | 11,102 | 8,718 | 143,299 | 393 |
| 7,966 | 9,732 | 10,156 | 9,903 | 11,097 | 10,252 | 8,006 | 9,391 | 9,075 | 9,102 | 113,660 | 311 |
| 8,320 | 9,694 | 11,371 | 11,944 | 10,834 | 10,896 | 11,371 | 9,813 | 10,577 | 10,245 | 123,497 | 338 |
| 10,189 | 11,439 | 14,199 | 10,837 | 11,229 | 11,379 | 9,787 | 11,014 | 9,187 | 8,912 | 128,134 | 350 |

Historical Consumption

| Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total | Average Daily Volume |
|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|----------------------|
| 19,734 | 346,774 | 335,724 | 323,989 | 361,278 | 346,466 | 346,637 | 308,241 | 302,386 | 314,524 | 3,905,815 | 10,672 |
| 26,098 | 294,269 | 339,800 | 300,725 | 327,061 | 342,359 | 327,233 | 300,859 | 313,233 | 303,545 | 3,751,906 | 10,279 |
| 94,130 | 303,305 | 328,272 | 325,902 | 370,290 | 344,589 | 313,070 | 325,748 | 312,220 | 309,149 | 3,826,795 | 10,484 |
| 37,902 | 331,547 | 348,925 | 381,829 | 359,110 | 335,789 | 326,188 | 305,519 | 309,799 | 314,686 | 3,976,521 | 10,895 |
| 13,348 | 312,612 | 375,197 | 334,491 | 310,760 | 286,978 | 286,634 | 317,009 | 277,943 | 276,302 | 3,698,943 | 10,106 |
| 08,237 | 296,331 | 307,735 | 300,370 | 332,606 | 298,376 | 299,614 | 308,045 | 285,561 | 288,275 | 3,617,861 | 9,912 |

| Extrapolated | % Incr | Olds Coll | Adjusted | Per Capita Consumption |
|--------------|--------|-----------|----------|------------------------|
|--------------|--------|-----------|----------|------------------------|

| | | | | |
|-------|------|--|--|-----|
| 2,853 | | | | 436 |
| 2,886 | 1.1% | | | 387 |
| 2,918 | 1.1% | | | 450 |
| 2,951 | 1.1% | | | 461 |
| 2,983 | 1.1% | | | 427 |
| 3,016 | 1.1% | | | 458 |

| | | | | |
|-------|------|--|--|-----|
| 3,442 | | | | 256 |
| 3,601 | 4.6% | | | 251 |
| 3,760 | 4.4% | | | 247 |
| 3,918 | 4.2% | | | 247 |
| 4,077 | 4.1% | | | 249 |
| 4,242 | 4.1% | | | 226 |

| | | | | |
|-------|------|--|--|-----|
| 4,957 | | | | 251 |
| 5,035 | 1.6% | | | 278 |
| 5,113 | 1.5% | | | 271 |
| 5,190 | 1.5% | | | 283 |
| 5,268 | 1.5% | | | 238 |
| 5,347 | 1.5% | | | 257 |

| | | | | |
|-------|------|-------|--------|-----|
| 8,235 | | 1,300 | 9,535 | 385 |
| 8,472 | 2.9% | 1,300 | 9,772 | 343 |
| 8,710 | 2.8% | 1,300 | 10,010 | 369 |
| 8,947 | 2.7% | 1,300 | 10,247 | 370 |
| 9,184 | 2.7% | 1,300 | 10,484 | 333 |
| 9,428 | 2.7% | 1,300 | 10,728 | 284 |



Mountain
View Regional
Water System

2018 Business Plan – Draft 1.0 – December 9, 2017

**Appendix D
Capital Expenditure and Funding Details**

| Extrapolated | % Incr | Olds Coll | Adjusted | Per Capita Consumption |
|--------------|--------|-----------|----------|------------------------|
| | | | | |
| 1,241 | | | | 328 |
| 1,241 | 0.0% | | | 362 |
| 1,241 | 0.0% | | | 198 |
| 1,241 | 0.0% | | | 212 |
| 1,241 | 0.0% | | | 188 |
| 1,240 | -0.1% | | | 215 |
| | | | | |
| 7,922 | | | | 356 |
| 7,930 | 0.1% | | | 335 |
| 7,938 | 0.1% | | | 327 |
| 7,945 | 0.1% | | | 339 |
| 7,953 | 0.1% | | | 313 |
| 7,961 | 0.1% | | | 310 |



**Table D3
Mountain View Regional Water System
2018 Business Plan Financial Model
Transmission Line Twinning - WTP to Mid-Line Station
Debenture Schedule**

Borrowing **Bylaw 3**
First Payment 15-Sep-11 (yyy-mm-dd)
Last Payment 2035 **Accrual Days** 108
Amount of Loan \$4,175,000
Annual Percentage 4.389%
Payments per Year 2.00
Number of Years 25.00
Number of Payments 50.00

Start or End of Period end
Regular Payment \$138,352 **Annual Payment** \$276,704

| Year | Payment | Paid | Interest | Principal | Balance | Payment Date | Balance at Year End |
|------|---------|-----------|----------|-----------|-------------|--------------|---------------------|
| 2011 | 1 | \$138,352 | \$91,620 | \$46,731 | \$4,128,269 | 15-Sep-11 | \$4,128,269 |
| 2012 | 2 | \$138,352 | \$90,595 | \$47,757 | \$4,080,512 | 15-Mar-12 | |
| 2012 | 3 | \$138,352 | \$89,547 | \$48,805 | \$4,031,707 | 15-Sep-12 | \$4,031,707 |
| 2013 | 4 | \$138,352 | \$88,476 | \$49,876 | \$3,981,831 | 15-Mar-13 | |
| 2013 | 5 | \$138,352 | \$87,381 | \$50,970 | \$3,930,860 | 15-Sep-13 | \$3,930,860 |
| 2014 | 6 | \$138,352 | \$86,263 | \$52,089 | \$3,878,771 | 15-Mar-14 | |
| 2014 | 7 | \$138,352 | \$85,120 | \$53,232 | \$3,825,539 | 15-Sep-14 | \$3,825,539 |
| 2015 | 8 | \$138,352 | \$83,951 | \$54,400 | \$3,771,139 | 15-Mar-15 | |
| 2015 | 9 | \$138,352 | \$82,758 | \$55,594 | \$3,715,545 | 15-Sep-15 | \$3,715,545 |
| 2016 | 10 | \$138,352 | \$81,538 | \$56,814 | \$3,658,731 | 15-Mar-16 | |
| 2016 | 11 | \$138,352 | \$80,291 | \$58,061 | \$3,600,670 | 15-Sep-16 | \$3,600,670 |
| 2017 | 12 | \$138,352 | \$79,017 | \$59,335 | \$3,541,335 | 15-Mar-17 | |
| 2017 | 13 | \$138,352 | \$77,715 | \$60,637 | \$3,480,698 | 15-Sep-17 | \$3,480,698 |
| 2018 | 14 | \$138,352 | \$76,384 | \$61,968 | \$3,418,730 | 15-Mar-18 | |
| 2018 | 15 | \$138,352 | \$75,024 | \$63,328 | \$3,355,402 | 15-Sep-18 | \$3,355,402 |
| 2019 | 16 | \$138,352 | \$73,634 | \$64,717 | \$3,290,685 | 15-Mar-19 | |
| 2019 | 17 | \$138,352 | \$72,214 | \$66,138 | \$3,224,547 | 15-Sep-19 | \$3,224,547 |
| 2020 | 18 | \$138,352 | \$70,763 | \$67,589 | \$3,156,958 | 15-Mar-20 | |
| 2020 | 19 | \$138,352 | \$69,279 | \$69,072 | \$3,087,886 | 15-Sep-20 | \$3,087,886 |
| 2021 | 20 | \$138,352 | \$67,764 | \$70,588 | \$3,017,297 | 15-Mar-21 | |
| 2021 | 21 | \$138,352 | \$66,215 | \$72,137 | \$2,945,160 | 15-Sep-21 | \$2,945,160 |
| 2022 | 22 | \$138,352 | \$64,632 | \$73,720 | \$2,871,440 | 15-Mar-22 | |
| 2022 | 23 | \$138,352 | \$63,014 | \$75,338 | \$2,796,102 | 15-Sep-22 | \$2,796,102 |
| 2023 | 24 | \$138,352 | \$61,360 | \$76,991 | \$2,719,111 | 15-Mar-23 | |
| 2023 | 25 | \$138,352 | \$59,671 | \$78,681 | \$2,640,430 | 15-Sep-23 | \$2,640,430 |
| 2024 | 26 | \$138,352 | \$57,944 | \$80,408 | \$2,560,022 | 15-Mar-24 | |
| 2024 | 27 | \$138,352 | \$56,180 | \$82,172 | \$2,477,850 | 15-Sep-24 | \$2,477,850 |

May 3, 2017

AR 70335

Mr. Rick Blair
 Chairperson
 Mountain View Regional Water Services Commission
 Site 22, PO Box 1, RR 1
 Innisfail, AB T4G 1T6

Dear Mr. Blair:

I am pleased to offer cost-shared grant funding under the Alberta Municipal Water/Wastewater Partnership for the Line Twinning from Midline Reservoir to Crossfield.

Based on our review of the information provided, the Mountain View Regional Water Services Commission will receive a grant of 42 per cent of the estimated eligible project costs, or up to \$10,737,287 for the project under this program.

Through Budget 2017, our government has made a historic investment in hospitals, schools, roads, bridges, transit, and water infrastructure. This investment will help stimulate Alberta's economic recovery and get Albertans back to work.

Alberta Transportation staff will contact you in the near future to make arrangements for the grant payments.

I look forward to working with you on this important project.

Sincerely,

Brian Mason
 Minister

Table D3
Mountain View Regional Water System
2018 Business Plan Financial Model
Transmission Line Twinning - WTP to Mid-Line Station
Debenture Schedule

| | | | |
|--------------------|----------------|-------------|------------------|
| Borrowing | Bylaw 3 | | |
| First Payment | 15-Sep-11 | (yyy-mm-dd) | |
| Last Payment | 2035 | | Accrual Days 108 |
| Amount of Loan | \$4,175,000 | | |
| Annual Percentage | 4.389% | | |
| Payments per Year | 2.00 | | |
| Number of Years | 25.00 | | |
| Number of Payments | 50.00 | | |

Start or End of Period end

Regular Payment \$138,352 Annual Payment \$276,704

| Year | Payment | Paid | Interest | Principal | Balance | Payment Date | Balance at Year End |
|------|---------|-----------|----------|-----------|-------------|--------------|---------------------|
| 2025 | 28 | \$138,352 | \$54,376 | \$83,975 | \$2,393,875 | 15-Mar-25 | |
| 2025 | 29 | \$138,352 | \$52,534 | \$85,818 | \$2,308,057 | 15-Sep-25 | \$2,308,057 |
| 2026 | 30 | \$138,352 | \$50,650 | \$87,701 | \$2,220,355 | 15-Mar-26 | |
| 2026 | 31 | \$138,352 | \$48,726 | \$89,626 | \$2,130,729 | 15-Sep-26 | \$2,130,729 |
| 2027 | 32 | \$138,352 | \$46,759 | \$91,593 | \$2,039,137 | 15-Mar-27 | |
| 2027 | 33 | \$138,352 | \$44,749 | \$93,603 | \$1,945,534 | 15-Sep-27 | \$1,945,534 |
| 2028 | 34 | \$138,352 | \$42,695 | \$95,657 | \$1,849,877 | 15-Mar-28 | |
| 2028 | 35 | \$138,352 | \$40,596 | \$97,756 | \$1,752,120 | 15-Sep-28 | \$1,752,120 |
| 2029 | 36 | \$138,352 | \$38,450 | \$99,901 | \$1,652,219 | 15-Mar-29 | |
| 2029 | 37 | \$138,352 | \$36,258 | \$102,094 | \$1,550,125 | 15-Sep-29 | \$1,550,125 |
| 2030 | 38 | \$138,352 | \$34,018 | \$104,334 | \$1,445,791 | 15-Mar-30 | |
| 2030 | 39 | \$138,352 | \$31,728 | \$106,624 | \$1,339,167 | 15-Sep-30 | \$1,339,167 |
| 2031 | 40 | \$138,352 | \$29,388 | \$108,964 | \$1,230,203 | 15-Mar-31 | |
| 2031 | 41 | \$138,352 | \$26,997 | \$111,355 | \$1,118,848 | 15-Sep-31 | \$1,118,848 |
| 2032 | 42 | \$138,352 | \$24,553 | \$113,799 | \$1,005,050 | 15-Mar-32 | |
| 2032 | 43 | \$138,352 | \$22,056 | \$116,296 | \$888,754 | 15-Sep-32 | \$888,754 |
| 2033 | 44 | \$138,352 | \$19,504 | \$118,848 | \$769,906 | 15-Mar-33 | |
| 2033 | 45 | \$138,352 | \$16,896 | \$121,456 | \$648,450 | 15-Sep-33 | \$648,450 |
| 2034 | 46 | \$138,352 | \$14,230 | \$124,122 | \$524,328 | 15-Mar-34 | |
| 2034 | 47 | \$138,352 | \$11,506 | \$126,845 | \$397,483 | 15-Sep-34 | \$397,483 |
| 2035 | 48 | \$138,352 | \$8,723 | \$129,629 | \$267,854 | 15-Mar-35 | |
| 2035 | 49 | \$138,352 | \$5,878 | \$132,474 | \$135,380 | 15-Sep-35 | \$135,380 |
| 2036 | 50 | \$138,352 | \$2,972 | \$135,380 | \$0 | 15-Mar-36 | |

Table D4
Mountain View Regional Water System
Transmission Line Twinning - WTP to Mid-Line Station
Debenture Schedule

| | | | |
|--------------------|-------------------------|-------------|------------------|
| Borrowing | Bylaw 4 - Draw 1 | | |
| First Payment | 15-Sep-12 | (yyy-mm-dd) | |
| Last Payment | 2036 | | Accrual Days 108 |
| Amount of Loan | \$5,000,000 | | |
| Annual Percentage | 3.263% | | |
| Payments per Year | 2.00 | | |
| Number of Years | 25.00 | | |
| Number of Payments | 50.00 | | |

Start or End of Period end

Regular Payment \$147,043 Annual Payment \$294,085

| Year | Payment | Paid | Interest | Principal | Balance | Payment Date | Balance at Year End |
|------|---------|-----------|----------|-----------|-------------|--------------|---------------------|
| 2012 | 1 | \$147,043 | \$81,575 | \$65,468 | \$4,934,532 | 15-Sep-12 | \$4,934,532 |
| 2013 | 2 | \$147,043 | \$80,507 | \$66,536 | \$4,867,997 | 15-Mar-13 | |
| 2013 | 3 | \$147,043 | \$79,421 | \$67,621 | \$4,800,375 | 15-Sep-13 | \$4,800,375 |
| 2014 | 4 | \$147,043 | \$78,318 | \$68,724 | \$4,731,651 | 15-Mar-14 | |
| 2014 | 5 | \$147,043 | \$77,197 | \$69,846 | \$4,661,805 | 15-Sep-14 | \$4,661,805 |
| 2015 | 6 | \$147,043 | \$76,057 | \$70,985 | \$4,590,820 | 15-Mar-15 | |
| 2015 | 7 | \$147,043 | \$74,899 | \$72,143 | \$4,518,677 | 15-Sep-15 | \$4,518,677 |
| 2016 | 8 | \$147,043 | \$73,722 | \$73,320 | \$4,445,356 | 15-Mar-16 | |
| 2016 | 9 | \$147,043 | \$72,526 | \$74,517 | \$4,370,840 | 15-Sep-16 | \$4,370,840 |
| 2017 | 10 | \$147,043 | \$71,310 | \$75,732 | \$4,295,107 | 15-Mar-17 | |
| 2017 | 11 | \$147,043 | \$70,075 | \$76,968 | \$4,218,139 | 15-Sep-17 | \$4,218,139 |
| 2018 | 12 | \$147,043 | \$68,819 | \$78,224 | \$4,139,916 | 15-Mar-18 | |
| 2018 | 13 | \$147,043 | \$67,543 | \$79,500 | \$4,060,416 | 15-Sep-18 | \$4,060,416 |
| 2019 | 14 | \$147,043 | \$66,246 | \$80,797 | \$3,979,619 | 15-Mar-19 | |
| 2019 | 15 | \$147,043 | \$64,927 | \$82,115 | \$3,897,504 | 15-Sep-19 | \$3,897,504 |
| 2020 | 16 | \$147,043 | \$63,588 | \$83,455 | \$3,814,049 | 15-Mar-20 | |
| 2020 | 17 | \$147,043 | \$62,226 | \$84,816 | \$3,729,233 | 15-Sep-20 | \$3,729,233 |
| 2021 | 18 | \$147,043 | \$60,842 | \$86,200 | \$3,643,032 | 15-Mar-21 | |
| 2021 | 19 | \$147,043 | \$59,436 | \$87,607 | \$3,555,426 | 15-Sep-21 | \$3,555,426 |
| 2022 | 20 | \$147,043 | \$58,007 | \$89,036 | \$3,466,390 | 15-Mar-22 | |
| 2022 | 21 | \$147,043 | \$56,554 | \$90,488 | \$3,375,902 | 15-Sep-22 | \$3,375,902 |
| 2023 | 22 | \$147,043 | \$55,078 | \$91,965 | \$3,283,937 | 15-Mar-23 | |
| 2023 | 23 | \$147,043 | \$53,577 | \$93,465 | \$3,190,472 | 15-Sep-23 | \$3,190,472 |
| 2024 | 24 | \$147,043 | \$52,053 | \$94,990 | \$3,095,482 | 15-Mar-24 | |
| 2024 | 25 | \$147,043 | \$50,503 | \$96,540 | \$2,998,942 | 15-Sep-24 | \$2,998,942 |
| 2025 | 26 | \$147,043 | \$48,928 | \$98,115 | \$2,900,827 | 15-Mar-25 | |
| 2025 | 27 | \$147,043 | \$47,327 | \$99,716 | \$2,801,111 | 15-Sep-25 | \$2,801,111 |
| 2026 | 28 | \$147,043 | \$45,700 | \$101,342 | \$2,699,769 | 15-Mar-26 | |

Table D4
Mountain View Regional Water System
Transmission Line Twinning - WTP to Mid-Line Station
Debenture Schedule

| | | | |
|------------------------|-------------------------|----------------|------------------|
| Borrowing | Bylaw 4 - Draw 1 | | |
| First Payment | 15-Sep-12 | (yyyy-mm-dd) | |
| Last Payment | 2036 | | Accrual Days 108 |
| Amount of Loan | \$5,000,000 | | |
| Annual Percentage | 3.263% | | |
| Payments per Year | 2.00 | | |
| Number of Years | 25.00 | | |
| Number of Payments | 50.00 | | |
| Start or End of Period | end | | |
| Regular Payment | \$147,043 | Annual Payment | \$294,085 |

| Year | Payment | Paid | Interest | Principal | Balance | Payment Date | Balance at Year End |
|------|---------|-----------|----------|-----------|-------------|--------------|---------------------|
| 2026 | 29 | \$147,043 | \$44,047 | \$102,996 | \$2,596,773 | 15-Sep-26 | \$2,596,773 |
| 2027 | 30 | \$147,043 | \$42,366 | \$104,676 | \$2,492,097 | 15-Mar-27 | |
| 2027 | 31 | \$147,043 | \$40,659 | \$106,384 | \$2,385,713 | 15-Sep-27 | \$2,385,713 |
| 2028 | 32 | \$147,043 | \$38,923 | \$108,120 | \$2,277,593 | 15-Mar-28 | |
| 2028 | 33 | \$147,043 | \$37,159 | \$109,884 | \$2,167,709 | 15-Sep-28 | \$2,167,709 |
| 2029 | 34 | \$147,043 | \$35,366 | \$111,676 | \$2,056,033 | 15-Mar-29 | |
| 2029 | 35 | \$147,043 | \$33,544 | \$113,498 | \$1,942,535 | 15-Sep-29 | \$1,942,535 |
| 2030 | 36 | \$147,043 | \$31,692 | \$115,350 | \$1,827,184 | 15-Mar-30 | |
| 2030 | 37 | \$147,043 | \$29,811 | \$117,232 | \$1,709,952 | 15-Sep-30 | \$1,709,952 |
| 2031 | 38 | \$147,043 | \$27,898 | \$119,145 | \$1,590,808 | 15-Mar-31 | |
| 2031 | 39 | \$147,043 | \$25,954 | \$121,089 | \$1,469,719 | 15-Sep-31 | \$1,469,719 |
| 2032 | 40 | \$147,043 | \$23,978 | \$123,064 | \$1,346,655 | 15-Mar-32 | |
| 2032 | 41 | \$147,043 | \$21,971 | \$125,072 | \$1,221,583 | 15-Sep-32 | \$1,221,583 |
| 2033 | 42 | \$147,043 | \$19,930 | \$127,112 | \$1,094,470 | 15-Mar-33 | |
| 2033 | 43 | \$147,043 | \$17,856 | \$129,186 | \$965,284 | 15-Sep-33 | \$965,284 |
| 2034 | 44 | \$147,043 | \$15,749 | \$131,294 | \$833,990 | 15-Mar-34 | |
| 2034 | 45 | \$147,043 | \$13,607 | \$133,436 | \$700,554 | 15-Sep-34 | \$700,554 |
| 2035 | 46 | \$147,043 | \$11,430 | \$135,613 | \$564,941 | 15-Mar-35 | |
| 2035 | 47 | \$147,043 | \$9,217 | \$137,826 | \$427,115 | 15-Sep-35 | \$427,115 |
| 2036 | 48 | \$147,043 | \$6,968 | \$140,074 | \$287,041 | 15-Mar-36 | |
| 2036 | 49 | \$147,043 | \$4,683 | \$142,360 | \$144,682 | 15-Sep-36 | \$144,682 |
| 2037 | 50 | \$147,043 | \$2,361 | \$144,682 | \$0 | 15-Mar-37 | |

Table D5
Mountain View Regional Water System
2018 Business Plan Financial Model
Transmission Line Twinning - WTP to Mid-Line Station
Debenture Schedule

| | | | |
|------------------------|-------------------------|----------------|------------------|
| Name | Bylaw 4 - Draw 2 | | |
| First Payment | 15-Mar-13 | (yyyy-mm-dd) | |
| Last Payment | 2037 | | Accrual Days 292 |
| Amount of Loan | \$10,000,000 | | |
| Annual Percentage | 3.123% | | |
| Payments per Year | 2.00 | | |
| Number of Years | 25.00 | | |
| Number of Payments | 50.00 | | |
| Start or End of Period | end | | |
| Regular Payment | \$289,614 | Annual Payment | \$579,228 |

| Year | Payment | Paid | Interest | Principal | Balance | Payment Date | Balance at Year End |
|------|---------|-----------|-----------|-----------|-------------|--------------|---------------------|
| 2013 | 1 | \$289,614 | \$156,150 | \$133,464 | \$9,866,536 | 15-Mar-13 | |
| 2013 | 2 | \$289,614 | \$154,066 | \$135,548 | \$9,730,988 | 15-Sep-13 | \$9,730,988 |
| 2014 | 3 | \$289,614 | \$151,949 | \$137,665 | \$9,593,323 | 15-Mar-14 | |
| 2014 | 4 | \$289,614 | \$149,800 | \$139,814 | \$9,453,509 | 15-Sep-14 | \$9,453,509 |
| 2015 | 5 | \$289,614 | \$147,617 | \$141,998 | \$9,311,511 | 15-Mar-15 | |
| 2015 | 6 | \$289,614 | \$145,399 | \$144,215 | \$9,167,297 | 15-Sep-15 | \$9,167,297 |
| 2016 | 7 | \$289,614 | \$143,147 | \$146,467 | \$9,020,830 | 15-Mar-16 | |
| 2016 | 8 | \$289,614 | \$140,860 | \$148,754 | \$8,872,076 | 15-Sep-16 | \$8,872,076 |
| 2017 | 9 | \$289,614 | \$138,537 | \$151,077 | \$8,720,999 | 15-Mar-17 | |
| 2017 | 10 | \$289,614 | \$136,178 | \$153,436 | \$8,567,564 | 15-Sep-17 | \$8,567,564 |
| 2018 | 11 | \$289,614 | \$133,783 | \$155,832 | \$8,411,732 | 15-Mar-18 | |
| 2018 | 12 | \$289,614 | \$131,349 | \$158,265 | \$8,253,467 | 15-Sep-18 | \$8,253,467 |
| 2019 | 13 | \$289,614 | \$128,878 | \$160,736 | \$8,092,731 | 15-Mar-19 | |
| 2019 | 14 | \$289,614 | \$126,368 | \$163,246 | \$7,929,485 | 15-Sep-19 | \$7,929,485 |
| 2020 | 15 | \$289,614 | \$123,819 | \$165,795 | \$7,763,690 | 15-Mar-20 | |
| 2020 | 16 | \$289,614 | \$121,230 | \$168,384 | \$7,595,306 | 15-Sep-20 | \$7,595,306 |
| 2021 | 17 | \$289,614 | \$118,601 | \$171,013 | \$7,424,293 | 15-Mar-21 | |
| 2021 | 18 | \$289,614 | \$115,930 | \$173,684 | \$7,250,609 | 15-Sep-21 | \$7,250,609 |
| 2022 | 19 | \$289,614 | \$113,218 | \$176,396 | \$7,074,213 | 15-Mar-22 | |
| 2022 | 20 | \$289,614 | \$110,464 | \$179,150 | \$6,895,063 | 15-Sep-22 | \$6,895,063 |
| 2023 | 21 | \$289,614 | \$107,666 | \$181,948 | \$6,713,115 | 15-Mar-23 | |
| 2023 | 22 | \$289,614 | \$104,825 | \$184,789 | \$6,528,326 | 15-Sep-23 | \$6,528,326 |
| 2024 | 23 | \$289,614 | \$101,940 | \$187,674 | \$6,340,652 | 15-Mar-24 | |
| 2024 | 24 | \$289,614 | \$99,009 | \$190,605 | \$6,150,047 | 15-Sep-24 | \$6,150,047 |
| 2025 | 25 | \$289,614 | \$96,033 | \$193,581 | \$5,956,466 | 15-Mar-25 | |
| 2025 | 26 | \$289,614 | \$93,010 | \$196,604 | \$5,759,862 | 15-Sep-25 | \$5,759,862 |
| 2026 | 27 | \$289,614 | \$89,940 | \$199,674 | \$5,560,189 | 15-Mar-26 | |

Table D5
Mountain View Regional Water System
2018 Business Plan Financial Model
Transmission Line Twinning - WTP to Mid-Line Station
Debenture Schedule

| | | | | | | | | |
|-------------------------------|-------------------------|-----------------------|--|--|--|-----------|---------------------|-----|
| Name | Bylaw 4 - Draw 2 | | | | | | | |
| First Payment | 15-Mar-13 | /yyy-mm-dd) | | | | | | |
| Last Payment | 2037 | | | | | | Accrual Days | 292 |
| Amount of Loan | | \$10,000,000 | | | | | | |
| Annual Percentage | | 3.123% | | | | | | |
| Payments per Year | | 2.00 | | | | | | |
| Number of Years | | 25.00 | | | | | | |
| Number of Payments | | 50.00 | | | | | | |
| Start or End of Period | end | | | | | | | |
| Regular Payment | \$289,614 | Annual Payment | | | | \$579,228 | | |

| Year | Payment | Paid | Interest | Principal | Balance | Payment Date | Balance at Year End |
|------|---------|-----------|----------|-----------|-------------|--------------|---------------------|
| 2026 | 28 | \$289,614 | \$86,822 | \$202,792 | \$5,357,397 | 15-Sep-26 | \$5,357,397 |
| 2027 | 29 | \$289,614 | \$83,656 | \$205,958 | \$5,151,439 | 15-Mar-27 | |
| 2027 | 30 | \$289,614 | \$80,440 | \$209,174 | \$4,942,264 | 15-Sep-27 | \$4,942,264 |
| 2028 | 31 | \$289,614 | \$77,173 | \$212,441 | \$4,729,824 | 15-Mar-28 | |
| 2028 | 32 | \$289,614 | \$73,856 | \$215,758 | \$4,514,066 | 15-Sep-28 | \$4,514,066 |
| 2029 | 33 | \$289,614 | \$70,487 | \$219,127 | \$4,294,939 | 15-Mar-29 | |
| 2029 | 34 | \$289,614 | \$67,065 | \$222,549 | \$4,072,390 | 15-Sep-29 | \$4,072,390 |
| 2030 | 35 | \$289,614 | \$63,590 | \$226,024 | \$3,846,367 | 15-Mar-30 | |
| 2030 | 36 | \$289,614 | \$60,061 | \$229,553 | \$3,616,814 | 15-Sep-30 | \$3,616,814 |
| 2031 | 37 | \$289,614 | \$56,477 | \$233,138 | \$3,383,676 | 15-Mar-31 | |
| 2031 | 38 | \$289,614 | \$52,836 | \$236,778 | \$3,146,898 | 15-Sep-31 | \$3,146,898 |
| 2032 | 39 | \$289,614 | \$49,139 | \$240,475 | \$2,906,423 | 15-Mar-32 | |
| 2032 | 40 | \$289,614 | \$45,384 | \$244,230 | \$2,662,193 | 15-Sep-32 | \$2,662,193 |
| 2033 | 41 | \$289,614 | \$41,570 | \$248,044 | \$2,414,149 | 15-Mar-33 | |
| 2033 | 42 | \$289,614 | \$37,697 | \$251,917 | \$2,162,232 | 15-Sep-33 | \$2,162,232 |
| 2034 | 43 | \$289,614 | \$33,763 | \$255,851 | \$1,906,381 | 15-Mar-34 | |
| 2034 | 44 | \$289,614 | \$29,768 | \$259,846 | \$1,646,535 | 15-Sep-34 | \$1,646,535 |
| 2035 | 45 | \$289,614 | \$25,711 | \$263,903 | \$1,382,631 | 15-Mar-35 | |
| 2035 | 46 | \$289,614 | \$21,590 | \$268,024 | \$1,114,607 | 15-Sep-35 | \$1,114,607 |
| 2036 | 47 | \$289,614 | \$17,405 | \$272,209 | \$842,398 | 15-Mar-36 | |
| 2036 | 48 | \$289,614 | \$13,154 | \$276,460 | \$565,938 | 15-Sep-36 | \$565,938 |
| 2037 | 49 | \$289,614 | \$8,837 | \$280,777 | \$285,161 | 15-Mar-37 | |
| 2037 | 50 | \$289,614 | \$4,453 | \$285,161 | \$0 | 15-Sep-37 | \$0 |

Table D6
Mountain View Regional Water System
2018 Business Plan Financial Model
Transmission Line Twinning - WTP to Mid-Line Station
Debenture Schedule

| | | | | | | | | |
|-------------------------------|------------------------|-----------------------|--|--|--|-----------|---------------------|-----|
| Borrowing | Bylaw 4 - Draw3 | | | | | | | |
| First Payment | 15-Jun-14 | /yyy-mm-dd) | | | | | | |
| Last Payment | 2038 | | | | | | Accrual Days | 200 |
| Amount of Loan | | \$5,000,000 | | | | | | |
| Annual Percentage | | 3.895% | | | | | | |
| Payments per Year | | 2.00 | | | | | | |
| Number of Years | | 25.00 | | | | | | |
| Number of Payments | | 50.00 | | | | | | |
| Start or End of Period | end | | | | | | | |
| Regular Payment | \$157,365 | Annual Payment | | | | \$314,730 | | |

| Year | Payment | Paid | Interest | Principal | Balance | Payment Date | Balance at Year End |
|------|---------|-----------|----------|-----------|-------------|--------------|---------------------|
| 2014 | 1 | \$157,365 | \$97,375 | \$59,990 | \$4,940,010 | 15-Jun-14 | |
| 2014 | 2 | \$157,365 | \$96,207 | \$61,158 | \$4,878,852 | 15-Dec-14 | \$4,878,852 |
| 2015 | 3 | \$157,365 | \$95,016 | \$62,349 | \$4,816,502 | 15-Jun-15 | |
| 2015 | 4 | \$157,365 | \$93,801 | \$63,564 | \$4,752,938 | 15-Dec-15 | \$4,752,938 |
| 2016 | 5 | \$157,365 | \$92,563 | \$64,802 | \$4,688,137 | 15-Jun-16 | |
| 2016 | 6 | \$157,365 | \$91,301 | \$66,064 | \$4,622,073 | 15-Dec-16 | \$4,622,073 |
| 2017 | 7 | \$157,365 | \$90,015 | \$67,350 | \$4,554,723 | 15-Jun-17 | |
| 2017 | 8 | \$157,365 | \$88,703 | \$68,662 | \$4,486,061 | 15-Dec-17 | \$4,486,061 |
| 2018 | 9 | \$157,365 | \$87,366 | \$69,999 | \$4,416,062 | 15-Jun-18 | |
| 2018 | 10 | \$157,365 | \$86,003 | \$71,362 | \$4,344,700 | 15-Dec-18 | \$4,344,700 |
| 2019 | 11 | \$157,365 | \$84,613 | \$72,752 | \$4,271,948 | 15-Jun-19 | |
| 2019 | 12 | \$157,365 | \$83,196 | \$74,169 | \$4,197,779 | 15-Dec-19 | \$4,197,779 |
| 2020 | 13 | \$157,365 | \$81,752 | \$75,613 | \$4,122,166 | 15-Jun-20 | |
| 2020 | 14 | \$157,365 | \$80,279 | \$77,086 | \$4,045,080 | 15-Dec-20 | \$4,045,080 |
| 2021 | 15 | \$157,365 | \$78,778 | \$78,587 | \$3,966,493 | 15-Jun-21 | |
| 2021 | 16 | \$157,365 | \$77,247 | \$80,118 | \$3,886,375 | 15-Dec-21 | \$3,886,375 |
| 2022 | 17 | \$157,365 | \$75,687 | \$81,678 | \$3,804,697 | 15-Jun-22 | |
| 2022 | 18 | \$157,365 | \$74,096 | \$83,269 | \$3,721,428 | 15-Dec-22 | \$3,721,428 |
| 2023 | 19 | \$157,365 | \$72,475 | \$84,890 | \$3,636,538 | 15-Jun-23 | |
| 2023 | 20 | \$157,365 | \$70,822 | \$86,543 | \$3,549,995 | 15-Dec-23 | \$3,549,995 |
| 2024 | 21 | \$157,365 | \$69,136 | \$88,229 | \$3,461,766 | 15-Jun-24 | |
| 2024 | 22 | \$157,365 | \$67,418 | \$89,947 | \$3,371,819 | 15-Dec-24 | \$3,371,819 |
| 2025 | 23 | \$157,365 | \$65,666 | \$91,699 | \$3,280,120 | 15-Jun-25 | |
| 2025 | 24 | \$157,365 | \$63,880 | \$93,485 | \$3,186,635 | 15-Dec-25 | \$3,186,635 |
| 2026 | 25 | \$157,365 | \$62,060 | \$95,305 | \$3,091,330 | 15-Jun-26 | |
| 2026 | 26 | \$157,365 | \$60,204 | \$97,161 | \$2,994,168 | 15-Dec-26 | \$2,994,168 |
| 2027 | 27 | \$157,365 | \$58,311 | \$99,054 | \$2,895,115 | 15-Jun-27 | |

Table D6
Mountain View Regional Water System
2018 Business Plan Financial Model
Transmission Line Twinning - WTP to Mid-Line Station
Debenture Schedule

| | | | |
|-------------------------------|------------------------|-----------------------|------------------|
| Borrowing | Bylaw 4 - Draw3 | | |
| First Payment | 15-Jun-14 | (yyy-mm-dd) | |
| Last Payment | 2038 | | Accrual Days 200 |
| Amount of Loan | \$5,000,000 | | |
| Annual Percentage | 3.895% | | |
| Payments per Year | 2.00 | | |
| Number of Years | 25.00 | | |
| Number of Payments | 50.00 | | |
| Start or End of Period | end | | |
| Regular Payment | \$157,365 | Annual Payment | \$314,730 |

| Year | Payment | Paid | Interest | Principal | Balance | Payment Date | Balance at Year End |
|------|---------|-----------|----------|-----------|-------------|--------------|---------------------|
| 2027 | 28 | \$157,365 | \$56,382 | \$100,983 | \$2,794,132 | 15-Dec-27 | \$2,794,132 |
| 2028 | 29 | \$157,365 | \$54,416 | \$102,949 | \$2,691,183 | 15-Jun-28 | |
| 2028 | 30 | \$157,365 | \$52,411 | \$104,954 | \$2,586,228 | 15-Dec-28 | \$2,586,228 |
| 2029 | 31 | \$157,365 | \$50,367 | \$106,998 | \$2,479,230 | 15-Jun-29 | |
| 2029 | 32 | \$157,365 | \$48,283 | \$109,082 | \$2,370,148 | 15-Dec-29 | \$2,370,148 |
| 2030 | 33 | \$157,365 | \$46,159 | \$111,206 | \$2,258,941 | 15-Jun-30 | |
| 2030 | 34 | \$157,365 | \$43,993 | \$113,372 | \$2,145,569 | 15-Dec-30 | \$2,145,569 |
| 2031 | 35 | \$157,365 | \$41,785 | \$115,580 | \$2,029,989 | 15-Jun-31 | |
| 2031 | 36 | \$157,365 | \$39,534 | \$117,831 | \$1,912,158 | 15-Dec-31 | \$1,912,158 |
| 2032 | 37 | \$157,365 | \$37,239 | \$120,126 | \$1,792,032 | 15-Jun-32 | |
| 2032 | 38 | \$157,365 | \$34,900 | \$122,465 | \$1,669,567 | 15-Dec-32 | \$1,669,567 |
| 2033 | 39 | \$157,365 | \$32,515 | \$124,850 | \$1,544,717 | 15-Jun-33 | |
| 2033 | 40 | \$157,365 | \$30,083 | \$127,282 | \$1,417,435 | 15-Dec-33 | \$1,417,435 |
| 2034 | 41 | \$157,365 | \$27,605 | \$129,761 | \$1,287,675 | 15-Jun-34 | |
| 2034 | 42 | \$157,365 | \$25,077 | \$132,288 | \$1,155,387 | 15-Dec-34 | \$1,155,387 |
| 2035 | 43 | \$157,365 | \$22,501 | \$134,864 | \$1,020,523 | 15-Jun-35 | |
| 2035 | 44 | \$157,365 | \$19,875 | \$137,490 | \$883,033 | 15-Dec-35 | \$883,033 |
| 2036 | 45 | \$157,365 | \$17,197 | \$140,168 | \$742,865 | 15-Jun-36 | |
| 2036 | 46 | \$157,365 | \$14,467 | \$142,898 | \$599,967 | 15-Dec-36 | \$599,967 |
| 2037 | 47 | \$157,365 | \$11,684 | \$145,681 | \$454,286 | 15-Jun-37 | |
| 2037 | 48 | \$157,365 | \$8,847 | \$148,518 | \$305,768 | 15-Dec-37 | \$305,768 |
| 2038 | 49 | \$157,365 | \$5,955 | \$151,410 | \$154,358 | 15-Jun-38 | |
| 2038 | 50 | \$157,365 | \$3,007 | \$154,358 | \$0 | 15-Dec-38 | \$0 |

Table D7
Mountain View Regional Water System
2018 Business Plan Financial Model
Transmission Line Twinning - Mid-Line Station to Crossfield
Debenture Schedule

| | | | |
|-------------------------------|------------------------------|-----------------------|------------------|
| Borrowing | Bylaw 2018-1 - Draw 1 | | |
| First Payment | 15-Mar-19 | (yyy-mm-dd) | |
| Last Payment | 2043 | | Accrual Days 292 |
| Amount of Loan | \$9,885,000 | | |
| Annual Percentage | 3.500% | | |
| Payments per Year | 2.00 | | |
| Number of Years | 25.00 | | |
| Number of Payments | 50.00 | | |
| Start or End of Period | end | | |
| Regular Payment | \$298,269 | Annual Payment | \$596,538 |

| Year | Payment | Paid | Interest | Principal | Balance | Payment Date | Balance at Year End |
|------|---------|-----------|-----------|-----------|-------------|--------------|---------------------|
| 2019 | 1 | \$298,269 | \$172,988 | \$125,282 | \$9,759,718 | 15-Mar-19 | \$9,759,718 |
| 2019 | 2 | \$298,269 | \$170,795 | \$127,474 | \$9,632,244 | 15-Sep-19 | |
| 2020 | 3 | \$298,269 | \$168,564 | \$129,705 | \$9,502,539 | 15-Mar-20 | \$9,502,539 |
| 2020 | 4 | \$298,269 | \$166,294 | \$131,975 | \$9,370,565 | 15-Sep-20 | |
| 2021 | 5 | \$298,269 | \$163,985 | \$134,284 | \$9,236,280 | 15-Mar-21 | \$9,236,280 |
| 2021 | 6 | \$298,269 | \$161,635 | \$136,634 | \$9,099,646 | 15-Sep-21 | |
| 2022 | 7 | \$298,269 | \$159,244 | \$139,025 | \$8,960,621 | 15-Mar-22 | \$8,960,621 |
| 2022 | 8 | \$298,269 | \$156,811 | \$141,458 | \$8,819,163 | 15-Sep-22 | |
| 2023 | 9 | \$298,269 | \$154,335 | \$143,934 | \$8,675,229 | 15-Mar-23 | \$8,675,229 |
| 2023 | 10 | \$298,269 | \$151,817 | \$146,453 | \$8,528,776 | 15-Sep-23 | |
| 2024 | 11 | \$298,269 | \$149,254 | \$149,016 | \$8,379,761 | 15-Mar-24 | \$8,379,761 |
| 2024 | 12 | \$298,269 | \$146,646 | \$151,623 | \$8,228,137 | 15-Sep-24 | |
| 2025 | 13 | \$298,269 | \$143,992 | \$154,277 | \$8,073,861 | 15-Mar-25 | \$8,073,861 |
| 2025 | 14 | \$298,269 | \$141,293 | \$156,977 | \$7,916,884 | 15-Sep-25 | |
| 2026 | 15 | \$298,269 | \$138,545 | \$159,724 | \$7,757,160 | 15-Mar-26 | \$7,757,160 |
| 2026 | 16 | \$298,269 | \$135,750 | \$162,519 | \$7,594,642 | 15-Sep-26 | |
| 2027 | 17 | \$298,269 | \$132,906 | \$165,363 | \$7,429,279 | 15-Mar-27 | \$7,429,279 |
| 2027 | 18 | \$298,269 | \$130,012 | \$168,257 | \$7,261,022 | 15-Sep-27 | |
| 2028 | 19 | \$298,269 | \$127,068 | \$171,201 | \$7,089,821 | 15-Mar-28 | \$7,089,821 |
| 2028 | 20 | \$298,269 | \$124,072 | \$174,197 | \$6,915,623 | 15-Sep-28 | |
| 2029 | 21 | \$298,269 | \$121,023 | \$177,246 | \$6,738,378 | 15-Mar-29 | \$6,738,378 |
| 2029 | 22 | \$298,269 | \$117,922 | \$180,348 | \$6,558,030 | 15-Sep-29 | |
| 2030 | 23 | \$298,269 | \$114,766 | \$183,504 | \$6,374,526 | 15-Mar-30 | \$6,374,526 |
| 2030 | 24 | \$298,269 | \$111,554 | \$186,715 | \$6,187,811 | 15-Sep-30 | |
| 2031 | 25 | \$298,269 | \$108,287 | \$189,982 | \$5,997,829 | 15-Mar-31 | \$5,997,829 |
| 2031 | 26 | \$298,269 | \$104,962 | \$193,307 | \$5,804,522 | 15-Sep-31 | |
| 2032 | 27 | \$298,269 | \$101,579 | \$196,690 | \$5,607,832 | 15-Mar-32 | \$5,607,832 |

Table D7
Mountain View Regional Water System
2018 Business Plan Financial Model
Transmission Line Twinning - Mid-Line Station to Crossfield
Debenture Schedule

| Borrowing | Bylaw 2018-1 - Draw 1 | | | | | | |
|-------------------------------|------------------------------|-----------------------|----------|---------------------|-------------|--------------|---------------------|
| First Payment | 15-Mar-19 | /yyy-mm-dd) | | | | | |
| Last Payment | 2043 | | | Accrual Days | 292 | | |
| Amount of Loan | \$9,885,000 | | | | | | |
| Annual Percentage | 3.500% | | | | | | |
| Payments per Year | 2.00 | | | | | | |
| Number of Years | 25.00 | | | | | | |
| Number of Payments | 50.00 | | | | | | |
| Start or End of Period | end | | | | | | |
| Regular Payment | \$298,269 | Annual Payment | | \$596,538 | | | |
| Year | Payment | Paid | Interest | Principal | Balance | Payment Date | Balance at Year End |
| 2032 | 28 | \$298,269 | \$98,137 | \$200,132 | \$5,407,700 | 15-Sep-32 | |
| 2033 | 29 | \$298,269 | \$94,635 | \$203,634 | \$5,204,065 | 15-Mar-33 | \$5,204,065 |
| 2033 | 30 | \$298,269 | \$91,071 | \$207,198 | \$4,996,867 | 15-Sep-33 | |
| 2034 | 31 | \$298,269 | \$87,445 | \$210,824 | \$4,786,043 | 15-Mar-34 | \$4,786,043 |
| 2034 | 32 | \$298,269 | \$83,756 | \$214,513 | \$4,571,530 | 15-Sep-34 | |
| 2035 | 33 | \$298,269 | \$80,002 | \$218,267 | \$4,353,263 | 15-Mar-35 | \$4,353,263 |
| 2035 | 34 | \$298,269 | \$76,182 | \$222,087 | \$4,131,176 | 15-Sep-35 | |
| 2036 | 35 | \$298,269 | \$72,296 | \$225,974 | \$3,905,202 | 15-Mar-36 | \$3,905,202 |
| 2036 | 36 | \$298,269 | \$68,341 | \$229,928 | \$3,675,274 | 15-Sep-36 | |
| 2037 | 37 | \$298,269 | \$64,317 | \$233,952 | \$3,441,322 | 15-Mar-37 | \$3,441,322 |
| 2037 | 38 | \$298,269 | \$60,223 | \$238,046 | \$3,203,276 | 15-Sep-37 | |
| 2038 | 39 | \$298,269 | \$56,057 | \$242,212 | \$2,961,064 | 15-Mar-38 | \$2,961,064 |
| 2038 | 40 | \$298,269 | \$51,819 | \$246,451 | \$2,714,614 | 15-Sep-38 | |
| 2039 | 41 | \$298,269 | \$47,506 | \$250,763 | \$2,463,850 | 15-Mar-39 | \$2,463,850 |
| 2039 | 42 | \$298,269 | \$43,117 | \$255,152 | \$2,208,699 | 15-Sep-39 | |
| 2040 | 43 | \$298,269 | \$38,652 | \$259,617 | \$1,949,082 | 15-Mar-40 | \$1,949,082 |
| 2040 | 44 | \$298,269 | \$34,109 | \$264,160 | \$1,684,922 | 15-Sep-40 | |
| 2041 | 45 | \$298,269 | \$29,486 | \$268,783 | \$1,416,139 | 15-Mar-41 | \$1,416,139 |
| 2041 | 46 | \$298,269 | \$24,782 | \$273,487 | \$1,142,652 | 15-Sep-41 | |
| 2042 | 47 | \$298,269 | \$19,996 | \$278,273 | \$864,379 | 15-Mar-42 | \$864,379 |
| 2042 | 48 | \$298,269 | \$15,127 | \$283,143 | \$581,237 | 15-Sep-42 | |
| 2043 | 49 | \$298,269 | \$10,172 | \$288,098 | \$293,139 | 15-Mar-43 | \$293,139 |
| 2043 | 50 | \$298,269 | \$5,130 | \$293,139 | \$0 | 15-Sep-43 | |

Table D8
Mountain View Regional Water System
2018 Business Plan Financial Model
Relocation of River Inlet
Debenture Schedule

| Borrowing | Bylaw 2022-1 - Draw 1 | | | | | | |
|-------------------------------|------------------------------|-----------------------|-----------|---------------------|-------------|--------------|---------------------|
| First Payment | 15-Mar-23 | /yyy-mm-dd) | | | | | |
| Last Payment | 2047 | | | Accrual Days | 292 | | |
| Amount of Loan | \$9,500,000 | | | | | | |
| Annual Percentage | 5.000% | | | | | | |
| Payments per Year | 2.00 | | | | | | |
| Number of Years | 25.00 | | | | | | |
| Number of Payments | 50.00 | | | | | | |
| Start or End of Period | end | | | | | | |
| Regular Payment | \$334,952 | Annual Payment | | \$669,903 | | | |
| Year | Payment | Paid | Interest | Principal | Balance | Payment Date | Balance at Year End |
| 2023 | 1 | \$334,952 | \$237,500 | \$97,452 | \$9,402,548 | 15-Mar-23 | |
| 2023 | 2 | \$334,952 | \$235,064 | \$99,888 | \$9,302,661 | 15-Sep-23 | \$9,302,661 |
| 2024 | 3 | \$334,952 | \$232,567 | \$102,385 | \$9,200,276 | 15-Mar-24 | |
| 2024 | 4 | \$334,952 | \$230,007 | \$104,945 | \$9,095,331 | 15-Sep-24 | \$9,095,331 |
| 2025 | 5 | \$334,952 | \$227,383 | \$107,568 | \$8,987,763 | 15-Mar-25 | |
| 2025 | 6 | \$334,952 | \$224,694 | \$110,257 | \$8,877,505 | 15-Sep-25 | \$8,877,505 |
| 2026 | 7 | \$334,952 | \$221,938 | \$113,014 | \$8,764,491 | 15-Mar-26 | |
| 2026 | 8 | \$334,952 | \$219,112 | \$115,839 | \$8,648,652 | 15-Sep-26 | \$8,648,652 |
| 2027 | 9 | \$334,952 | \$216,216 | \$118,735 | \$8,529,917 | 15-Mar-27 | |
| 2027 | 10 | \$334,952 | \$213,248 | \$121,704 | \$8,408,213 | 15-Sep-27 | \$8,408,213 |
| 2028 | 11 | \$334,952 | \$210,205 | \$124,746 | \$8,283,467 | 15-Mar-28 | |
| 2028 | 12 | \$334,952 | \$207,087 | \$127,865 | \$8,155,602 | 15-Sep-28 | \$8,155,602 |
| 2029 | 13 | \$334,952 | \$203,890 | \$131,062 | \$8,024,540 | 15-Mar-29 | |
| 2029 | 14 | \$334,952 | \$200,614 | \$134,338 | \$7,890,202 | 15-Sep-29 | \$7,890,202 |
| 2030 | 15 | \$334,952 | \$197,255 | \$137,696 | \$7,752,506 | 15-Mar-30 | |
| 2030 | 16 | \$334,952 | \$193,813 | \$141,139 | \$7,611,367 | 15-Sep-30 | \$7,611,367 |
| 2031 | 17 | \$334,952 | \$190,284 | \$144,667 | \$7,466,700 | 15-Mar-31 | |
| 2031 | 18 | \$334,952 | \$186,667 | \$148,284 | \$7,318,416 | 15-Sep-31 | \$7,318,416 |
| 2032 | 19 | \$334,952 | \$182,960 | \$151,991 | \$7,166,424 | 15-Mar-32 | |
| 2032 | 20 | \$334,952 | \$179,161 | \$155,791 | \$7,010,634 | 15-Sep-32 | \$7,010,634 |
| 2033 | 21 | \$334,952 | \$175,266 | \$159,686 | \$6,850,948 | 15-Mar-33 | |
| 2033 | 22 | \$334,952 | \$171,274 | \$163,678 | \$6,687,270 | 15-Sep-33 | \$6,687,270 |
| 2034 | 23 | \$334,952 | \$167,182 | \$167,770 | \$6,519,500 | 15-Mar-34 | |
| 2034 | 24 | \$334,952 | \$162,988 | \$171,964 | \$6,347,536 | 15-Sep-34 | \$6,347,536 |
| 2035 | 25 | \$334,952 | \$158,688 | \$176,263 | \$6,171,273 | 15-Mar-35 | |
| 2035 | 26 | \$334,952 | \$154,282 | \$180,670 | \$5,990,603 | 15-Sep-35 | \$5,990,603 |
| 2036 | 27 | \$334,952 | \$149,765 | \$185,186 | \$5,805,417 | 15-Mar-36 | |



Mountain
View Regional
Water System

2018 Business Plan – Draft 1.0 – December 9, 2017

Table D8
Mountain View Regional Water System
2018 Business Plan Financial Model
Relocation of River Inlet
Debenture Schedule

| | | | |
|-------------------------------|------------------------------|-----------------------|------------------|
| Borrowing | Bylaw 2022-1 - Draw 1 | | |
| First Payment | 15-Mar-23 | (yyy-mm-dd) | |
| Last Payment | 2047 | | Accrual Days 292 |
| Amount of Loan | \$9,500,000 | | |
| Annual Percentage | 5.000% | | |
| Payments per Year | 2.00 | | |
| Number of Years | 25.00 | | |
| Number of Payments | 50.00 | | |
| Start or End of Period | end | | |
| Regular Payment | \$334,952 | Annual Payment | \$669,903 |

| Year | Payment | Paid | Interest | Principal | Balance | Payment Date | Balance at Year End |
|------|---------|-----------|-----------|-----------|-------------|--------------|---------------------|
| 2036 | 28 | \$334,952 | \$145,135 | \$189,816 | \$5,615,601 | 15-Sep-36 | \$5,615,601 |
| 2037 | 29 | \$334,952 | \$140,390 | \$194,562 | \$5,421,039 | 15-Mar-37 | |
| 2037 | 30 | \$334,952 | \$135,526 | \$199,426 | \$5,221,614 | 15-Sep-37 | \$5,221,614 |
| 2038 | 31 | \$334,952 | \$130,540 | \$204,411 | \$5,017,202 | 15-Mar-38 | |
| 2038 | 32 | \$334,952 | \$125,430 | \$209,521 | \$4,807,681 | 15-Sep-38 | \$4,807,681 |
| 2039 | 33 | \$334,952 | \$120,192 | \$214,760 | \$4,592,921 | 15-Mar-39 | |
| 2039 | 34 | \$334,952 | \$114,823 | \$220,129 | \$4,372,793 | 15-Sep-39 | \$4,372,793 |
| 2040 | 35 | \$334,952 | \$109,320 | \$225,632 | \$4,147,161 | 15-Mar-40 | |
| 2040 | 36 | \$334,952 | \$103,679 | \$231,273 | \$3,915,889 | 15-Sep-40 | \$3,915,889 |
| 2041 | 37 | \$334,952 | \$97,897 | \$237,054 | \$3,678,834 | 15-Mar-41 | |
| 2041 | 38 | \$334,952 | \$91,971 | \$242,981 | \$3,435,854 | 15-Sep-41 | \$3,435,854 |
| 2042 | 39 | \$334,952 | \$85,896 | \$249,055 | \$3,186,798 | 15-Mar-42 | |
| 2042 | 40 | \$334,952 | \$79,670 | \$255,282 | \$2,931,517 | 15-Sep-42 | \$2,931,517 |
| 2043 | 41 | \$334,952 | \$73,288 | \$261,664 | \$2,669,853 | 15-Mar-43 | |
| 2043 | 42 | \$334,952 | \$66,746 | \$268,205 | \$2,401,648 | 15-Sep-43 | \$2,401,648 |
| 2044 | 43 | \$334,952 | \$60,041 | \$274,910 | \$2,126,738 | 15-Mar-44 | |
| 2044 | 44 | \$334,952 | \$53,168 | \$281,783 | \$1,844,954 | 15-Sep-44 | \$1,844,954 |
| 2045 | 45 | \$334,952 | \$46,124 | \$288,828 | \$1,556,127 | 15-Mar-45 | |
| 2045 | 46 | \$334,952 | \$38,903 | \$296,048 | \$1,260,078 | 15-Sep-45 | \$1,260,078 |
| 2046 | 47 | \$334,952 | \$31,502 | \$303,450 | \$956,629 | 15-Mar-46 | |
| 2046 | 48 | \$334,952 | \$23,916 | \$311,036 | \$645,593 | 15-Sep-46 | \$645,593 |
| 2047 | 49 | \$334,952 | \$16,140 | \$318,812 | \$326,781 | 15-Mar-47 | |
| 2047 | 50 | \$334,952 | \$8,170 | \$326,781 | \$0 | 15-Sep-47 | \$0 |

Appendix E
Annual Financing Cost and Revenue Details

Table E1
Mountain View Regional Water System
2018 Business Plan Financial Model
Detailed Operating Expenditure
Years 2017 - 2022

[Index](#)

| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|-------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | Budget | Budget | Forecast | Forecast | Forecast | Forecast |
| Cost Inflation Factor | | 2% | 2% | 2% | 2% | 2% |
| Volume Increase Over Previous Year | -2.0% | 0.1% | 1.0% | 1.1% | 1.2% | 1.2% |
| Volume Related Cost Increase Factor | | | 1.02 | 1.02 | 1.02 | 1.00 |
| Board | \$60,000 | \$61,800 | \$63,036 | \$64,297 | \$65,583 | \$66,894 |
| Staffing | | | | | | |
| Wages and Benefits | \$832,213 | \$857,179 | \$874,323 | \$891,809 | \$909,646 | \$927,839 |
| Employee Benefits | \$221,544 | \$250,000 | \$255,000 | \$260,100 | \$265,302 | \$270,608 |
| Employer RSP Contributions | | | | | | |
| CAO Professional Development | \$3,000 | \$3,000 | \$3,060 | \$3,121 | \$3,184 | \$3,247 |
| Staff Education and Training | \$22,000 | \$22,600 | \$23,052 | \$23,513 | \$23,983 | \$24,463 |
| Safety Equipment | \$8,700 | \$9,000 | \$9,180 | \$9,364 | \$9,551 | \$9,742 |
| | \$1,087,457 | \$1,141,779 | \$1,164,615 | \$1,187,907 | \$1,211,665 | \$1,235,899 |
| Administrative Services | | | | | | |
| Consulting and Professional Fees | \$13,500 | \$13,905 | \$14,183 | \$14,467 | \$14,756 | \$15,051 |
| Legal Fees | \$5,000 | \$5,150 | \$5,253 | \$5,358 | \$5,465 | \$5,575 |
| Subcontractors | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Alberta First Call | \$3,000 | \$3,090 | \$3,152 | \$3,215 | \$3,279 | \$3,345 |
| Membership and Dues | \$10,000 | \$10,000 | \$10,200 | \$10,404 | \$10,612 | \$10,824 |
| ISO 14001 Expense | \$16,000 | \$20,000 | \$20,400 | \$20,808 | \$21,224 | \$21,649 |
| Meals | \$4,000 | \$5,000 | \$5,100 | \$5,202 | \$5,306 | \$5,412 |
| Travel | \$8,000 | \$12,000 | \$12,240 | \$12,485 | \$12,734 | \$12,989 |
| Delivery and Freight Services | \$1,500 | \$1,550 | \$1,581 | \$1,613 | \$1,645 | \$1,678 |
| Bad Debts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Interest and Bank Charges | \$500 | \$1,000 | \$1,020 | \$1,040 | \$1,061 | \$1,082 |
| Telephone / Internet / Air Cards | \$48,000 | \$60,000 | \$61,200 | \$62,424 | \$63,672 | \$64,946 |
| Insurance | \$75,000 | \$60,000 | \$61,200 | \$62,424 | \$63,672 | \$64,946 |
| Office Supplies and Postage | \$10,000 | \$12,000 | \$12,240 | \$12,485 | \$12,734 | \$12,989 |
| | \$194,500 | \$203,695 | \$207,769 | \$211,924 | \$216,163 | \$220,486 |

Table E1
Mountain View Regional Water System
2018 Business Plan Financial Model
Detailed Operating Expenditure
Years 2017 - 2022

[Index](#)

| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Budget | Budget | Forecast | Forecast | Forecast | Forecast |
| Cost Inflation Factor | | 2% | 2% | 2% | 2% | 2% |
| Operating Services | | | | | | |
| Cassette Maintenance | \$370,000 | \$370,000 | \$384,948 | \$400,500 | \$416,680 | \$425,014 |
| Catholic Protection | \$7,600 | \$8,000 | \$8,160 | \$8,323 | \$8,490 | \$8,659 |
| Rental of Equipment | \$1,500 | \$1,575 | \$1,607 | \$1,639 | \$1,671 | \$1,705 |
| Waste Removal Services | \$4,000 | \$2,000 | \$2,040 | \$2,081 | \$2,122 | \$2,165 |
| | \$383,100 | \$381,575 | \$396,755 | \$412,543 | \$428,964 | \$437,543 |
| Operating Supplies | | | | | | |
| Lab Supplies | \$35,000 | \$38,000 | \$38,760 | \$39,535 | \$40,326 | \$41,132 |
| Janitorial Supplies and Service | \$11,500 | \$18,000 | \$18,360 | \$18,727 | \$19,102 | \$19,484 |
| Small Tools | \$2,000 | \$2,060 | \$2,101 | \$2,143 | \$2,186 | \$2,230 |
| Chemicals and Supplies | \$200,000 | \$206,000 | \$214,322 | \$222,981 | \$231,989 | \$236,629 |
| Lube and Oil - Pumps | \$2,600 | \$2,675 | \$2,729 | \$2,783 | \$2,839 | \$2,896 |
| | \$251,100 | \$266,735 | \$276,272 | \$286,170 | \$296,442 | \$302,371 |
| Repairs and Maintenance | | | | | | |
| Repairs/Maint - Vehicles | \$5,000 | \$5,150 | \$5,253 | \$5,358 | \$5,465 | \$5,575 |
| Repairs/Maint - Grounds | \$10,000 | \$12,000 | \$12,240 | \$12,485 | \$12,734 | \$12,989 |
| Repairs/Maint - Plant | \$210,000 | \$216,300 | \$220,626 | \$225,039 | \$229,539 | \$234,130 |
| Repairs/Maint - Down Line | \$50,000 | \$51,500 | \$52,530 | \$53,581 | \$54,652 | \$55,745 |
| Repairs/Maint - Lagoon | \$250,000 | \$227,000 | \$231,540 | \$236,171 | \$240,894 | \$245,712 |
| Cleanout | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | \$525,000 | \$511,950 | \$522,189 | \$532,633 | \$543,285 | \$554,151 |
| Utilities | | | | | | |
| Utilities - Meter Station | \$16,000 | \$16,500 | \$17,167 | \$17,860 | \$18,582 | \$18,953 |
| Utilities - Mid Line Station | \$115,000 | \$110,000 | \$114,444 | \$124,068 | \$129,080 | \$131,661 |
| Utilities - Plant Heating | \$34,500 | \$32,000 | \$32,640 | \$33,293 | \$33,959 | \$34,638 |
| Utilities - Plant Power | \$570,000 | \$525,000 | \$546,210 | \$568,277 | \$591,235 | \$603,060 |
| | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | \$735,500 | \$683,500 | \$710,461 | \$743,497 | \$772,855 | \$788,313 |
| Total Expense | \$3,236,657 | \$3,251,034 | \$3,341,096 | \$3,438,971 | \$3,534,957 | \$3,605,656 |

Table E2
Mountain View Regional Water System
2018 Business Plan Financial Model
South Red Deer Regional Wastewater System Contracted Operation

| Index | 2017 Budget | 2018 Budget | 2019 Estimate | 2020 Projected | 2021 Projected | 2022 Projected |
|--|------------------|------------------|------------------|-------------------|-------------------|-------------------|
| Revenue Escalation | | | 2.5% | 2.5% | 2.5% | 2.5% |
| Revenue | | | | | | |
| Administration Fee | \$36,000 | \$39,600 | \$40,590 | \$41,605 | \$42,645 | \$43,711 |
| Financial Services | \$20,800 | \$20,800 | \$21,320 | \$21,853 | \$22,399 | \$22,959 |
| Office Space Rental | \$3,000 | \$3,000 | \$3,075 | \$3,152 | \$3,231 | \$3,311 |
| Re-Imburse Attributed Salary, Wage and Benefit | \$250,000 | \$303,600 | \$309,672 | \$315,865 | \$322,183 | \$328,626 |
| Overtime | \$6,000 | \$6,336 | \$6,494 | \$6,657 | \$6,823 | \$6,994 |
| On Call | \$30,000 | \$26,280 | \$26,937 | \$27,610 | \$28,301 | \$29,008 |
| Truck | \$115,000 | \$161,000 | \$165,025 | \$169,151 | \$173,379 | \$177,714 |
| System Monitoring | \$35,000 | \$38,544 | \$39,508 | \$40,495 | \$41,508 | \$42,545 |
| Total Revenue | \$495,800 | \$599,160 | \$612,621 | \$626,388 | \$640,469 | \$654,869 |
| Expenditure | | | | | | |
| Cost Escalation | 0% | 2% | 2% | 2% | 2% | 2% |
| System Expansion Factor | 1 | 1 | 1 | 1 | 1 | 1 |
| Personnel Costs | | | | | | |
| Wages and Benefits | \$360,256 | \$371,067 | \$378,488 | \$386,058 | \$393,779 | \$401,655 |
| Staff Education | \$3,000 | \$3,090 | \$3,152 | \$3,215 | \$3,279 | \$3,345 |
| Staff Safety Supplies | \$4,300 | \$4,429 | \$4,518 | \$4,608 | \$4,700 | \$4,794 |
| Total Personnel Costs | \$367,556 | \$378,586 | \$386,158 | \$393,881 | \$401,758 | \$409,794 |
| Vehicle Operations | \$10,000 | \$10,300 | \$10,506 | \$10,716 | \$10,930 | \$11,149 |
| Insurance | \$2,000 | \$10,000 | \$10,200 | \$10,404 | \$10,612 | \$10,824 |
| Telephone | \$2,000 | \$7,500 | \$7,650 | \$7,803 | \$7,959 | \$8,118 |
| Meals | \$2,000 | \$2,060 | \$2,101 | \$2,143 | \$2,186 | \$2,230 |
| Office | \$5,000 | \$5,000 | \$5,100 | \$5,202 | \$5,306 | \$5,412 |
| Professional Services | \$6,500 | \$6,695 | \$6,829 | \$6,965 | \$7,105 | \$7,247 |
| Repairs and Maintenance | \$5,000 | \$10,000 | \$10,200 | \$10,404 | \$10,612 | \$10,824 |
| Rent (Office Garage) | \$15,500 | \$15,965 | \$16,284 | \$16,610 | \$16,942 | \$17,281 |
| Small Tools | \$1,000 | \$1,030 | \$1,051 | \$1,072 | \$1,093 | \$1,115 |
| Total Operating Expense | \$416,556 | \$447,136 | \$456,079 | \$465,200 | \$474,504 | \$483,994 |
| Capital Expense | \$70,000 | \$120,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 |
| Total Annual Expense | \$486,556 | \$567,136 | \$506,079 | \$515,200 | \$524,504 | \$533,994 |
| Excess of Revenue over Expense | \$9,244 | \$32,024 | \$106,542 | \$111,188 | \$115,964 | \$120,875 |

Table E3
Mountain View Regional Water System
2018 Business Plan Financial Model
Annual Volumes for Revenue Calculation
2017 - 2022

| Index | 2017 Projected | 2018 Budget | 2019 Estimate | 2020 Estimate | 2021 Forecast | 2022 Forecast |
|--|-------------------|----------------|------------------|------------------|------------------|------------------|
| Members | | | | | | |
| Town of Crossfield | | | | | | |
| Projected Volume - Table C3 | | 493,550 | 500,953 | 509,860 | 516,094 | 523,836 |
| Actual Volume | 505,457 | | | | | |
| Projected Volume for Revenue Calculation | 487,000 | 489,282 | 494,175 | 499,117 | 504,108 | 509,149 |
| Actual / Expected Growth | 8.3% | -3.2% | 1.0% | 1.0% | 1.0% | 1.0% |
| Projected Population | 3,028 | 3,073 | 3,119 | 3,166 | 3,214 | 3,262 |
| Litres per person per day (lcd) | 457 | 436 | 434 | 432 | 430 | 428 |
| Town of Carstairs | | | | | | |
| Projected Volume - Table C3 | | 394,683 | 406,523 | 419,866 | 431,280 | 444,219 |
| Actual Volume | 350,609 | | | | | |
| Projected Volume for Revenue Calculation | 390,000 | 352,362 | 355,886 | 359,445 | 363,039 | 366,669 |
| Actual / Expected Growth | -6% | 0.5% | 1.0% | 1.0% | 1.0% | 1.0% |
| Projected Population | 4,199 | 4,325 | 4,455 | 4,589 | 4,726 | 4,868 |
| Litres per person per day (lcd) | 229 | 223 | 219 | 215 | 210 | 206 |
| Town of Didsbury | | | | | | |
| Projected Volume - Table C3 | | 503,353 | 532,823 | 542,297 | 548,927 | 557,161 |
| Actual Volume | 503,353 | | | | | |
| Projected Volume for Revenue Calculation | 470,000 | 493,286 | 498,219 | 503,201 | 508,233 | 513,315 |
| Actual / Expected Growth | 9.7% | -2.0% | 1.0% | 1.0% | 1.0% | 1.0% |
| Projected Population | 5,347 | 5,427 | 5,509 | 5,591 | 5,675 | 5,760 |
| Litres per person per day (lcd) | 258 | 249 | 248 | 247 | 245 | 244 |
| Town of Olds | | | | | | |
| Projected Volume - Table C3 | | 1,398,727 | 1,429,543 | 1,465,133 | 1,493,506 | 1,526,692 |
| Actual Volume | 1,116,037 | | | | | |
| Projected Volume for Revenue Calculation | 1,305,000 | 1,111,573 | 1,122,689 | 1,133,915 | 1,145,255 | 1,156,707 |
| Actual / Expected Growth | -12.6% | -0.4% | 1.0% | 1.0% | 1.0% | 1.0% |
| Projected Population (With College) | 10,714 | 10,949 | 11,190 | 11,437 | 11,691 | 11,951 |
| Litres per person per day (lcd) | 285 | 278 | 275 | 272 | 268 | 265 |
| Town of Bowden | | | | | | |
| Projected Volume - Table C3 | | 114,948 | 115,523 | 116,419 | 116,681 | 117,265 |
| Actual Volume | 97,697 | | | | | |
| Projected Volume for Revenue Calculation | 87,000 | 95,743 | 96,700 | 97,667 | 98,644 | 99,631 |
| Actual / Expected Growth | 14.1% | -2.0% | 1.0% | 1.0% | 1.0% | 1.0% |
| Projected Population | 1,253 | 1,260 | 1,266 | 1,272 | 1,279 | 1,285 |
| Litres per person per day (lcd) | 214 | 208 | 209 | 210 | 211 | 212 |

Table E3
Mountain View Regional Water System
2018 Business Plan Financial Model
Annual Volumes for Revenue Calculation
2017 - 2022

[Index](#)

| | 2017 Projected | 2018 Budget | 2019 Estimate | 2020 Estimate | 2021 Forecast | 2022 Forecast |
|--|-------------------|------------------|------------------|------------------|------------------|------------------|
| Town of Innisfail | | | | | | |
| Projected Volume - Table C3 | | 977,193 | 986,965 | 999,566 | 1,006,803 | 1,016,871 |
| Actual Volume | 904,044 | | | | | |
| Projected Volume for Revenue Calculation | 935,700 | 939,302 | 948,695 | 958,182 | 967,763 | 977,441 |
| Actual / Expected Growth | -0.7% | 3.9% | 1.0% | 1.0% | 1.0% | 1.0% |
| Projected Population | 8,033 | 8,113 | 8,194 | 8,276 | 8,359 | 8,442 |
| Initially Projected Icd | - | 330 | 330 | 331 | 330 | 330 |
| Revised Projected Icd | 319 | 317 | 317 | 317 | 317 | 317 |
| Municipal Customers | | | | | | |
| Mountain View County | | | | | | |
| Projected Volume - Table C3 | - | - | - | 29,317 | 58,473 | 87,710 |
| Actual Volume | | | | | | |
| Projected Volume for Revenue Calculation | - | - | - | 4,397 | 11,695 | 21,927 |
| Proportion Connected | | 10% | 15% | 15% | 20% | 25% |
| Other Government/Institutional | | | | | | |
| Bowden Institute | | | | | | |
| Projected Volume - Table C3 | | 98,550 | 98,550 | 98,820 | 98,550 | 98,550 |
| Actual Volume | 89,624 | | | | | |
| Projected Volume for Revenue Calculation | 88,000 | 88,000 | 88,000 | 88,000 | 88,000 | 88,000 |
| Actual / Expected Growth | 4% | | | | | |
| Non Government Customers | | | | | | |
| Taqa North | | | | | | |
| Projected Volume - Table C3 | | 44,895 | 44,895 | 45,018 | 44,895 | 44,895 |
| Actual Volume | 44,502 | | | | | |
| Projected Volume for Revenue Calculation | 46,429 | 44,502 | 44,502 | 44,502 | 44,502 | 44,502 |
| Actual / Expected Growth | 15% | 0% | 0% | 0% | 0% | 0% |
| Enmax | | | | | | |
| Projected Volume - Table C3 | | 5,312 | 5,312 | 5,312 | 5,312 | 5,312 |
| Actual Volume | 5,395 | | | | | |
| Projected Volume for Revenue Calculation | 1,962 | 5,395 | 5,395 | 5,395 | 5,395 | 5,395 |
| Actual / Expected Growth | 248% | 0% | 0% | 0% | 0% | 0% |
| Small Users | | | | | | |
| Projected Volume - Table C3 | | 1,132 | 1,132 | 1,132 | 1,132 | 1,132 |
| Actual Volume | 1,143 | | | | | |
| Projected Volume for Revenue Calculation | - | 1,486 | 1,486 | 1,486 | 1,486 | 1,486 |
| Actual / Expected Growth | -28% | 30% | 0% | 0% | 0% | 0% |
| Total Actual /Project Volume | 3,617,861 | 3,620,931 | 3,655,746 | 3,695,307 | 3,738,120 | 3,784,223 |

Table E4
Mountain View Regional Water System
2018 Business Plan Financial Model
Tangible Capital Assets

| | Water System | Building | Machinery | Vehicles | Total |
|----------------------------------|--------------|-----------|-------------|-----------|--------------|
| Amortization Period | 40 | 20 | 10 | 6 | |
| 2017 | | | | | |
| Opening Cost Value | \$57,763,778 | \$351,407 | \$253,306 | \$242,273 | \$58,610,764 |
| Additions | \$0 | \$177,500 | \$995,176 | \$0 | \$1,172,676 |
| Closing Cost Value | \$57,763,778 | \$528,907 | \$1,248,482 | \$242,273 | \$59,783,440 |
| Opening Accumulated Amortization | \$10,816,453 | \$14,686 | \$121,866 | \$186,351 | \$11,139,356 |
| Amortization | \$1,444,094 | \$22,008 | \$75,089 | \$40,379 | \$1,581,571 |
| Closing Accumulated Amortization | \$12,260,547 | \$36,694 | \$196,955 | \$226,730 | \$12,720,927 |
| Net Carrying Amount Year End | \$45,503,231 | \$492,213 | \$1,051,527 | \$15,543 | \$47,062,513 |
| 2018 | | | | | |
| Opening Cost Value | \$57,763,778 | \$528,907 | \$1,248,482 | \$242,273 | \$59,783,440 |
| Additions | \$26,000,000 | | \$205,000 | \$130,000 | \$26,335,000 |
| Closing Cost Value | \$83,763,778 | \$528,907 | \$1,453,482 | \$372,273 | \$86,118,440 |
| Opening Accumulated Amortization | \$12,260,547 | \$36,694 | \$196,955 | \$226,730 | \$12,720,927 |
| Amortization | \$1,769,094 | \$26,445 | \$135,098 | \$51,212 | \$1,981,850 |
| Closing Accumulated Amortization | \$14,029,642 | \$63,139 | \$332,054 | \$277,942 | \$14,702,777 |
| Net Carrying Amount Year End | \$69,734,136 | \$465,768 | \$1,121,428 | \$94,331 | \$71,415,663 |
| 2019 | | | | | |
| Opening Cost Value | \$83,763,778 | \$528,907 | \$1,453,482 | \$372,273 | \$86,118,440 |
| Additions | \$0 | | \$205,000 | \$50,000 | \$255,000 |
| Closing Cost Value | \$83,763,778 | \$528,907 | \$1,658,482 | \$422,273 | \$86,373,440 |
| Opening Accumulated Amortization | \$14,029,642 | \$63,139 | \$332,054 | \$277,942 | \$14,702,777 |
| Amortization | \$2,094,094 | \$26,445 | \$155,598 | \$66,212 | \$2,342,350 |
| Closing Accumulated Amortization | \$16,123,736 | \$89,585 | \$487,652 | \$344,154 | \$17,045,127 |
| Net Carrying Amount Year End | \$67,640,042 | \$439,322 | \$1,170,830 | \$78,119 | \$69,328,313 |
| 2020 | | | | | |
| Opening Cost Value | \$83,763,778 | \$528,907 | \$1,658,482 | \$422,273 | \$86,373,440 |
| Additions | \$0 | | \$210,125 | \$50,000 | \$260,125 |
| Closing Cost Value | \$83,763,778 | \$528,907 | \$1,868,607 | \$472,273 | \$86,633,565 |
| Opening Accumulated Amortization | \$16,123,736 | \$89,585 | \$487,652 | \$344,154 | \$17,045,127 |
| Amortization | \$2,094,094 | \$26,445 | \$176,354 | \$74,546 | \$2,371,440 |
| Closing Accumulated Amortization | \$18,217,831 | \$116,030 | \$664,006 | \$418,700 | \$19,416,567 |
| Net Carrying Amount Year End | \$65,545,947 | \$412,877 | \$1,204,601 | \$53,573 | \$67,216,998 |

Table E4
Mountain View Regional Water System
2018 Business Plan Financial Model
Tangible Capital Assets

| | Water System | Building | Machinery | Vehicles | Total |
|----------------------------------|---------------|-----------|-------------|------------|---------------|
| Amortization Period | 40 | 20 | 10 | 6 | |
| 2021 | | | | | |
| Opening Cost Value | \$83,763,778 | \$528,907 | \$1,868,607 | \$472,273 | \$86,633,565 |
| Additions | \$0 | \$0 | \$215,378 | \$0 | \$215,378 |
| Closing Cost Value | \$83,763,778 | \$528,907 | \$2,083,985 | \$472,273 | \$86,848,943 |
| Opening Accumulated Amortization | \$18,217,831 | \$116,030 | \$664,006 | \$418,700 | \$19,416,567 |
| Amortization | \$2,094,094 | \$26,445 | \$197,630 | \$78,712 | \$2,396,882 |
| Closing Accumulated Amortization | \$20,311,925 | \$142,475 | \$861,636 | \$497,412 | \$21,813,448 |
| Net Carrying Amount Year End | \$63,451,853 | \$386,432 | \$1,222,349 | -\$25,139 | \$65,035,495 |
| 2022 | | | | | |
| Opening Cost Value | \$83,763,778 | \$528,907 | \$2,083,985 | \$472,273 | \$86,848,943 |
| Additions | \$20,000,000 | \$0 | \$220,763 | \$0 | \$20,220,763 |
| Closing Cost Value | \$103,763,778 | \$528,907 | \$2,304,748 | \$472,273 | \$107,069,706 |
| Opening Accumulated Amortization | \$20,311,925 | \$142,475 | \$861,636 | \$497,412 | \$21,813,448 |
| Amortization | \$2,344,094 | \$26,445 | \$219,437 | \$78,712 | \$2,668,689 |
| Closing Accumulated Amortization | \$22,656,020 | \$168,921 | \$1,081,072 | \$576,124 | \$24,482,137 |
| Net Carrying Amount Year End | \$81,107,758 | \$359,986 | \$1,223,675 | -\$103,851 | \$82,587,569 |

Table E5
Mountain View Regional Water System
2018 Business Plan Financial Model
Amortization of No Cost Capital

| | Existing System | New Transmission Line | New Raw Water Inlet | Total |
|--|-----------------|-----------------------|---------------------|--------------|
| Amortization Period in Years | 40 | 40 | 40 | |
| 2017 | | | | |
| Opening Original No Cost Capital | \$13,308,422 | \$0 | | \$13,308,422 |
| Additions | \$325,500 | \$0 | | \$325,500 |
| Closing Original No Cost Capital Value | \$13,633,922 | \$0 | | \$13,633,922 |
| Opening Accumulated Amortization | \$1,082,711 | \$0 | | \$1,082,711 |
| Amortization | \$336,779 | \$0 | \$0 | \$336,779 |
| Closing Accumulated Amortization | \$1,419,490 | \$0 | \$0 | \$1,419,490 |
| Net No Cost Capital Value Year End | \$12,214,432 | \$0 | | \$12,214,432 |
| 2018 | | | | |
| Opening Original No Cost Capital | \$13,633,922 | \$0 | | \$13,633,922 |
| Additions | \$0 | \$10,737,287 | | \$10,737,287 |
| Closing Original No Cost Capital Value | \$13,633,922 | \$10,737,287 | | \$24,371,209 |
| Opening Accumulated Amortization | \$1,419,490 | \$0 | | \$1,419,490 |
| Amortization | \$340,848 | \$134,216 | \$0 | \$475,064 |
| Closing Accumulated Amortization | \$1,760,338 | \$134,216 | | \$1,894,554 |
| Net No Cost Capital Value Year End | \$11,873,584 | \$10,603,071 | | \$22,476,655 |
| 2019 | | | | |
| Opening Original No Cost Capital | \$13,633,922 | \$10,737,287 | | \$24,371,209 |
| Additions | \$0 | | | \$0 |
| Closing Original No Cost Capital Value | \$13,633,922 | \$10,737,287 | | \$24,371,209 |
| Opening Accumulated Amortization | \$1,760,338 | \$134,216 | | \$1,894,554 |
| Amortization | \$340,848 | \$268,432 | \$0 | \$609,280 |
| Closing Accumulated Amortization | \$2,101,186 | \$402,648 | | \$2,503,834 |
| Net No Cost Capital Value Year End | \$11,532,736 | \$10,334,639 | | \$21,867,375 |
| 2020 | | | | |
| Opening Original No Cost Capital | \$13,633,922 | \$10,737,287 | | \$24,371,209 |
| Additions | \$0 | \$0 | | \$0 |
| Closing Original No Cost Capital Value | \$13,633,922 | \$10,737,287 | | \$24,371,209 |
| Opening Accumulated Amortization | \$2,101,186 | \$402,648 | | \$2,503,834 |
| Amortization | \$340,848 | \$268,432 | \$0 | \$609,280 |
| Closing Accumulated Amortization | \$2,442,034 | \$671,080 | | \$3,113,114 |
| Net No Cost Capital Value Year End | \$11,191,888 | \$10,066,207 | | \$21,258,095 |

Table E5
Mountain View Regional Water System
2018 Business Plan Financial Model
Amortization of No Cost Capital

[Index](#)

| | Existing System | New Transmission Line | New Raw Water Inlet | Total |
|--|-----------------|-----------------------|---------------------|--------------|
| Amortization Period in Years | 40 | 40 | 40 | |
| 2021 | | | | |
| Opening Original No Cost Capital | \$13,633,922 | \$10,737,287 | | \$24,371,209 |
| Additions | \$215,378 | \$0 | | \$215,378 |
| Closing Original No Cost Capital Value | \$13,849,300 | \$10,737,287 | | \$24,586,587 |
| Opening Accumulated Amortization | \$2,442,034 | \$671,080 | | \$3,113,114 |
| Amortization | \$343,540 | \$268,432 | \$0 | \$611,972 |
| Closing Accumulated Amortization | \$2,785,574 | \$939,513 | | \$3,725,087 |
| Net No Cost Capital Value Year End | \$11,063,726 | \$9,797,774 | | \$20,861,500 |
| 2022 | | | | |
| Opening Original No Cost Capital | \$13,849,300 | \$10,737,287 | | \$24,586,587 |
| Additions | \$0 | \$0 | \$8,000,000 | \$8,000,000 |
| Closing Original No Cost Capital Value | \$13,849,300 | \$10,737,287 | \$8,000,000 | \$32,586,587 |
| Opening Accumulated Amortization | \$2,785,574 | \$939,513 | \$0 | \$3,725,087 |
| Amortization | \$346,232 | \$268,432 | \$100,000 | \$714,665 |
| Closing Accumulated Amortization | \$3,131,807 | \$1,207,945 | \$100,000 | \$4,439,752 |
| Net No Cost Capital Value Year End | \$10,717,493 | \$9,529,342 | \$7,900,000 | \$28,146,835 |



Town of Olds

Request for Decision

Reports from Council, Authorities, Boards, Commissions, Committees and Task Forces

April 23, 2018

8A

RECOMMENDATION

That the reports from Council, Authorities, Boards, Commissions, Committees and Task Forces, ending April 23, 2018 be received for information.

BACKGROUND

| | | | |
|---|--|---|---|
| | Central Alberta Economic Partnership | ✓ | Municipal Planning Commission |
| | Citizens' on Patrol | ✓ | Olds & District Chamber of Commerce |
| | Community Learning Campus | | Olds & District Community Policing Advisory Society |
| | Family & Community Support Services | | Olds & District Municipal Library Board |
| | Fire Committee | | Olds Institute Technology Committee |
| | Mountain View Regional Waste Management Commission | | Parkland Community Planning Services |
| ✓ | Mountain View Regional Water Services Commission | | Parkland Regional Library Board |
| | Mountain View Seniors' Housing | | Red Deer River Municipal Users Group |
| | Mountain View County Highway 2/27 ASP Steering Committee | | South Red Deer Regional Wastewater Commission |
| | Municipal Area Partnership | | Southern Alberta Energy from Waste Association |

ALTERNATIVE OPTIONS

1. Council can receive for information the minutes of the various authorities, boards, commissions and task forces.

ATTACHMENTS

Various minutes are attached.

| | | | |
|----------------|--------------------------------------|-------|----------------|
| Prepared By: | Marcie McKinnon Legislative Clerk | Date: | April 17, 2018 |
| CAO Signature: | | Date: | April 19/2018 |

Minutes
Mountain View Regional Water Services Commission
Regular Meeting
Jan. 17, 2018
Meeting held at the Anthony Henday Water Treatment Plant

Members Present:

Rick Blair – Town of Carstairs - Chairman
Robb Stuart – Town of Bowden
Jim Romane – Town of Innisfail
John Baswick – Town of Didsbury
Jo Tennant – Town of Crossfield
Wade Bearchell – Town of Olds

Also Present:

Devin Helfrich – Alternate Town of Crossfield
John Van Doesburg – Manager
Terry Wood – Finance Supervisor and Board Secretary
Terry Stigings – Operations Manager
Wes Olstad – Technical Services Manager
Earl Kearns – Maintenance Manager
Mark Black – ISL Project Manager
Fadi Maalouf – ISL Engineering
Garnet Dawes – ISL Engineering

Chairman Rick Blair called the meeting to order at 9:00 am.

Adoption of Agenda

Moved by Jo Tennant to adopt the agenda.

Carried

Approval of Dec. 13, 2017 Minutes

Moved by John Baswick to approve the minutes.

Carried

ISL Engineering Presentation

Mark Black gave a presentation regarding the progress to date on the Line Twinning Project. Mr. Black, Mr. Maalouf and Mr. Dawes responded to board members' questions. (Powerpoint notes are attached)

Mark Black, Fadi Maalouf and Garnet Dawes left the meeting at 9:45.

There was a brief recess and the meeting resumed at 9:55.

Reports

Chairman Rick Blair presented the Chairman's Report.

Terry Stigings presented the Operations Report

Wes Olstad presented the Technical Report.

Earl Kearns presented the Maintenance Report

John Van Doesburg presented the Administrators Report.

Moved by Robb Stuart to accept the Chair, Operations, Technical, Maintenance and Administrator Reports as information.

Carried

Finance Report

Terry Wood presented the Finance Report.

Moved by Jo Tennant to accept the Finance Report as information.

Carried

New Business

MVRWSC 2018 System Business Plan

Moved by Jo Tennant to accept the MVRWSC 2018 System Business Plan as presented.

Carried

MVRWSC 2018 Budget

John Baswick moved to approve the MVRWSC 2018 Operating Budget (Copy Attached)

Carried

2017 Rates Bylaw (Bylaw 10-2017)

Robb Stuart moved the third reading to approve the Bylaw with a rate of \$1.60 per cubic meter for Members, \$2.70 for Industrial Users and \$2.00 for Bowden Institution. Small users rate would remain the same as 2017.

Carried

Discussion

Letter re: SRD Management Services

Commission /Board of Directors Orientation Training Session

Jo Tennant moved to accept both items as information.

Carried

AEP Waterworks Inspection Report

Wade Bearchell moved to accept the report as information.

Carried

Next Meeting Date

Next Meeting will be held February 14 at 9:00 am at the Anthony Henday Water Treatment Plant.

Adjournment

Moved by Jo Tennant to adjourn the meeting at 10:55 am.

Carried

Chairman

Manager

**MOUNTAIN VIEW REGIONAL
WATER SERVICES
COMMISSION
FINANCIAL STATEMENTS
DECEMBER 31, 2017**

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION**TABLE OF CONTENTS
DECEMBER 31, 2017**

| | <u>Page</u> |
|---|-------------|
| Independent Auditors' Report | 2 |
| Financial Statements | |
| Statement of Financial Position | 3 |
| Statement of Operations | 4 |
| Statement of Changes in Net Financial Debt | 5 |
| Statement of Cash Flows | 6 |
| Notes to Financial Statements | 7 - 14 |
| South Red Deer Regional Wastewater Commission - Statement of Operations - Schedule 1 | 15 |

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of:
Mountain View Regional Water Services Commission

Report on the Financial Statements

We have audited the accompanying financial statements of Mountain View Regional Water Services Commission, which comprise the statement of financial position as at December 31, 2017, and the statements of operations, changes in net financial debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Mountain View Regional Water Services Commission as at December 31, 2017, the results of its operations, changes in its net financial debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Red Deer County, Alberta
April 11, 2018

Pivotal LLP
Chartered Professional Accountants

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2017

| | 2017 | 2016 |
|--|----------------------|----------------------|
| ASSETS | | |
| FINANCIAL ASSETS | | |
| Cash and cash equivalents (Note 3) | \$ 6,956,841 | \$ 7,017,185 |
| Accounts receivable | 285,600 | 215,743 |
| Due from Commission members (Note 4) | <u>378,900</u> | <u>388,091</u> |
| | <u>7,621,341</u> | <u>7,621,019</u> |
| LIABILITIES | | |
| Accounts payable and accrued liabilities | 465,842 | 755,058 |
| Long term debt (Note 5) | <u>20,752,462</u> | <u>21,465,659</u> |
| | <u>21,218,304</u> | <u>22,220,717</u> |
| NET FINANCIAL DEBT | <u>(13,596,963)</u> | <u>(14,599,698)</u> |
| NON-FINANCIAL ASSETS | | |
| Tangible capital assets (Note 6) | 47,084,419 | 47,471,408 |
| Prepaid expenditures | <u>74,936</u> | <u>29,608</u> |
| | <u>47,159,355</u> | <u>47,501,016</u> |
| ACCUMULATED SURPLUS (Note 7) | <u>\$ 33,562,392</u> | <u>\$ 32,901,318</u> |

COMMITMENTS (Note 10)

GUARANTEES (Note 11)

On Behalf of the Board:

_____ Director

_____ Director

See accompanying notes to financial statements

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION

**STATEMENT OF OPERATIONS
YEAR ENDED DECEMBER 31, 2017**

| | Budget 2017 (Unaudited) | 2017 | 2016 |
|---|-------------------------------|----------------------|----------------------|
| REVENUE | | | |
| Service fees charged to Commission members | \$ 5,462,160 | \$ 5,133,970 | \$ 5,135,967 |
| Other service fees and sale of goods | 278,177 | 305,216 | 268,955 |
| Interest income | 50,000 | 85,525 | 92,024 |
| | <u>5,790,337</u> | <u>5,524,711</u> | <u>5,496,946</u> |
| EXPENSES | | | |
| Salaries, wages and benefits | 1,078,757 | 1,069,650 | 1,024,817 |
| Contracted and general services | 549,500 | 508,142 | 609,296 |
| Materials, goods and utilities | 1,608,400 | 1,361,527 | 1,371,001 |
| Interest on long term debt | 775,949 | 750,407 | 765,888 |
| Bad debt expense | - | 83 | - |
| Amortization of tangible capital assets | - | 1,575,531 | 1,526,653 |
| | <u>4,012,606</u> | <u>5,265,340</u> | <u>5,297,655</u> |
| EARNINGS FROM OPERATIONS | 1,777,731 | 259,371 | 199,291 |
| PROVINCIAL GOVERNMENT TRANSFERS FOR CAPITAL | - | 319,517 | - |
| GAIN ON DISPOSAL OF TANGIBLE CAPITAL ASSETS | - | 7,875 | - |
| EXCESS OF REVENUES OVER EXPENSES, BEFORE THE FOLLOWING | 1,777,731 | 586,763 | 199,291 |
| SOUTH RED DEER WASTE WATER OPERATIONS (Schedule 1)..... | 9,244 | 74,311 | 81,606 |
| EXCESS OF REVENUES OVER EXPENSES | <u>1,786,975</u> | <u>661,074</u> | <u>280,897</u> |
| ACCUMULATED SURPLUS, BEGINNING OF YEAR | | <u>32,901,318</u> | <u>32,620,421</u> |
| ACCUMULATED SURPLUS, END OF YEAR | | <u>\$ 33,562,392</u> | <u>\$ 32,901,318</u> |

See accompanying notes to financial statements

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION
STATEMENT OF CHANGES IN NET FINANCIAL DEBT
YEAR ENDED DECEMBER 31, 2017

| | Budget (Unaudited) | 2017 | 2016 |
|---|-----------------------|------------------------|------------------------|
| Excess of revenues over expenses | \$ 1,786,975 | \$ 661,074 | \$ 280,897 |
| Acquisition of tangible capital assets | (950,000) | (1,206,820) | (740,621) |
| Amortization of tangible capital assets | <u>-</u> | <u>1,593,809</u> | <u>1,541,170</u> |
| | 836,975 | 1,048,063 | 1,081,446 |
| Disposition (acquisition) of prepaid assets | <u>-</u> | <u>(45,328)</u> | <u>55,977</u> |
| Decrease in net debt | 836,975 | 1,002,735 | 1,137,423 |
| Net financial debt, beginning of year | <u>-</u> | <u>(14,599,698)</u> | <u>(15,737,121)</u> |
| Net financial debt, end of year | <u>\$ 836,975</u> | <u>\$ (13,596,963)</u> | <u>\$ (14,599,698)</u> |

See accompanying notes to financial statements

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION

**STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2017**

| | 2017 | 2016 |
|--|----------------------------|----------------------------|
| NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES: | | |
| OPERATING TRANSACTIONS | | |
| Excess of revenues over expenses | \$ 661,074 | \$ 280,897 |
| Non-cash items included in excess of revenues over expenses: | | |
| Amortization of tangible capital assets | 1,593,809 | 1,541,170 |
| Gain on disposal of tangible capital assets | <u>(7,875)</u> | <u>-</u> |
| | 2,247,008 | 1,822,067 |
| Net changes to operations: | | |
| Accounts receivable | (69,857) | 72,767 |
| Due from Commission members | 9,191 | 191,781 |
| Prepaid expenditures | (45,328) | 55,977 |
| Accounts payable and accrued liabilities | <u>(289,216)</u> | <u>(51,576)</u> |
| Cash from operating activities | <u>1,851,798</u> | <u>2,091,016</u> |
| CAPITAL TRANSACTIONS | | |
| Acquisition of tangible capital assets | (1,206,820) | (419,321) |
| Proceeds on sale of assets | <u>7,875</u> | <u>-</u> |
| Cash used for capital activities | <u>(1,198,945)</u> | <u>(419,321)</u> |
| FINANCING TRANSACTIONS | | |
| Repayment of long term debt | (713,197) | (688,798) |
| Repayment of note receivable | <u>-</u> | <u>1,654,211</u> |
| Cash from (used for) financing activities | <u>(713,197)</u> | <u>965,413</u> |
| INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS | (60,344) | 2,637,108 |
| CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR | <u>7,017,185</u> | <u>4,380,077</u> |
| CASH AND CASH EQUIVALENTS, END OF YEAR | \$ <u>6,956,841</u> | \$ <u>7,017,185</u> |

See accompanying notes to financial statements

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2017

1. PURPOSE OF ORGANIZATION

Mountain View Regional Water Services Commission is constituted under the Municipal Government Act and was approved by the Minister of Municipal Affairs for the purpose of treating and supplying water to the six member municipalities and seven other users.

The members of the Commission are the Town of Bowden, the Town of Carstairs, the Town of Crossfield, the Town of Didsbury, the Town of Innisfail, and the Town of Olds.

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

These financial statements have been prepared by management in accordance with Canadian public sector accounting standards, and include the following significant accounting policies.

Estimates

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reported period. Actual results could differ from these estimates. Estimates are used when accounting for items and matters such as the collectability of accounts receivable, the estimated useful lives of tangible capital assets, the valuation of prepaid expenditures, and accrued liabilities.

Cash and Cash Equivalents

The policy of the Commission is to disclose bank balances, unrestricted and internally restricted temporary investments that mature in less than 90 days as cash and cash equivalents.

Tangible Capital Assets

Purchased tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Contributed tangible capital assets are recorded at fair value at the date of contribution.

Tangible capital assets are amortized on a straight line basis over the following periods:

| | |
|-------------------------|----------------------|
| Building | - 20 years |
| Water system | - 10 and 50 years |
| Machinery and equipment | - 5, 10 and 25 years |
| Vehicles | - 6 years |

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2017

2. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Financial Instruments

Measurement of financial instruments

The Commission measures its financial assets and liabilities at fair value, or cost, or amortized cost.

Financial assets measured at amortized cost include cash and cash equivalents, accounts receivable, and amounts due from Commission members.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and long term debt.

The Commission does not currently hold any financial assets measured at fair value.

Revenue and Government Transfers

The Commission recognizes revenue from service fees and sales of goods in the period in which the service is delivered or the events that gave rise to the revenue occurred. Funds from external parties and earnings thereon restricted by agreement or legislation are recognized as revenue in the period in which the funds are used for the purpose specified.

Government transfers that are received pursuant to legislation, regulation or agreement are recognized as revenue in the period when the related expenses are incurred, services performed or the tangible capital assets are acquired.

3. CASH AND CASH EQUIVALENTS

The Board has designated \$4,513,654 (2016 - \$4,513,654) for future capital expenditures.

| | 2017 | 2016 |
|------------------|---------------------|---------------------|
| Chequing account | \$ 6,515,003 | \$ 6,578,184 |
| Payroll account | 140,838 | 141,673 |
| Savings account | <u>301,000</u> | <u>297,328</u> |
| | <u>\$ 6,956,841</u> | <u>\$ 7,017,185</u> |

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2017

4. RELATED PARTY TRANSACTIONS

The Town of Bowden, the Town of Carstairs, the Town of Crossfield, the Town of Didsbury, the Town of Innisfail, and the Town of Olds are members of the Commission and, as such, have been identified as related parties.

Service fees are based on the budgeted net operating costs of the Commission and are allocated amongst the Commission members based on actual service utilization during the year. Service fees charged to Commission members are as follows:

| | 2017 | 2016 |
|--------------------|---------------------|---------------------|
| Town of Bowden | \$ 144,779 | \$ 123,080 |
| Town of Carstairs | 518,843 | 535,492 |
| Town of Crossfield | 744,349 | 663,251 |
| Town of Didsbury | 737,701 | 659,666 |
| Town of Innisfail | 1,341,358 | 1,318,705 |
| Town of Olds | <u>1,646,940</u> | <u>1,835,773</u> |
| | <u>\$ 5,133,970</u> | <u>\$ 5,135,967</u> |

Amounts due from Commission members are payable on receipt of the invoice and have arisen from the service fees charged during the year. Amounts due from Commission members at the end of the year are as follows:

| | 2017 | 2016 |
|--------------------|-------------------|-------------------|
| Town of Bowden | \$ 14,598 | \$ 10,052 |
| Town of Carstairs | 36,089 | 37,661 |
| Town of Crossfield | 56,247 | 48,817 |
| Town of Didsbury | 54,208 | 52,271 |
| Town of Innisfail | 101,915 | 102,952 |
| Town of Olds | <u>115,843</u> | <u>136,338</u> |
| | <u>\$ 378,900</u> | <u>\$ 388,091</u> |

The above transactions are in the normal course of operations and are recorded at the exchange amount which is the amount of consideration as established and agreed to by the related parties.

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION

**NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2017**

5. LONG TERM DEBT

| | 2017 | 2016 |
|-----------------------|----------------------|----------------------|
| Debentures | \$ 20,752,462 | \$ 21,465,659 |
| Less: Current portion | <u>(738,477)</u> | <u>(716,196)</u> |
| | \$ <u>20,013,985</u> | \$ <u>20,749,463</u> |

Repayments are as follows:

| | Principal | Interest | Total |
|------------|----------------------|---------------------|----------------------|
| 2018 | \$ 738,477 | \$ 726,270 | \$ 1,464,747 |
| 2019 | 764,670 | 700,077 | 1,464,747 |
| 2020 | 791,811 | 672,936 | 1,464,747 |
| 2021 | 819,934 | 644,813 | 1,464,747 |
| 2022 | 849,075 | 615,672 | 1,464,747 |
| Thereafter | <u>16,788,495</u> | <u>4,935,340</u> | <u>21,723,835</u> |
| | \$ <u>20,752,462</u> | \$ <u>8,295,108</u> | \$ <u>29,047,570</u> |

Debenture debt is repayable to the Alberta Capital Finance Authority and bears interest at 3.12% to 4.39% per annum. Debenture debt is issued on the credit and security of the Commission at large.

Section 3 of Alberta Regulation No. 76/2000 requires that debt and debt limits for the Commission be disclosed as follows:

| | 2017 | 2016 |
|--|---------------------|---------------------|
| Total debt limit | \$ 26,400,000 | \$ 26,400,000 |
| Total debt | <u>20,752,462</u> | <u>21,465,659</u> |
| Amount of total debt limit available | \$ <u>5,647,538</u> | \$ <u>4,934,341</u> |
| Debt servicing limit | \$ 2,262,243 | \$ 2,142,007 |
| Debt servicing | <u>1,464,747</u> | <u>1,467,747</u> |
| Amount of debt servicing limit available | \$ <u>797,496</u> | \$ <u>674,260</u> |

The debt limit is calculated at two times the revenue of the Commission (as defined in Alberta Regulation No. 76/2000) and the debt service limit is calculated at 0.35 times the revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify commissions that could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the Commission. Rather, the financial statements must be interpreted as a whole.

The Commission obtained approval from Municipal Affairs through Ministerial Order L:136/11 to exceed the debt limit and debt service limit with borrowing up to a maximum of \$26,400,000.

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2017

6. TANGIBLE CAPITAL ASSETS

| | 2017 | | 2016 | |
|-------------------------|---------------------|-----------------------------|---------------------|---------------------|
| | Cost | Accumulated Amortization | Net Book Value | Net Book Value |
| Building | \$ 565,092 | \$ 42,940 | \$ 522,152 | \$ 336,721 |
| Water system | 58,371,644 | 12,291,347 | 46,080,297 | 46,947,325 |
| Machinery and equipment | 586,010 | 184,715 | 401,295 | 131,440 |
| Vehicles | 258,944 | 178,269 | 80,675 | 55,922 |
| | <u>\$59,781,690</u> | <u>\$12,697,271</u> | <u>\$47,084,419</u> | <u>\$47,471,408</u> |

Tangible capital assets in the aggregate of \$117,352 were not yet available for use and were not amortized during the year.

7. ACCUMULATED SURPLUS

| | 2017 | 2016 |
|--|----------------------|----------------------|
| Unrestricted surplus | \$ 2,716,781 | \$ 2,381,915 |
| Internally restricted reserve | 4,513,654 | 4,513,654 |
| Equity in tangible capital assets (Note 8) | <u>26,331,957</u> | <u>26,005,749</u> |
| | <u>\$ 33,562,392</u> | <u>\$ 32,901,318</u> |

During the year, the Commission transferred \$nil (2016 - \$600,000) of operating funds to internally restricted reserve for future capital expenditures.

8. EQUITY IN TANGIBLE CAPITAL ASSETS

| | 2017 | 2016 |
|--------------------------|----------------------|----------------------|
| Tangible capital assets | \$ 59,781,690 | \$ 58,610,764 |
| Accumulated amortization | (12,697,271) | (11,139,356) |
| Long term debt | <u>(20,752,462)</u> | <u>(21,465,659)</u> |
| | <u>\$ 26,331,957</u> | <u>\$ 26,005,749</u> |

9. CREDIT FACILITY

The Commission has an RBC VISA business account with an authorized limit of \$90,000.

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2017

10. COMMITMENTS

The Commission has a contractual obligation for an extended service and support contract with G.E. Water Process Technologies with payments of \$87,500 quarterly plus a consumer price index adjustment. The contract has a term of ten years commencing February 1, 2015.

The Commission has entered into a purchase agreement with Direct Energy for electricity and natural gas. The contract term is for four years ending March 31, 2018.

The Commission has entered into an agreement to lease a photocopier, that expires November 30, 2018. Minimum lease payments under the agreement are as follows:

| | |
|------|---------------------------|
| 2018 | \$ <u> 4,664</u> |
|------|---------------------------|

11. GUARANTEES

The Commission has entered into indemnification agreements with the directors to indemnify them, to the extent permitted by law, against any and all charges, costs, expenses, amounts paid in settlement and damages incurred by the directors and officers as a result of any lawsuit, or any judicial, administrative or investigative proceedings in which the directors and officers are sued as a result of their service. These indemnification claims will be subject to any statutory or other legal limitation period. The nature of the indemnification agreements prevents management from making a reasonable estimate of the maximum potential amounts the Commission could be required to pay counterparties.

12. LOCAL AUTHORITIES PENSION PLAN

Employees of the Commission participate in the Local Authorities Pension Plan (LAPP), which is covered by the Public Sector Pension Plans Act. The LAPP is financed by employer and employee contributions and investment earnings of the LAPP fund.

The Commission is required to make current service contributions to the LAPP of 11.39% of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan and 15.84% for the excess.

Total current service contributions by the Commission to the LAPP in 2017 were \$112,310 (2016 - \$107,738). Total current service contributions by the employees of the Commission to the Local Authorities Pension Plan in 2017 were \$103,451 (2016 - \$99,265).

At December 31, 2016, the Local Authorities Pension Plan disclosed an actuarial deficiency of \$637 million (2015 - \$923 million). The 2017 LAPP annual report has not yet been issued.

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2017

13. FINANCIAL INSTRUMENTS

Risks and Concentrations

The Commission is exposed to various risks through its financial instruments. The following analysis provides a measure of the Commission's risk exposure and concentrations at December 31, 2017.

Liquidity Risk

Liquidity risk is the risk that the Commission will encounter difficulty in meeting obligations associated with financial liabilities. The Commission is exposed to this risk mainly in respect of its long term debt, contributions to the pension plan and accounts payable and accrued liabilities.

Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Commission's main credit risks relate to its accounts receivable and amounts due from Commission members. The Commission provides credit to its customers and members in the normal course of its operations.

Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of three types of risk: currency risk, interest rate risk and other price risk. The Commission is mainly exposed to interest rate risk.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Commission is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-rate instruments subject the Commission to a fair value risk.

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION

**NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2017**

14. BUDGET FIGURES AND COMPARATIVE INFORMATION

The unaudited budget figures are provided to present a comparison of the results for the accounting period with those originally planned. The Commission did not budget for amortization. The reconciliation below is provided for information purposes to provide users with supplementary comparative information. It should not be used as a replacement for the statement of financial activities and accumulated surplus and users should note that this information may not be appropriate for their purposes.

| | Budget (Unaudited) | 2017 |
|--|-----------------------|---------------------|
| Excess of revenue over expenses | \$ 1,786,975 | \$ 661,074 |
| Add amortization of tangible capital assets | - | 1,593,809 |
| Less gain on disposal of tangible capital assets | - | <u>(7,875)</u> |
| Results of operations, adjusted for non-budgeted items | <u>\$ 1,786,975</u> | <u>\$ 2,247,008</u> |

15.

Schedule 1

MOUNTAIN VIEW REGIONAL WATER SERVICES COMMISSION
SOUTH RED DEER REGIONAL WASTEWATER COMMISSION
STATEMENT OF OPERATIONS
YEAR ENDED DECEMBER 31, 2017

| | Budget 2017 (Unaudited) | 2017 | 2016 |
|---|-------------------------------|------------------|------------------|
| REVENUES | | | |
| Operating charges | \$ 495,800 | \$ 505,482 | \$ 516,321 |
| Penhold service fee | <u>-</u> | <u>105,966</u> | <u>106,754</u> |
| | <u>495,800</u> | <u>611,448</u> | <u>623,075</u> |
| EXPENSES | | | |
| Salaries, wages and benefits | 367,556 | 369,414 | 379,042 |
| Contracted and general services | 29,000 | 29,000 | 15,115 |
| Materials, goods and utilities | 90,000 | 14,479 | 26,041 |
| Penhold service cost | - | 105,966 | 106,754 |
| Amortization of tangible capital assets | <u>-</u> | <u>18,278</u> | <u>14,517</u> |
| | <u>486,556</u> | <u>537,137</u> | <u>541,469</u> |
| | <u>\$ 9,244</u> | <u>\$ 74,311</u> | <u>\$ 81,606</u> |

Minutes of the Town of Olds **MUNICIPAL PLANNING COMMISSION (MPC)** meeting held on Friday, **March 23, 2018** at 8:30 a.m. in Council Chambers at the Olds Town Office.

Present – MPC Members

Public at Large: Andy Weiss, Rudy Durieux and Anne Blackburn.
 Elected Officials: Mayor Michael Muzychka, Councillor Wanda Blatz and Councillor Debbie Bennett.

Absent – MPC Members

Absent: Janice Thompson.

Present – Staff

Scott Chant, Chief Operating Officer & Secretary to the Commission; Carey Keleman, Development Officer II; and Karol Jorgensen, Recorder.

Attendees & Delegates

None.

1. Call to Order

Chair Andy Weiss called the meeting to order at 8:30 a.m.

1A. Added Item(s)

None.

1B. Adoption of Agenda

Moved by Commissioner Durieux, “to adopt the Agenda for the Municipal Planning Commission meeting of March 23, 2018 as presented.”

Motion Carried 18.07

2. Adoption of Previous Minutes

Moved by Councillor Bennett, “to adopt the meeting minutes from the February 15, 2018 Municipal Planning Commission meeting as presented.”

Motion Carried 18.08

3. Business Arising from the Minutes

None.

4. New Business

4A) DP18-020
Secondary Suite
4729 – 52 Street

Development Officer Keleman presented this application as contained in the Agenda.

Discussion:

The required parking stall width is nine (9) feet. This application meets that width.

Moved by Mayor Muzuchka, “that the Municipal Planning Commission approve Development Permit Application DP18-020 as presented, subject to conditions listed in the attached draft Development Permit.”

Motion Carried 18.09

5. Correspondence and Information

5A) Development & Building Permits and Monthly Building Permit Statistics

Development Officer Keleman reported on the list of development and building permit files and the monthly building permit statistics for February 2018.

The 2 commercial permits include tenant improvements to bring the building up to code and the second permits for a sign.

Moved by Mayor Muzuchka, "that the development updates be received as information."

Motion Carried 18.10

6. Adjournment

The next Municipal Planning Commission meeting will be Thursday, April 19, 2018 at 8:30 a.m. in Town of Olds Council Chambers.

Councillor Blatz moved to adjourn the Municipal Planning Commission meeting at 8:38 a.m.

Motion Carried 18.11

These Minutes approved _____.

ANDY WEISS
CHAIRPERSON

SCOTT CHANT
SECRETARY TO THE COMMISSION

Town of Olds Development & Building Permits

February 2018

132

| Permit | Applicant | Owner | Civic Address | Lot | BLk | Plan | Description | Value |
|--------|--------------------------------------|-----------------------------------|-----------------------|---------|-----|---------|---|-------------------------|
| 18-004 | Chinook Estates Ltd. | Chinook Estates Ltd. | 4574 - 51 Avenue | 3 | 11 | 1712218 | Accessory Building - 6 Car Detached Garage (24'x66'10") with relaxation to allow 1604 ft2 | \$60,000 |
| 18-005 | Judith B. Meneses | Michael Paul Brietzke | #2, 6126 - 53 Street | 41 | 5 | 7711729 | Home Occupation Class 1 - Home office for cleaning business | \$0 |
| 18-006 | 1290352 Alberta Ltd. / Luco Homes | Lisa & Tyson Gardner | 16 Coutts Close | 53 | 1 | 1711397 | Detached Dwelling with front attached garage with driveway width relaxation to allow 10.67m | \$400,000 |
| 18-016 | Brad Green | Brad & Lisa Green | 4801 - 49 Street | 18 & 19 | 9 | 2186H | Home Occupation Class 1 - Home Office for Construction Business | \$0 |
| 18-017 | Bhupinder Singh | Singh Enterprises Corp. | 130, 4529 - 49 Avenue | 1 | 50 | 2652S | Tenant Improvements for Salon | \$20,000 |
| 18-018 | Tanya Poitras & Samuel Hofer | Singh Enterprises Corp. | 130, 4529 - 49 Avenue | 1 | 50 | 2652S | Fascia Sign | \$1,000 |
| 18-019 | James L. MacInnis Professional Corp. | | 42 Balsam Crescent | 20 | 4 | 7811071 | Decks and Rear yard relaxation for existing detached garage | \$0 |
| 18-021 | Christina McCharles | Ben & Donna Luellau | 103, 5001 - 49 Avenue | 9&10 | 10 | 472I | Change of use to 'office' - Tenant improvements | \$0 |
| 18-022 | Gordon Beuckert | 997900 Alberta Ltd. | 4834 - 51 Street | 28 | 10 | 472I | Change of use to 'repair services' for a motorcycle/quad repair shop. | \$0 |
| 18-023 | Jana Harder-Hilts | Jana Harder-Hilts & Bradley Hilts | 50 Destiny Place | 38 | 6 | 0811966 | Basement development | \$5,000 |
| | | | | | | | | <u>\$486,000</u> |

2018 BUILDING PERMIT STATISTICS - Town of Olds

133

| | Residential | | | | | | | | | | Commercial | | Industrial | | Institutional | | TOTALS | |
|---------|-------------------|--------------|--------|-------|-------|------------|-------|-------|-----------------|------------|------------|-----------|------------|-------|---------------|-------|--------|--------------|
| | Detached Dwelling | | Duplex | | | Multi-Unit | | | Acc. Bldg/Other | | | | | | | | | |
| | # | Value | # | Units | Value | # | Units | Value | # | Value | # | Value | # | Value | # | Value | # | Value |
| Jan | 2 | \$ 675,000 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | \$ 121,000 | 2 | \$ 14,600 | 0 | \$ 0 | 0 | \$ 0 | 8 | \$ 810,600 |
| Feb | 1 | \$ 400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | \$ 65,000 | 2 | \$ 21,000 | 0 | \$ 0 | 0 | \$ 0 | 5 | \$ 486,000 |
| Mar | | | | | | | | | | | | | | | | | | |
| Apr | | | | | | | | | | | | | | | | | | |
| Ma y | | | | | | | | | | | | | | | | | | |
| Jun | | | | | | | | | | | | | | | | | | |
| Jul | | | | | | | | | | | | | | | | | | |
| Aug | | | | | | | | | | | | | | | | | | |
| Sep | | | | | | | | | | | | | | | | | | |
| Oct | | | | | | | | | | | | | | | | | | |
| Nov | | | | | | | | | | | | | | | | | | |
| Dec | | | | | | | | | | | | | | | | | | |
| | 3 | \$ 1,075,000 | 0 | 0 | \$ 0 | 0 | 0 | \$ 0 | 6 | \$ 186,000 | 4 | \$ 35,600 | 0 | \$ 0 | 0 | \$ 0 | 13 | \$ 1,296,600 |

2017 BUILDING PERMIT STATISTICS - Town of Olds

| | Residential | | | | | | | | | | Commercial | | Industrial | | Institutional | | TOTALS | |
|-----|-------------|--------------|--------|-------|--------------|------------|-------|-------------|-----------------|------------|------------|-------------|------------|--------------|---------------|--------------|--------|--------------|
| | Detached | | Duplex | | | Multi-Unit | | | Acc. Bldg/Other | | | | | | | | | |
| | # | Value | # | Units | Value | # | Units | Value | # | Value | # | Value | # | Value | # | Value | # | Value |
| Jan | 1 | \$ 335,000 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | \$ 207,000 | 2 | \$ 90,000 | 0 | \$ 0 | 0 | \$ 0 | 7 | \$ 632,000 |
| Feb | 0 | 0 | 2 | 2 | \$ 450,000 | 0 | 0 | 0 | 2 | \$ 22,000 | 2 | \$ 170,000 | 0 | \$ 0 | 0 | \$ 0 | 6 | \$ 642,000 |
| Mar | 2 | \$ 680,000 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | \$ 52,000 | 2 | \$ 76,500 | 0 | \$ 0 | 1 | \$ 1,572 | 8 | \$ 810,072 |
| Apr | 2 | \$ 685,000 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | \$ 94,600 | 1 | \$ 25,000 | 1 | \$ 10,000 | 1 | \$ 830,000 | 13 | \$ 1,644,600 |
| May | 3 | \$ 780,000 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | \$ 68,500 | 1 | \$ 200,000 | 0 | \$ 0 | 2 | \$ 397,900 | 13 | \$ 1,446,400 |
| Jun | 1 | \$ 362,500 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | \$ 93,000 | 2 | \$ 27,000 | 2 | \$ 118,000 | 0 | \$ 0 | 8 | \$ 600,500 |
| Jul | 0 | 0 | 0 | 0 | 0 | 1 | 22 | \$4,500,000 | 1 | \$ 2,500 | 0 | \$ 0 | 2 | \$3,520,000 | 0 | \$ 0 | 4 | \$ 8,022,500 |
| Aug | 1 | \$ 320,000 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | \$ 58,000 | 5 | \$ 481,000 | 2 | \$ 5,200,000 | 1 | \$ 212,000 | 14 | \$ 6,271,000 |
| Sep | 1 | \$ 425,000 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | \$ 2,500 | 3 | \$ 419,242 | 1 | \$ 12,900 | 2 | \$ 57,000 | 8 | \$ 916,642 |
| Oct | 4 | \$1,150,000 | 2 | 2 | \$ 450,000 | 0 | 0 | 0 | 3 | \$ 118,000 | 1 | \$ 14,500 | 0 | \$ 0 | 1 | \$ 175,000 | 11 | \$ 1,907,500 |
| Nov | 1 | \$ 360,000 | 2 | 2 | \$ 450,000 | 0 | 0 | 0 | 0 | 0 | 2 | \$ 24,700 | 0 | \$ 0 | 0 | \$ 0 | 5 | \$ 834,700 |
| Dec | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | \$ 22,000 | 2 | \$3,221,044 | 0 | \$ 0 | 0 | \$ 0 | 4 | \$ 3,243,044 |
| | 16 | \$ 5,097,500 | 6 | 6 | \$ 1,350,000 | 1 | 22 | \$4,500,000 | 39 | \$ 740,100 | 23 | \$4,748,986 | 8 | \$8,860,900 | 8 | \$ 1,673,472 | 101 | \$26,970,958 |

Minutes of the Town of Olds **MUNICIPAL PLANNING COMMISSION (MPC)** meeting held on Thursday, **April 19, 2018** at 8:30 a.m. in Council Chambers at the Olds Town Office.

Present – MPC Members

Public at Large: Andy Weiss, Rudy Durieux, Anne Blackburn and Janice Thompson.
Elected Officials: Councillor Wanda Blatz and Councillor Debbie Bennett.

Absent – MPC Members

Absent: Mayor Michael Muzychka.

Present – Staff

Doug Wagstaff, Director of Community Services & Secretary to the Commission; Carey Keleman, Development Officer II; Karol Jorgensen, Recorder; and Roxanne Latour, Administrative Assistant for Planning & Development.

Attendees & Delegates

None.

1. Call to Order

Chair Weiss called the meeting to order at 8:30 a.m.

1A. Added Item(s)

4C) Commission Member Role on Municipal Planning Commission Applications

1B. Adoption of Agenda

Amendment: Item 2A) Adoption of the ~~February 15~~ March 23, 2018 MPC Minutes.

Moved by Commissioner Durieux, "to adopt the Agenda for the Municipal Planning Commission meeting of April 19, 2018 as amended."

Motion Carried 18.12

2. Adoption of Previous Minutes

Moved by Councillor Bennett, "to adopt the meeting minutes from the March 23, 2018 Municipal Planning Commission meeting as presented."

Motion Carried 18.13

3. Business Arising from the Minutes

None.

4. New Business

**4A) DP18-025
Home Occupation Class 2 – Makeup Application
10 Wigham Close**

Development Officer Keleman presented this application as contained in the Agenda.

Moved by Commissioner Thompson, "that the Municipal Planning Commission approve Development Permit Application DP18-025 as presented, subject to conditions listed in the attached draft Development Permit."

Motion Carried 18.14

4B) DP18-027
Home Occupation Class 2 – Auto Detailing Services
19 Vantage Crescent

Development Officer Keleman presented this application as contained in the Agenda.

Discussion:

Detailing is the cleaning of vehicles. Washing of the exterior vehicle may be done on the driveway and then pulled into the garage for interior cleaning.
Concerns regarding the use of substances for washing vehicles and the potential for entering the wastewater infrastructure are monitored through the Community Standards Bylaw.

Moved by Councillor Blatz, "that the Municipal Planning Commission approve Development Permit Application DP18-027 as presented, subject to conditions listed in the attached draft Development Permit."
Motion Carried 18.15

4C) Commission Member Role on Municipal Planning Commission Applications

Concern was expressed by a Commission member regarding the deliberation of Home Occupations – Class 2. It is believed this type of application can be handled by the Development Officer.

Development Officer Keleman clarified that any discretionary use in the Land Use Bylaw will come to the Municipal Planning Commission. Amending the Land Use Bylaw to change Home Occupation - Class 2 from discretionary use to permitted use would require Council approval. She recommends leaving Home Occupation – Class 2 as discretionary use due to their potential effects on the neighborhood.

Two Councillors are on this committee; as well all Council members have access to these minutes through Council Agendas and therefore will be aware of the concern expressed.

5. Correspondence and Information

5A) Development & Building Permits and Monthly Building Permit Statistics

Development Officer Keleman reported on the list of development and building permit files and the monthly building permit statistics for March 2018.

Moved by Commissioner Blackburn, "that the development updates for March 2018 be received as information."

Motion Carried 18.16

6. Adjournment

The next Municipal Planning Commission meeting will be Thursday, May 17, 2018 at 8:30 a.m. in Town of Olds Council Chambers.

Councillor Bennett moved to adjourn the Municipal Planning Commission meeting at 8:53 a.m.

Motion Carried 18.17

These Minutes approved _____.

ANDY WEISS
CHAIRPERSON

SCOTT CHANT
SECRETARY TO THE COMMISSION

Town of Olds Development & Building Permits

136
March 2018

| Permit | Applicant | Owner | Civic Address | Lot | Blk | Plan | Description | Value |
|----------------------|----------------------|---------------------------------|-----------------------|-----|-----|---------|---|---------------|
| 18-002 | Sundial Growers Inc. | Sundial Growers Inc. | 6102 - 48 Avenue | 13 | 1 | 1710892 | Medical Marijuana Facility (Phase 2) | \$ 13,400,000 |
| 18-020 | Cindy Coxhead | Cindy & Gerald Coxhead | 4729 - 52 Street | 21 | 29 | 2396HE | Secondary Suite - 629 ft2 | \$ 10,000 |
| 18-024 | Gelaine Andrusiak | Gelaine Andrusiak | 102 Silverthorn Close | 23 | 6 | 7710679 | Home Occupation Class 1: Home office for fitness business | \$ - |
| 18-028 | Royce Alexander | Royce Alexander & Shona Willick | 5210 - 44 Street | 14 | 3 | 2167JK | Basement development | \$ 5,000 |
| 18-029 | Tifiney Hillman | Tifiney Hillman & Ruth Crowder | 5338 - 57 Avenue | B | 2 | 7054JK | Home Occupation Class 1: Home office for produce sales & Landscaping services | \$ - |
| 18-030 | Michael Mills | Michael Mills | 7 Sierra Road | 58 | 3 | 0012459 | Home Occupation Class 1: Home office for excavation & consulting business | \$ - |
| \$ 13,415,000 | | | | | | | | |

2018 BUILDING PERMIT STATISTICS - Town of Olds

| | Residential | | | | | | | | | | Commercial | Industrial | Institutional | 137 | | | | |
|-----|-------------------|--------------|--------|-------|-------|------------|-------|-------|-----------------|------------|------------|------------|---------------|-------------|-------|------|-------|---------------|
| | Detached Dwelling | | Duplex | | | Multi-Unit | | | Acc. Bldg/Other | | | | | TOTALS | | | | |
| | # | Value | # | Units | Value | # | Units | Value | # | Value | | | | # | Value | # | Value | |
| Jan | 2 | \$ 675,000 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | \$ 121,000 | 2 | \$ 14,600 | 0 | \$ 0 | 0 | \$ 0 | 8 | \$ 810,600 |
| Feb | 1 | \$ 400,000 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | \$ 65,000 | 2 | \$ 21,000 | 0 | 0 | 0 | 0 | 5 | \$ 486,000 |
| Mar | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | \$ 15,000 | 0 | 0 | 1 | \$1,340,000 | 0 | 0 | 3 | \$ 13,415,000 |
| Apr | | | | | | | | | | | | | | | | | | |
| Ma | | | | | | | | | | | | | | | | | | |
| Jun | | | | | | | | | | | | | | | | | | |
| Jul | | | | | | | | | | | | | | | | | | |
| Au | | | | | | | | | | | | | | | | | | |
| Sep | | | | | | | | | | | | | | | | | | |
| Oct | | | | | | | | | | | | | | | | | | |
| Nov | | | | | | | | | | | | | | | | | | |
| Dec | | | | | | | | | | | | | | | | | | |
| | 3 | \$ 1,075,000 | 0 | 0 | \$ 0 | 0 | 0 | \$ 0 | 8 | \$ 201,000 | 4 | \$ 35,600 | 1 | \$1,340,000 | 0 | \$ 0 | 16 | \$ 14,711,600 |

2017 BUILDING PERMIT STATISTICS - Town of Olds

| | Residential | | | | | | | | | | Commercial | Industrial | Institutional | TOTALS | | | | |
|-----|-------------|--------------|--------|-------|--------------|------------|-------|-------------|-----------------|------------|------------|-------------|---------------|--------------|-------|--------------|-------|--------------|
| | Detached | | Duplex | | | Multi-Unit | | | Acc. Bldg/Other | | | | | | | | | |
| | # | Value | # | Units | Value | # | Units | Value | # | Value | | | | # | Value | # | Value | |
| Jan | 1 | \$ 335,000 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | \$ 207,000 | 2 | \$ 90,000 | 0 | 0 | 0 | 0 | 7 | \$ 632,000 |
| Feb | 0 | 0 | 2 | 2 | \$ 450,000 | 0 | 0 | 0 | 2 | \$ 22,000 | 2 | \$ 170,000 | 0 | 0 | 0 | 0 | 6 | \$ 642,000 |
| Mar | 2 | \$ 680,000 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | \$ 52,000 | 2 | \$ 76,500 | 0 | 0 | 1 | \$ 1,572 | 8 | \$ 810,072 |
| Apr | 2 | \$ 685,000 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | \$ 94,600 | 1 | \$ 25,000 | 1 | \$ 10,000 | 1 | \$ 830,000 | 13 | \$ 1,644,600 |
| May | 3 | \$ 780,000 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | \$ 68,500 | 1 | \$ 200,000 | 0 | 0 | 2 | \$ 397,900 | 13 | \$ 1,446,400 |
| Jun | 1 | \$ 362,500 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | \$ 93,000 | 2 | \$ 27,000 | 2 | \$ 118,000 | 0 | 0 | 8 | \$ 600,500 |
| Jul | 0 | 0 | 0 | 0 | 0 | 1 | 22 | \$4,500,000 | 1 | \$ 2,500 | 0 | 0 | 2 | \$3,520,000 | 0 | 0 | 4 | \$ 8,022,500 |
| Aug | 1 | \$ 320,000 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | \$ 58,000 | 5 | \$ 481,000 | 2 | \$ 5,200,000 | 1 | \$ 212,000 | 14 | \$ 6,271,000 |
| Sep | 1 | \$ 425,000 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | \$ 2,500 | 3 | \$ 419,242 | 1 | \$ 12,900 | 2 | \$ 57,000 | 8 | \$ 916,642 |
| Oct | 4 | \$1,150,000 | 2 | 2 | \$ 450,000 | 0 | 0 | 0 | 3 | \$ 118,000 | 1 | \$ 14,500 | 0 | 0 | 1 | \$ 175,000 | 11 | \$ 1,907,500 |
| Nov | 1 | \$ 360,000 | 2 | 2 | \$ 450,000 | 0 | 0 | 0 | 0 | 0 | 2 | \$ 24,700 | 0 | 0 | 0 | 0 | 5 | \$ 834,700 |
| Dec | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | \$ 22,000 | 2 | \$3,221,044 | 0 | 0 | 0 | 0 | 4 | \$ 3,243,044 |
| | 16 | \$ 5,097,500 | 6 | 6 | \$ 1,350,000 | 1 | 22 | \$4,500,000 | 39 | \$ 740,100 | 23 | \$4,748,986 | 8 | \$8,860,900 | 8 | \$ 1,673,472 | 101 | \$26,970,958 |



Olds & District Chamber of Commerce
Board of Directors Meeting
Wednesday, February 21, 2018 – 5:00 pm
Everything Olds Board Room

VISION: To see our vibrant community continue to grow and prosper.

MISSION STATEMENT: To foster a positive business environment by providing services, advocacy and leadership to our members.

MINUTES

BOARD MEMBERS PRESENT: Ben Stone (President), Vicky Barzey (Vice President), Doug Collie (Secretary; Uptowne), Judy Schlichenmayer (Treasurer), Melissa Maschke, Britnie Cook, Judy Schlichenmayer, David Burchat, Janice Widmer-Anderson, Mary Jane Harper (Town of Olds)

REGRETS: Bill Hall (OI), Tracy Gardner (ORE), Stuart Cullum (Olds College)

RECORDING: Caroline Bodmer, Executive Director

1. **CALL TO ORDER, REVIEW AND APPROVAL OF AGENDA.** Ben called the meeting to order at 5:20 pm. Thank you to Ben for providing light supper.

MOTION to accept agenda with addition of 3.9 Town of Olds Report, by Mary Jane Harper.
CARRIED.

2. **REVIEW AND APPROVAL of January 18, 2018 BOARD MINUTES** (attachment)

MOTION to approve as circulated by Mary Jane Harper. **CARRIED.**

3. COMMITTEE AND/OR PROJECT/EVENT REPORTS

3.1 Executive Committee Report (Ben Stone) (attachments)

February 13 Meeting highlights included:

- Advertising for Breakfast and AGM progressed across all options – newspapers, referrals through website, pay online, phone and drop in. Registrations coming in for AGM.
- M2M phone app as alternate to cards or supplement –
ACTION: further research will be done by ED to determine if each business must pay for the app or if Chamber covers all members.
- Honoring 2017 memberships through to AGM is strategy as invoicing not completed in time for payments- spamming emails being forwarded to O-Net and webmaster; assurance this is spoofing only.
- Good opportunity to focus on value added to business membership; challenge to deliver on the traffic and uptake on M2M.
- Hand delivering packages to potential new members. Emailed information to all membership information in January.
- Hard copy of invoices to be provided in addition to Website generated membership invoice.
- STEP funding application – decided to consider for next year; option of developing more volunteers for 2018 will be alternate strategy.
- Audit will be completed by Debbie Packer and Lynn McMaster.
- Boys and Girls Club has requested Ben to join their Board. Students' Association of Olds College has also asked for advice. Should he find himself in conflict, he will abstain and recuse from discussions.

3.2 Olds Institute for Community & Regional Development *(Ben Stone)*

139

Ol Board Meeting – February 20, 2018

- Lifestyles Committee presented results of Survey on Aging.
- Approved reporting and opening share structure.
- Marketing presentation summarized in map of involvement in wall poster.
- Smart City discussion – Challenge to identify how we can use data and technology more effectively to enhance our community.
- Tourism – collaboration between Mountain View County and region in support.
- Olds College missed funding in Supercluster application by small margin, however is seeing interest in future partnerships and relationships as the program application created additional credibility.

3.3 OI BARE Committee *(Bill Hall)*

No report - Next Meeting – February 28, 2018

3.4 Finance Committee *(Judy Schlichenmayer)*

Accounts Payable – Jan 31, 2018 (\$5.528/65)

Month End Financial Reports – December 31, 2017 *(attachments)*

MOTION: to accept reports and authorize payment of Invoices, by Dave Burchat. CARRIED.

3.5 Uptowne Olds Committee Meetings *(Ben Stone, Vicky Barzey, Doug Collie, Bill Hall, Tracy Gardner, Mary Jane Harper)*

Meeting Update - Chamber / Uptowne Joint Meeting – Jan 4, 2018 and Uptowne Meeting Update - Jan 10 Meeting

Mary Jane Harper reported on Joint Planning and Breakfast Event – good feedback and notes from survey tabulated. She was able to speak to about 100 of the attendees. Comments included strong consensus on breakfast event rather than luncheon. Visiting businesses by volunteer Brian Thompson had significant impact on getting quorum of voters. Topic was timely, timing created greater access to business, and feedback reinforced the need for additional information on Marijuana/Cannabis as we move forward.

ACTION: Results of Survey to be circulated to all members of Chamber and Uptowne. Debrief with Joint Committee with collection of ideas for improvement to follow.

ACTION: Add names of Janice Davies and Murray Elliott to circulation of Chamber Board Meeting Notice of Meetings, Agendas, Minutes.

3.6 Discover Olds Tourism Committee

Funding for events that can have a tourism impact may submit applications for funding. Advisory Committee will bring recommendations to CAO for decision. Funds come from Grant as tax in lieu of revenue from non-educational property development on Olds College campus (Pomeroy, Centennial Village).

Requests have been made for Discover Olds funding for Christmas Lights on every lamp post, and additional lights to Centennial Park, as well as support for Tour of Alberta Bike tour. Committee will meet quarterly, with approximately \$110,000 per year as budget.

Impact of Development of Athletic Parks in area west of Cornerstone is drawing notice. Hosting of tournaments, using regulation size fields, is creating a level of interest for other businesses coming to Cornerstone. Jordan Clelland has been hired to market.

3.7 Joint Marketing Committee

140

Core committee has met and discussed goals of group, including revisions planned for Everything Olds website and calendar as a major improvement. Commitment to create more consistent population of the Events Calendar in preparation for new version which will integrate more easily with Outlook Calendars.

3.8 Executive Director's Report *(Caroline Bodmer) - attached*

3.9 Town of Olds Report – *(Mary Jane Harper)*

- Strategic planning completed over two days for next 4 years.
- President Ben Stone has been recommended for Business representative to Central Alberta Economic Partnership (CAEP).
- Following Chamber –Uptowne Breakfast, Council met with Infrastructure Minister Sandra Jansen. Difficulties of leading the way with O-Net in infrastructure development, then not fitting the design of program funding, as well as delays in decommissioning of wastewater treatment plant delaying progress on Athletic Fields. SE Industrial area will require new collector road and access to SE east-west corridor; good progress with Minister's understanding of community challenges.
- Rotary Park – more than \$900K contribution to Park with over \$3.2 Million from Town in budget.
- Snow removal underway (budget \$150K)
- Age Friendly Survey presentation received by Council with major concern over accessibility to Uptowne core to be addressed as priority. They will make results available on website and share with business community. Unedited comments report is available for circulation to members.

MOTION to accept reports for information as presented and circulated by Mary Jane Harper, seconded by Janice Anderson. CARRIED.

4. CORRESPONDENCE RECEIVED since last meeting:

4.1 Olds Surveillance Strategy *(Judy S)*

Judy reported that RCMP are looking to create a registry of Surveillance Cameras in operation along with location. This database will allow them to contact businesses and individuals participating to enlist their help in crime prevention and apprehension.

Rural Crime Watch is featuring an event dealing with Task Force from federal government on Crime prevention.

4.2 Entrepreneurial Development Conference (March 3-4)

ACTION: ED will invite membership to apply for free registration to event in Calgary and coordinate registration of those interested.

5. BUSINESS ARISING

5.1 Chamber-Uptowne Breakfast Event *(All Present)*

Previously discussed.

ACTION: Circulation of Survey Results to Members; Debrief notes to be given to ED to relay to Joint Planning Committee.

5.2 Chamber Strategic Planning – *(Ben Stone/ Bill Hall)*

ACTION: FEBRUARY 28, 2018 FROM 5:30 – 8:00 PM.

Location - Town of Olds Council Chambers

141

Michael Merritt has agreed to attend. Uptowne representation to be requested as well.

5.3 Roger Brooks Sessions - (Ben Stone)

Ben led discussion on strategies to engage businesses in this process.

ACTION: Work to promote to Uptowne membership as mentorship opportunity for those previously involved in Historical projects and street improvement. Suggest access to Teasers at AGM with Harvey Walsh presenting. Build interest through social media posts and sharing.

6. NEW BUSINESS

6.1 Annual General Meeting (Ben Stone/Judy Schlichenmayer)

- Ideas for making the AGM more interesting to members included reaching out personally to request their attendance – requirements for quorum. “Your input is needed to shape what you want your Chamber to be, how we can serve you better”

ACTION ITEMS:

- *Incorporate ideas to event plan;*
- *prepare nomination package for members to recruit,*
- *recommend 5% increase to membership fees for 2019 on agenda*
- *Request Harvey Walsh to take group photo*

6.2 Budget and Financial Statements (Judy S)

- *Debbie Packer and Lynn McMaster will present audit*
- *Eventbrite recommended for promotion. Vicky will assist.*

6.3 Recruitment of New Board Members

- New Board member recruitment – Nominations to be forwarded to Ben Stone; a number of candidates were identified by members for follow up.
- Recommendations to populate projects or task teams for specific goals may be incorporated in 2018 volunteer recruitment
- Members/candidates to advise President of their willingness to stand for 3 year term
- Bio to be provided by end of week for potential candidates
- Retiring members – gift to be purchased
- Records to confirm number of spots to fill
- Voting process to be reviewed – ballot required as election is predicted

6.4 M2M Program Application for phones

ACTION ITEMS:

- *ED to confirm if cost of \$200 enables all members access to program*
- *Bring Forward to next meeting.*

7. DATE OF NEXT MEETING

*** Regular Board of Directors Meeting**

Everything Olds / Ol/ Chamber Board Room

Wednesday, March 21, 2018 – 5:00 pm

8.0 ADJOURNMENT

MOTION: by Chair, at 7:45 pm that the meeting be adjourned. CARRIED.

President - Chair

Secretary or Treasurer



Olds & District Chamber of Commerce
Board of Directors Meeting
Wednesday, March 21, 2018 – 5:00 pm
Everything Olds Board Room

- VISION:** To see our vibrant community continue to grow and prosper.
- MISSION STATEMENT:** To foster a positive business environment by providing services, advocacy and leadership to our members.

MINUTES

BOARD MEMBERS PRESENT: Ben Stone (President), Vicky Barzey (Vice President), Doug Collie (Secretary), Judy Schlichenmayer (Treasurer), Melissa Maschke, David Burchat Janice Widmer-Anderson Wanda Blatz, Murray Elliott (Uptowne), Tracy Gardner (ORE) (at 5:35) and guest Jennifer Lutz, Facilitator
REGRETS: Stuart Cullum (Olds College), Erin Wallace (Ramada Olds), John Armstrong (Foothills Natural Gas Coop)
RECORDING: Caroline Bodmer, Executive Director

1. **CALL TO ORDER, REVIEW AND APPROVAL OF AGENDA.** Ben called the meeting to order at 5:18 pm, welcoming new member present Mark Johnson and Jennifer Lutz, Facilitator. He extended a thank you to Vicky Barzey for providing light supper.
2. **REVIEW AND APPROVAL of AGENDA**
MOTION to accept agenda with deletion of item 7.5 EDCE Expo report, by Melissa Maschke, seconded by David Burchat. CARRIED.
3. **REVIEW AND APPROVAL OF FEB 21, 2018 BOARD MINUTES** (attachment)
MOTION to approve as circulated by Judy Schlichenmayer, seconded by Vicky Barzey. CARRIED.
4. **ORGANIZATIONAL – ELECTION OF EXECUTIVE – HOW WE WISH TO WORK**
 - 4.1 **Organization Review – Strategic Planning Feb 28-2018** (Jennifer Lutz, Facilitator)
 - Reviewed Vision; Mission; Goals; Timelines as set out in notes from session. She assessed that it provided the opportunity for brainstorming, however there was insufficient time to achieve SMART goal statements. Recommended time frames discussed were 3-6 months, 6-12 months, next 2 years, and in 2-5 years.
 - Messaging requires clarity on Vision and Mission as a priority. Stakeholder-specific messages will be needed.
 - Current Committees as circulated – a place to start; expressions of interest – Board appointments and how structure works may be considered in flux and will be reviewed.
 - Revenue generation and recruitment were priorities.

Comments:

 - The report provides a good base line and focus for 3-6 months; suggestion to each take 1 goal and work with Jennifer's assistance to identify SMART goals.
 - Figure out stakeholders; review Vision and Mission, then roll out Key Performance Indicators that will verify we have achieved our goals.
 - Noted that we would be advised to have more stakeholders involved in the conversation of Vision and Mission.

ACTION: Bring Forward to next Agenda review and discussion of Vision and Mission Questions: ¹⁴³

- *Wayfinding* – Who was involved in the discussion and what are timelines for implementation of signage project.

ACTION: Jen will forward information to the Board members.

4.2 Election of Executive Committee (see attached) (Caroline Bodmer)

The Executive Director presented attached Slate; with Call for further nominations three times;

MOTION that nominations cease was made by Wanda Blatz. CARRIED.

The Slate was declared Elected as follows, with congratulations:

| | |
|-----------------------|---------------------|
| President | Ben Stone |
| Vice President | Vicky Barzey |
| Treasurer | Mark Johnson |
| Secretary | Doug Collie |
| Past President | Judy Schlichenmayer |

4.3 Operational Objectives

CONSENSUS: The following operational objectives were reviewed and agreed to as trial.

Meeting Times – Third Wednesday commencing promptly at 5:15 pm

Duration of Meetings – target 2 hour with option to extend by motion/consensus

Agenda Preparation & Written Reports - Express Agenda; Written reports to be provided to office for preparation of Agenda and circulation ideally by Friday prior

Modified Roberts Rules – Motion only for vote on items; for financial items a mover and seconder will be required

Committee Leadership & Population – Board members will be assigned or will volunteer to serve on each committee as a link to the Board; they do not need to serve as Chair of the committee; Alternates & Backstops will be requested on each Committee to ensure consistent representation and reporting back to the Board. Those unable to attend will arrange with an alternate to attend at earliest notice possible.

Scheduling – Notice of meeting dates as circulated – RSVP required if NOT anticipating attendance; unexcused or absence without notification may affect Quorum and may lead to expulsion from the Board (see policies)

Meal/Refreshment - light snack may be provided at 5 pm – on a rotated volunteer basis. This is not a requirement for everyone to participate.

4.4 Committee & Project Assignments; Alternates

Top choices; 1 year terms were assigned or accepted as follows, with alternates to be identified at the next meeting when more members are present and able to volunteer. Copies of Terms of Reference are available at the Chamber Office:

| | |
|---|--|
| Olds Institute Board/Power Up! | Ben Stone |
| Business Attraction, Retention and Expansion | Ben Stone |
| Business Awards & Exceptional Customer Service | Ben Stone, Alt – Vicky Barzey Also Murray Elliott, Angie Spreeman |
| Olds Fashioned Christmas | Janice Anderson |
| Uptowne Committee | Ben Stone – Alt.Murray Elliott; |

| | |
|--|---|
| Marketing Committee, to include New Member Outreach, Corporate Member Outreach | Ben Stone – Alt. Melanie Hepp (Chair); 144 |
| Joint Area Marketing Committee | Ben Stone |
| Discover Olds | |
| Finance Committee | Mark Johnson, Ben Stone, Judy Schlichenmayer |
| Nomination Committee – Succession Planning – Bylaws – Policies & Procedures | Judy S, Bill Hall (invitation), Daniel McPherson |
| Events Committee | Vicky Barzey, Janice Anderson, Mel Maschke |

4.5 Alberta Chambers – Board Orientation - Homework

Members were encouraged to search out information on orientation on the Alberta Chambers of Commerce website. ED will research orientation services available.

5. COMMITTEE AND/OR PROJECT/ EVENT REPORTS

5.1 Executive Committee Report *(Ben Stone)*

February 13 meeting focus was preparation for jointly-hosted Chamber-Uptowne Breakfast, marketing for the event, phone list distribution and radio advertising.

5.2 Olds Institute for Community & Regional Development *(Ben Stone)*

OI Board Meeting – February 20, 2018

- Lifestyles Committee presented results of Survey on Aging.
- Approved reporting and opening share structure.
- Marketing presentation summarized in map of involvement in wall poster.
- Smart City discussion – Challenge to identify how we can use data and technology more effectively to enhance our community.
- Tourism – collaboration between Mountain View County and region in support.
- Olds College missed funding in Supercluster application by small margin, however is seeing interest in future partnerships and relationships as the program application created additional credibility.

5.3 OI BARE Committee *(Bill Hall)*

No report.

5.4 Finance Committee *(Judy Schlichenmayer)*

Accounts Payable – March 31, 2018 (\$ 5,569.10) *(as circulated)*.

Month End Financial Reports – December 31, 2017 *(as circulated)*.

MOTION: by Judy Schlichenmayer to accept reports and authorize payment of Invoices as summarized, seconded by David Burchat. CARRIED.

5.5 Uptowne Olds Committee Meetings *(Ben Stone, Caroline Bodmer)*

Caroline Bodmer reported on attending the meeting and presenting summary of revenues and expenses from the event. Discussion of attribution of an estimate of ED time required for planning and organization resulted in the request and recommendation that a budget be presented to the committee prior to the next event, for information and consultation/agreement. Net profit (pending collections still outstanding) approximately \$100. Uptowne Committee offered

that funds remain with Chamber, offering it may be carried forward to a future event.

145

Thank you to Murray Elliott for attending and keeping the Chamber connected to the Committee and supporting collaborative efforts.

Murray Elliott and Jennifer Lutz were excused at 6:39 pm.

5.6 Discover Olds Tourism Committee

Awaiting outcome of CARES Funding Application – no meetings.

5.7 Joint Marketing Committee

Overview of design of new website given to committee. New platform is expected to be ready prior to summer - June. Continuing commitment to post events as comprehensively as possible and promote use of Everything Olds Calendar. Next Meeting TBD.

5.8 Executive Director's Report *(Caroline Bodmer) – circulated*

Highlights included

- Financial reports on Accounts Receivable and work on 2018 budget details continue
- Member relations, promoting membership and website completion are ongoing
- Joint Chamber Uptowne follow up
- AGM preparation and organization
- Strategic Planning next steps

5.9 Town of Olds Report – *(Mary Jane Harper)*

Highlights:

- Meeting with MP Earl Dreeshen held requesting support for infrastructure funding given the initiatives of O-Net development prior to the funding criteria being developed. With O-Net not fitting the model as a leader, Council had been hopeful consideration may be negotiated. Council did not feel the meeting was productive.
- Discussions with Sundre relating to proposed service delivery was not successful, with Sundre Council choosing to go with the Axia proposal which did not require outlay of front end investment.

MOTION to accept reports for information as presented and circulated by Doug Collie. CARRIED.

6. CORRESPONDENCE RECEIVED since last meeting:

6.1 Entrepreneurial Development Conference & Expo – March 3-4 *(Mark Johnson, Caroline Bodmer)*

A total of 7 tickets were made available on a complimentary basis to the Olds Chamber of Commerce. Of the seven registered, three were able to take in the event. Poor weather and travel advisories reduced the attendance. Mark and Caroline reported on a variety of presenters and resources that provided good exposure to the organizations, government departments, funding sources, Angel networks, and strategies to support entrepreneurial growth in the community. The background will be helpful in planning and contributing to the Power Up! Entrepreneurial Conference planned later this year by Olds Institute and Chamber.

6.2 CannabisCon (March 2-3)

Hugh and Caroline Bodmer identified that the opportunity to attend this event coincided with the Entrepreneurial Development Conference. Taking advantage of the ability to learn about the

cannabis industry and potential impacts to consider, they travelled into Calgary prior to the storms. Larry Wright, and Mayor Muzychka were invited to the luncheon and attended that portion of the program as well. We were able to connect with both Sundial and Terra Life Sciences (previously known as Olds Softgels). Since this event, the Chamber office has been able to share information and contacts with members, with Nicole Lorrain from Alberta Labour, and staff of Everything Olds in preparation for Power Up! planning. Resources lists and articles may be considered for addition to the Resources on our website.

Request for cost sharing on accommodation and travel will be requested upon availability of costs.

- 6.3 Alberta Chambers of Commerce** - Political Action Day & MLA Dinner 2018 April 11, 2018 from 8:30 am to 9 pm at Sutton Place Hotel, Edmonton \$175 full day; Cutoff for tickets March 26, 2018

ChamberPlan – New promotions;

Alberta Chambers Executive (ACE) - Bursary Application Alberta Chambers Conference July 2018 Grande Prairie. Bus booked by ACE to reduce travel costs from Edmonton.

MOTION to approve application for ACE Conference attendance funding for ED made by Judy Schlichenmayer. CARRIED.

- 6.4 BusinessLink Connector** - BizConnections for Women Entrepreneurs (Calgary & Edmonton events) – Opportunity to co-host an event in Olds with OI (see Mitch Thomson)

ACTION: Referred to Events Committee for consideration.

7. BUSINESS ARISING

- 7.1 Chamber-Uptowne Working Together** (*Discussion*)

As stakeholders, members recognize specialized interests for the businesses in Uptowne, however there was consensus on crafting the messaging to stakeholders to reflect neutrality and fairness and not appearing to favour one group over another, while being supportive of initiatives.

ACTION: Next steps to proceed upon return of key members Joint Planning Committee from vacation.

- 7.2 Annual General Meeting** – (*Ben Stone*)

General debrief celebrated success of the event. Recommendation for increase of Membership Fees missed however rather than going back to membership at this time, we will target increase in membership numbers to create added revenue instead.

ACTION: Bring forward motion to next year; Financial adjustments report pending with Treasurer and Auditors – delay due to family health concerns of volunteers.

- 7.3 Roger Brooks Sessions** - (*Ben Stone*)

Ben led discussion on strategies to engage businesses in this process.

ACTION: Work to promote to Uptowne membership as mentorship opportunity for those previously involved in Historical projects and street improvement. Suggested Teasers at AGM with Harvey Walsh presenting comments – technology difficulties. Harvey will work to build interest through social media posts and sharing.

ACTION: Volunteers to contact Chamber office if interested in hosting series nights.

- 7.4 Olds Surveillance Strategy** (*Judy S*) – No Further Update

- 7.5 Entrepreneurial Development Conference & Expo** –*Deleted as duplicated item*

7.6 Member 2 Member Program – Chamber Connect App for Phone (Caroline Bodmer)¹⁴⁷

* **YouTube link** <https://youtu.be/01ORZ6P4QLU>

Membership response to phone app option appears favourable. Recommending \$200 cost to Chamber; to be used in addition to Cards we handed out last 2 years in the program

MOTION by Judy Schlichenmayer to increase program cost to include phone app at \$70 +GST. CARRIED.

8. NEW BUSINESS

8.1 Marketing Committee (Caroline Bodmer)

Committee meeting requested by Chair – Request for members to map Marketing Strategy and Budget –Volunteers to assist were Melissa Maschke, Tracy Gardner and Janice Anderson.

ACTION: Committee will be convened upon return of Chair Melanie Hepp.

8.2 Small Business Awards & Exceptional Customer Service

Committee meeting requested by Chair – Request for 2 new members – Committee is meeting Tuesday. Melissa Maschke volunteered to join in planning the Events. Nash Ahlhasen has also indicated interest in joining the Committee.

8.3 Other - None

7. DATE OF NEXT MEETING

- **Regular Board of Directors Meeting**
Everything Olds / OI/ Chamber Board Room
Wednesday, April 18, 2018 – 5:00 pm

Noted: Melissa Maschke and Judy Schlichenmayer advised they will be unable to attend the next meeting.

8.0 ADJOURNMENT

MOTION: by Vicky Barzey, at 7:26 pm that the meeting be adjourned. CARRIED.

President - Chair

Secretary or Treasurer

Item 7.2 Business Awards Committee

Business Awards Report – Meeting Summary, March 28, 2018 @ 4:00 pm

Attending: Ben Stone, Angie Spreeman, Murray Elliott, Caroline Bodmer

- 1) Went over the timeline from last year to see where we're at, decided first course of action was to secure location for event this year
 - a. Murray and Caroline to get quotes from Olds College and Pomeroy
 - i. Thinking we will give College another chance to present a competitive bid
 - ii. Checking both venues and menu prices.
- 2) Decided that we are going to shoot for event on October 18th which is the Thursday of small business week (Oct 15th-19th) – found that Rotary has their event booked on 19th so have targeted for Wednesday October 10 instead.
- 3) We will reach out to Didsbury Jazz band to see if they are willing to perform at event as usual
- 4) Business Beer and Blue Jeans
 - a. Was discussed that this would be left to the events committee, although this will require further coordination.
 - b. Date for this was anticipated as being around Sept 21st, preferably on September 20th to be exact
- 5) Committee also determined that we would bring Nash Alhassan on as a new committee member to help contribute to the workload.

Item 5.4 Financial Reports and Accounts Payable

Olds & District Chamber of Commerce
Board Meeting - April 18, 2018

Bank Reconciliation at April 6, 2018

| | | |
|-----------------------|----------|---|
| Bank Balance | | \$6,171.31 |
| Cheques to be Cleared | | |
| \$ | 63.00 | Alberta Chambers Executives - Membership |
| \$ | 2,356.20 | Alberta Chambers - Membership |
| \$ | 900.00 | Alberta Transportation Services (Highway Signs) |
| \$ | 73.45 | Steven's Jewellers - Plaque engraving |
| Bank Closing Balance | | \$2,778.66 |

Accounts Payable

| | | |
|-----------|-----------------|---|
| \$ | 20.00 | Olds Institute - Core Membership |
| \$ | 20.00 | Elavon - bank charges |
| | | Caroline Bodmer - Month |
| \$ | 3,456.55 | End |
| \$ | 250.00 | M2M Stationery - est-prices pending |
| \$ | 165.60 | Postage - amount estimated |
| \$ | 157.50 | Ramada Olds - April 11 rental; facility setup two events |
| \$ | 203.60 | Tedd's - Catering for Apr 11 Light Breakfast & Luncheon |
| \$ | 92.40 | CABK - Radio advertising (using credit) |
| \$ | 319.50 | Caroline Bodmer - 50% Cost Share Hotel (CannabisCon/EDCE) |
| \$ | 525.00 | Torroch -Bookkeeping (Est) |
| \$ | 5,170.15 | Total |

Note: Financial Update will be provided following Auditor adjustments

Item 5.8 – Olds Town Council Report to Olds and District Chamber of Commerce April 2018

Athletic Fields

Olds Town Council has approved a borrowing bylaw(\$3,165,000) for the NW Olds Sports Fields (Rotary Park of Olds Athletic Fields), construction of the sports fields which will include 4 baseball diamonds, 2 regulation soccer pitches , and horse shoe pits, will begin Spring 2018.

An Ad Hoc committee that includes representatives of the user groups (minor baseball, minor soccer and the adult slow pitch leagues) has met once in the past month to make recommendations regarding the expenditure of the \$880,000 in donations to the facilities.

New Fire Chief

Justin Andrew a 20+ year member of the Olds Fire Department and a firefighter-paramedic for the City Red Deer Fire Department has accepted the position as Olds new Fire Chief. Fire Chief Andrew began his new position in February in 2018

Budget

Town Council has reviewed the suggestions for the Spring Budget adjustments and it is expecting to pass a tax rate bylaw at the April 23 regular council meeting.

Police Report

Council received for information the 2017 report from Staff Sargent MacDonald while vehicle thefts had increased in 2017 and the first quarter of 2018 the total number of incidents reported to RCMP has remained similar to other years. Staff Sgt MacDonald reports that Olds is a safe community as compared to other communities of similar population. A revitalized Citizens on Patrol is very active with over 60 members who doing regular patrols in our community.

May is Clean up Month

Olds citizens will be able to place larger items at their roll out bins the first week of May as part of a town wide clean up. The Olds Lions Club is spearheading Pick Up Garbage Day (PUG) on Friday May 11, all of the school children will be involved with this initiative again this year. The Lions Club is also spearheading a Town wide Garage Sale slated for May 19 (date to be confirmed)

Olds Hosts Mandel

The Town of Olds hosted Stephen Mandel, leader of the Alberta Party on a tour of Olds and O Net to provide him with information about our community and the challenges that the Town faces as we continue to grow. Olds Town Council has hosted Minister Sandra Jansen, MP Earl Dreeshen in the last few months, to bring more awareness of Olds to our provincial and federal politicians .

Submitted by Councillor Mary Jane Harper, Town of Olds

Item 5.9

Olds & District Chamber of Commerce Executive Director Report for April 18, 2018

Submitted by Caroline Bodmer, Executive Director

1.0 Overall Responsibilities

Operation focus for latter part of March and to mid April has been preparation for Breakfast and Luncheon on April 11, promotion of membership and M2M programs, and work with businesses on website profile completions, as well as incorporation of new Board information and logo on forms, stationery and marketing.

2.0 Financial Management

Continued focus on Accounts Receivable, billing processes and recommendations for Budget details as various work teams and committees bring forward more detailed recommendations for 2018.

3.0 Membership Relations

With new Membership Registrations, we are seeing more effort on completion of directory listings. To date we have increased membership to 192 actives, up from 176 at year end. Visible businesses in our directories are growing gradually, up to 49 as of April 16. As we contact businesses with memberships and M2M program, we are increasing this number.

Reflecting the request for more opportunity for breakfast events, we offered a Double Header breakfast and luncheon, negotiating a reduced rate for the two events at Ramada Olds. While the uptake on the breakfast was minimal, we recognize that the specialized topic for promotion was a factor.

4.0 Chamber Promotion

Kits are being distributed to new members as time and opportunity is available. We have seen excellent rapport when visiting businesses with the information, and we believe the profile of the Chamber is growing with the success of our events and member engagement.

5.0 Event Organization

Focus on marketing of the Chambers Plan gave us the opportunity to create some momentum on getting the word out about a value-added program that can have a significant bottom-line contribution to our operating budget with growth in numbers of businesses and individual family operations taking advantage of the group benefits program.

6.0 Advocacy

We are continuing outreach to the companies we anticipate will have a big impact on growth in our community, and requesting opportunity to bring new and emerging information to the membership and community at large. We are working closely with the Town of Olds and Olds Institute to ensure timely events are coordinated in upcoming months.

We have requested from membership for collection of concerns to relay to various levels of leadership, government and bureaucracy. We will compile issues and comments to circulate to the Board and will relay to meetings that may be available at municipal, provincial and federal associations and our representatives at each level of government.

7.0 Strategic Planning / Visioning

No further work on outcomes of strategic planning.

8.0 Risk Analysis

152

Focus on systems, researching existing policies and procedures to align processes going forward, and building a reputation for rapid response to identified needs and requests for assistance will fuel the growth in membership and build capacity to serve our membership better.

9.0 Policy, Planning and Board Support

Committees that have met during this reporting period:

| | |
|-------------------------------|---|
| -Chamber-Uptowne Committee | Review of financial report from Feb 16 Breakfast Event prepared for March meeting of Uptowne |
| -Uptowne Committee | Report of financial report from Feb 16 presented Recommendation by Uptowne for Chamber to retain profits from event (pending collections) with expectation to submit budget for next event |
| -Business Awards Committee | Reviewed recommendations from previous year Assigned contact of all sponsors of awards Increased size of committee with 1 additional volunteer Next meeting – April 17 |
| -Business Awards Subcommittee | Met with facility representatives to discuss availability and pricing of rental and menus Considerations for sponsorship opportunities |
| -Events Committee | Responded with assistance in promotion for Chambers Plan presentations Assistance with Event Brite trial run Preparatory discussions with a number of potential sponsors and presenters |
| -Finance Committee | Treasurer and Bookkeeper met to review A/R, A/P and processes Bank authority changes in progress Priorities on contacting members re outstanding Invoices/ Accounts Receivable, Membership, M2M and Highway Signs |
| -Marketing Committee | Increased population of Committee will assist in brainstorming Preliminary work with Everything Olds Staff with design and updating website and materials with logos, pricing materials for updating of M2M Cards, |



Request for Decision

153

**Accounts Payable Cheque Register
March 1, 2018 – March 31, 2018**

April 23, 2018

10A

RECOMMENDATION

That the March 1, 2018 – March 31, 2018 Accounts Payable reports be received for information.

BACKGROUND

Accounts Payable System Cheque Register Reports containing cheques numbered 003398 to 003540 for the month of March in the amount of \$1,171,089.87 as issued.

Electronic payments numbered 3831 to 3989 for the month of March in the amount of \$628,400.32

Pre-Authorized Payments for the month of March in the amount of \$1,600,781.18

ATTACHMENTS

- Attachment 1 – Accounts Payable Cheque Register
- Attachment 2 – Accounts Payable Deposit Register
- Attachment 3 – Summary of Pre-Authorized Payments

| | |
|--|----------------------|
| Submitted By: Sheena Linderman Manager of Finance | Date: April 12, 2018 |
| Director of Finance Signature: | Date: |
| CAO Signature:  | Date: April 18, 2018 |

Ranges: From: To: From: To:
 Cheque Number 0001 1000000 Cheque Date 3/1/2018 3/31/2018
 Vendor ID First Last Chequebook ID First Last
 Vendor Name First Last

Sorted By: Cheque Date

* Voided Cheques

| Cheque Number | Vendor ID | Vendor Cheque Name | Cheque Date | Chequebook ID | Audit Trail Code | Amount |
|---------------|-----------|--------------------------------|-------------|---------------|------------------|--------------|
| 003398 | KAT002 | KATE RUNG & ASSOCIATES INC | 3/1/2018 | GENERAL | PMCHQ00000247 | \$10.00 |
| 003399 | ADA001 | ADAIR, BARBARA L | 3/1/2018 | GENERAL | PMCHQ00000247 | \$71.79 |
| 003400 | ALT003 | AL TURNER CONSULTING | 3/1/2018 | GENERAL | PMCHQ00000247 | \$2,079.00 |
| 003401 | AMB001 | AMBUSCH SECURITIES LTD | 3/1/2018 | GENERAL | PMCHQ00000247 | \$99.75 |
| 003402 | BLU002 | BLUEWAVE ENERGY LTD | 3/1/2018 | GENERAL | PMCHQ00000247 | \$369.73 |
| 003403 | BOU001 | BOUNDARY EQUIPMENT CO LTD | 3/1/2018 | GENERAL | PMCHQ00000247 | \$342.20 |
| 003404 | COM013 | COMMERCIAL TRUCK EQUIPMENT CO | 3/1/2018 | GENERAL | PMCHQ00000247 | \$4,429.60 |
| 003405 | GUA002 | GUARDIAN AMBULANCE LTD | 3/1/2018 | GENERAL | PMCHQ00000247 | \$385.00 |
| 003406 | KAT002 | KATE RUNG & ASSOCIATES INC | 3/1/2018 | GENERAL | PMCHQ00000247 | \$2,992.50 |
| 003407 | KTI001 | KTI LIMITED | 3/1/2018 | GENERAL | PMCHQ00000247 | \$5,329.68 |
| 003408 | MOU003 | MOUNTAIN VIEW COUNTY | 3/1/2018 | GENERAL | PMCHQ00000247 | \$11,034.88 |
| 003409 | MOU007 | MOUNTAIN VIEW SENIORS HOUSING | 3/1/2018 | GENERAL | PMCHQ00000247 | \$239,862.89 |
| 003410 | NEO002 | NEOPOST CANADA LTD. | 3/1/2018 | GENERAL | PMCHQ00000247 | \$537.60 |
| 003411 | PET003 | PETTY CASH | 3/1/2018 | GENERAL | PMCHQ00000247 | \$94.20 |
| 003412 | POM001 | POMEROY INN & SUITES @ OLDS CO | 3/1/2018 | GENERAL | PMCHQ00000247 | \$619.50 |
| 003413 | REC003 | RECEIVER GENERAL FOR CANADA | 3/1/2018 | GENERAL | PMCHQ00000247 | \$5,000.00 |
| 003414 | SHU002 | SHUR-WAY TRUCKING LTD | 3/1/2018 | GENERAL | PMCHQ00000247 | \$17.37 |
| 003415 | SMI003 | SMILEMAKERS | 3/1/2018 | GENERAL | PMCHQ00000247 | \$70.48 |
| 003416 | STA015 | STANLEY ACCESS TECHNOLOGIES | 3/1/2018 | GENERAL | PMCHQ00000247 | \$20.00 |
| 003417 | SUM003 | SUMMIT TIRE | 3/1/2018 | GENERAL | PMCHQ00000247 | \$181.27 |
| 003418 | TEL001 | TELUS | 3/1/2018 | GENERAL | PMCHQ00000247 | \$64.29 |
| 003419 | THE007 | THE OLDS CAR & TRUCK WASH | 3/1/2018 | GENERAL | PMCHQ00000247 | \$101.60 |
| 003420 | URB001 | URBAN SYSTEMS | 3/1/2018 | GENERAL | PMCHQ00000247 | \$11,517.24 |
| 003428 | 911001 | 911 SUPPLY | 3/9/2018 | GENERAL | PMCHQ00000249 | \$167.98 |
| 003429 | ALB008 | ALBERTA MAINTENANCE ENFORCEMEN | 3/9/2018 | GENERAL | PMCHQ00000249 | \$207.00 |
| 003430 | ALB013 | ALBERTA MUNICIPAL SERVICES COR | 3/9/2018 | GENERAL | PMCHQ00000249 | \$722.00 |
| 003431 | AMS001 | AMSC INSURANCE SERVICES LTD | 3/9/2018 | GENERAL | PMCHQ00000249 | \$219,705.79 |
| 003432 | AQU002 | AQUAM | 3/9/2018 | GENERAL | PMCHQ00000249 | \$1,196.28 |
| 003433 | BLU001 | BLUE SPRUCE PHONE BOOKS | 3/9/2018 | GENERAL | PMCHQ00000249 | \$278.25 |
| 003434 | CAN014 | CANADIAN RED CROSS SOCIETY | 3/9/2018 | GENERAL | PMCHQ00000249 | \$93.45 |
| 003435 | CAN015 | CANADIAN TIRE #475 | 3/9/2018 | GENERAL | PMCHQ00000249 | \$242.11 |
| 003436 | COM002 | COMMERCIAL AQUATIC SUPPLIES | 3/9/2018 | GENERAL | PMCHQ00000249 | \$111.70 |
| 003437 | COR003 | CORSIATTO, ROBBIN R | 3/9/2018 | GENERAL | PMCHQ00000249 | \$1,100.00 |
| 003438 | DOW001 | DOWLAND AUTOMOTIVE LTD | 3/9/2018 | GENERAL | PMCHQ00000249 | \$343.63 |
| 003439 | ELE004 | ELECTED OFFICIALS EDUCATION PR | 3/9/2018 | GENERAL | PMCHQ00000249 | \$1,890.00 |
| 003440 | GOV002 | GOVERNMENT OF ALBERTA | 3/9/2018 | GENERAL | PMCHQ00000249 | \$480.00 |
| 003441 | HOP003 | HOPE POINTE COMMUNITY CHURCH | 3/9/2018 | GENERAL | PMCHQ00000249 | \$3,369.00 |
| 003442 | IMP003 | IMPERIAL HEAVY TRUCK REPAIR | 3/9/2018 | GENERAL | PMCHQ00000249 | \$2,484.17 |
| 003443 | INO001 | INOX FABRICATION LTD | 3/9/2018 | GENERAL | PMCHQ00000249 | \$2,879.96 |
| 003444 | JVA001 | JVASSEUR INSPECTIONS | 3/9/2018 | GENERAL | PMCHQ00000249 | \$2,375.00 |
| 003445 | LOC001 | LOCAL GOVERNMENT ADMINISTRATON | 3/9/2018 | GENERAL | PMCHQ00000249 | \$488.25 |
| 003446 | MOT002 | MOTION INDUSTRIES (CANADA) INC | 3/9/2018 | GENERAL | PMCHQ00000249 | \$33.66 |
| 003447 | OLD002 | OLDS & DISTRICT CHAMBER OF COM | 3/9/2018 | GENERAL | PMCHQ00000249 | \$200.00 |
| 003448 | PIL001 | Piller, Lorraine | 3/9/2018 | GENERAL | PMCHQ00000249 | \$146.30 |
| 003449 | PUT001 | PUTZI, MELISSA | 3/9/2018 | GENERAL | PMCHQ00000249 | \$99.99 |
| 003450 | REC004 | RECREATION FACILITY PERSONNEL | 3/9/2018 | GENERAL | PMCHQ00000249 | \$95.00 |
| 003451 | SHA009 | SHALOM COUNSELLING CENTRE OF A | 3/9/2018 | GENERAL | PMCHQ00000249 | \$45.00 |
| 003452 | SOU005 | SOUTIERE, KIMBERLY | 3/9/2018 | GENERAL | PMCHQ00000249 | \$125.00 |
| 003453 | SPA001 | SPAN WEST VENTURES | 3/9/2018 | GENERAL | PMCHQ00000249 | \$251,136.36 |
| 003454 | SPE006 | SPECIFIED TECHNICAL SALES LTD | 3/9/2018 | GENERAL | PMCHQ00000249 | \$1,012.95 |
| 003455 | SUM003 | SUMMIT TIRE | 3/9/2018 | GENERAL | PMCHQ00000249 | \$26.78 |
| 003456 | SWE001 | SWEETGRASS CAFE | 3/9/2018 | GENERAL | PMCHQ00000249 | \$478.17 |
| 003457 | TEL002 | TELUS COMMUNICATIONS INC | 3/9/2018 | GENERAL | PMCHQ00000249 | \$139.12 |
| 003458 | THO009 | THOMPSON, LESLIE | 3/9/2018 | GENERAL | PMCHQ00000249 | \$30.00 |
| 003459 | TIM002 | TIMCO ELECTRICAL LTD | 3/9/2018 | GENERAL | PMCHQ00000249 | \$535.50 |
| 003460 | TOW011 | TOWN OF THREE HILLS | 3/9/2018 | GENERAL | PMCHQ00000249 | \$68.24 |

* Voided Cheques

| Cheque Number | Vendor ID | Vendor Cheque Name | Cheque Date | Chequebook ID | Audit Trail Code | Amount |
|---------------|-----------|--------------------------------|-------------|---------------|------------------|-------------|
| 003461 | UPT001 | UPTOWNE OLDS | 3/9/2018 | GENERAL | PMCHQ00000249 | \$40.00 |
| 003462 | ZEP001 | ZEP SALES & SERVICE OF CANADA | 3/9/2018 | GENERAL | PMCHQ00000249 | \$2,370.80 |
| 003463 | OLD031 | OLDS INSTITUTE FOR COMMUNITY | 3/9/2018 | GENERAL | PMCHQ00000249 | \$62,519.67 |
| 003464 | AAR001 | AARDVARK STAMP & SEAL INC | 3/14/2018 | GENERAL | PMCHQ00000251 | \$118.75 |
| 003465 | ALB011 | ALBERTA MUNICIPAL HEALTH & SAF | 3/14/2018 | GENERAL | PMCHQ00000251 | \$499.80 |
| 003466 | ALB039 | ALBERTA BOILERS SAFETY ASSOCIA | 3/14/2018 | GENERAL | PMCHQ00000251 | \$497.00 |
| 003467 | ALL007 | ALL ABOUT YOU FITNESS BY JDEE | 3/14/2018 | GENERAL | PMCHQ00000251 | \$500.00 |
| 003468 | AMS001 | AMSC INSURANCE SERVICES LTD | 3/14/2018 | GENERAL | PMCHQ00000251 | \$34,259.09 |
| 003469 | CUB001 | CUBEX LIMITED | 3/14/2018 | GENERAL | PMCHQ00000251 | \$3,614.44 |
| 003470 | DES001 | DESANGES THERAPY SERVICES | 3/14/2018 | GENERAL | PMCHQ00000251 | \$120.00 |
| 003471 | DPO001 | DPOC | 3/14/2018 | GENERAL | PMCHQ00000251 | \$3,150.00 |
| 003472 | EMC001 | EMCO CORP | 3/14/2018 | GENERAL | PMCHQ00000251 | \$99.37 |
| 003473 | ENG001 | ENGINEERED AIR | 3/14/2018 | GENERAL | PMCHQ00000251 | \$402.18 |
| 003474 | HAR003 | HARVEY WALSH PHOTOGRAPHY | 3/14/2018 | GENERAL | PMCHQ00000251 | \$2,348.43 |
| 003475 | INO001 | INOX FABRICATION LTD | 3/14/2018 | GENERAL | PMCHQ00000251 | \$887.83 |
| 003476 | JAB001 | JABS SERVICES | 3/14/2018 | GENERAL | PMCHQ00000251 | \$4,895.10 |
| 003477 | LAP002 | LAPOINTE, PATTY | 3/14/2018 | GENERAL | PMCHQ00000251 | \$162.40 |
| 003478 | LAS001 | LASERGRAVE PRODUCTIONS DIV OF | 3/14/2018 | GENERAL | PMCHQ00000251 | \$16.75 |
| 003479 | NET001 | NETOOK CONSTRUCTION | 3/14/2018 | GENERAL | PMCHQ00000251 | \$7,272.72 |
| 003480 | OLD042 | OLDS REGISTRIES LTD | 3/14/2018 | GENERAL | PMCHQ00000251 | \$18.90 |
| 003481 | SHO001 | SHOPPERS DRUG MART UPTOWNE | 3/14/2018 | GENERAL | PMCHQ00000251 | \$37.76 |
| 003482 | SMI003 | SMILEMAKERS | 3/14/2018 | GENERAL | PMCHQ00000251 | \$580.67 |
| 003483 | SMI005 | SMITH, MARY | 3/14/2018 | GENERAL | PMCHQ00000251 | \$300.00 |
| 003484 | SWE001 | SWEETGRASS CAFE | 3/14/2018 | GENERAL | PMCHQ00000251 | \$60.38 |
| 003485 | TEL002 | TELUS COMMUNICATIONS INC | 3/14/2018 | GENERAL | PMCHQ00000251 | \$139.12 |
| 003486 | TER001 | TERRA METALS LTD | 3/14/2018 | GENERAL | PMCHQ00000251 | \$3,136.14 |
| 003487 | UPS001 | UPS CANADA | 3/14/2018 | GENERAL | PMCHQ00000251 | \$4.36 |
| 003488 | WOR001 | WORKER'S COMPENSATION BOARD | 3/14/2018 | GENERAL | PMCHQ00000251 | \$10,931.76 |
| 003489 | ALB008 | ALBERTA MAINTENANCE ENFORCEMEN | 3/22/2018 | GENERAL | PMCHQ00000253 | \$207.00 |
| 003490 | ALB013 | ALBERTA MUNICIPAL SERVICES COR | 3/22/2018 | GENERAL | PMCHQ00000253 | \$722.00 |
| 003491 | AMS001 | AMSC INSURANCE SERVICES LTD | 3/22/2018 | GENERAL | PMCHQ00000253 | \$31,167.64 |
| 003492 | AQU002 | AQUAM | 3/22/2018 | GENERAL | PMCHQ00000253 | \$110.25 |
| 003493 | CAN015 | CANADIAN TIRE #475 | 3/22/2018 | GENERAL | PMCHQ00000253 | \$263.71 |
| 003494 | COM002 | COMMERCIAL AQUATIC SUPPLIES | 3/22/2018 | GENERAL | PMCHQ00000253 | \$244.06 |
| 003495 | DRE005 | DRENT, TAYA | 3/22/2018 | GENERAL | PMCHQ00000253 | \$64.00 |
| 003496 | ELE005 | ELECTROGAS MONITORS | 3/22/2018 | GENERAL | PMCHQ00000253 | \$57.75 |
| 003497 | FLA001 | FLAGWORKS INC | 3/22/2018 | GENERAL | PMCHQ00000253 | \$947.10 |
| 003498 | INO001 | INOX FABRICATION LTD | 3/22/2018 | GENERAL | PMCHQ00000253 | \$1,936.65 |
| 003500 | LAS001 | LASERGRAVE PRODUCTIONS DIV OF | 3/22/2018 | GENERAL | PMCHQ00000253 | \$47.25 |
| 003501 | PAD002 | PADNOMA COMMUNITY OPERATIONS | 3/22/2018 | GENERAL | PMCHQ00000253 | \$540.00 |
| 003502 | PIN001 | PINNACLE AQUATIC GROUP INC | 3/22/2018 | GENERAL | PMCHQ00000253 | \$270.54 |
| 003503 | RED001 | RED DEER CATHOLIC REGIONAL DIV | 3/22/2018 | GENERAL | PMCHQ00000253 | \$58,151.78 |
| 003504 | TEL001 | TELUS | 3/22/2018 | GENERAL | PMCHQ00000253 | \$63.00 |
| 003505 | TEL002 | TELUS COMMUNICATIONS INC | 3/22/2018 | GENERAL | PMCHQ00000253 | \$4,579.72 |
| 003506 | WES004 | WESTVIEW CO-OP ASSOC LTD | 3/22/2018 | GENERAL | PMCHQ00000253 | \$41.41 |
| 003507 | ROG001 | ROGERS, DEBRA | 3/22/2018 | GENERAL | PMCHQ00000253 | \$300.00 |
| 003509 | 911001 | 911 SUPPLY | 3/29/2018 | GENERAL | PMCHQ00000255 | \$167.98 |
| 003510 | ALB031 | ALBERTA ASSESSORS ASSOCIATION | 3/29/2018 | GENERAL | PMCHQ00000255 | \$367.50 |
| 003511 | ALL010 | ALLIED MEDICAL | 3/29/2018 | GENERAL | PMCHQ00000255 | \$429.19 |
| 003512 | BOO003 | BOOMER, JIM | 3/29/2018 | GENERAL | PMCHQ00000255 | \$4.88 |
| 003513 | CAN015 | CANADIAN TIRE #475 | 3/29/2018 | GENERAL | PMCHQ00000255 | \$11.54 |
| 003514 | CHI002 | CHINOOK ARCH VICTIM SERVICES | 3/29/2018 | GENERAL | PMCHQ00000255 | \$8,000.00 |
| 003515 | CHI004 | CHINOOKS EDGE SCHOOL DIVISION | 3/29/2018 | GENERAL | PMCHQ00000255 | \$4,500.00 |
| 003516 | CHI004 | CHINOOKS EDGE SCHOOL DIVISION | 3/29/2018 | GENERAL | PMCHQ00000255 | \$14,800.00 |
| 003517 | CRE003 | CREMONA FIRE & RESCUE ASSOCIAT | 3/29/2018 | GENERAL | PMCHQ00000255 | \$1,200.00 |
| 003518 | ELE005 | ELECTROGAS MONITORS | 3/29/2018 | GENERAL | PMCHQ00000255 | \$9,870.00 |
| 003519 | EST002 | ESTATE OF DAVID KNAPP | 3/29/2018 | GENERAL | PMCHQ00000255 | \$1,000.00 |
| 003520 | FIN005 | FINLAY, PHILIP | 3/29/2018 | GENERAL | PMCHQ00000255 | \$133.58 |
| 003521 | HOP002 | HOPE | 3/29/2018 | GENERAL | PMCHQ00000255 | \$5,000.00 |
| 003522 | HUB001 | HUBSCHMID, KRISTEN | 3/29/2018 | GENERAL | PMCHQ00000255 | \$1,110.38 |
| 003523 | INT007 | INTERNATIONAL ACADEMY FOR PROF | 3/29/2018 | GENERAL | PMCHQ00000255 | \$1,414.35 |
| 003524 | JAB001 | JABS SERVICES | 3/29/2018 | GENERAL | PMCHQ00000255 | \$9,067.59 |
| 003525 | JOR004 | JORDAN CLELAND CONSULTING INC | 3/29/2018 | GENERAL | PMCHQ00000255 | \$2,625.00 |

* Voided Cheques

| Cheque Number | Vendor ID | Vendor Cheque Name | Cheque Date | Chequebook ID | Audit Trail Code | Amount |
|---------------|-----------|--------------------------------|-------------|---------------|------------------|-------------|
| 003526 | KTI001 | KTI LIMITED | 3/29/2018 | GENERAL | PMCHQ00000255 | \$12.93 |
| 003527 | LEO001 | LEO'S BUILDING SUPPLIES LTD | 3/29/2018 | GENERAL | PMCHQ00000255 | \$124.65 |
| 003528 | MOU002 | MOUNTAIN VIEW CLEANING SUPPLIE | 3/29/2018 | GENERAL | PMCHQ00000255 | \$1,627.50 |
| 003529 | MOU005 | MOUNTAIN VIEW PARENT LINK | 3/29/2018 | GENERAL | PMCHQ00000255 | \$1,400.00 |
| 003530 | MOU011 | MOUNTAIN VIEW EMERGENCY SHELTE | 3/29/2018 | GENERAL | PMCHQ00000255 | \$1,000.00 |
| 003531 | OLD004 | OLDS & DISTRICT HOSPICE SOCIET | 3/29/2018 | GENERAL | PMCHQ00000255 | \$4,000.00 |
| 003532 | OLD012 | OLDS CONTRACTING LTD | 3/29/2018 | GENERAL | PMCHQ00000255 | \$12,251.31 |
| 003533 | RED005 | REDNECK BOBCAT & TRUCKING LTD | 3/29/2018 | GENERAL | PMCHQ00000255 | \$9,463.86 |
| 003534 | SIM001 | SIM-TECH SERVICE | 3/29/2018 | GENERAL | PMCHQ00000255 | \$2,451.96 |
| 003535 | SPE006 | SPECIFIED TECHNICAL SALES LTD | 3/29/2018 | GENERAL | PMCHQ00000255 | \$333.90 |
| 003536 | SUM003 | SUMMIT TIRE | 3/29/2018 | GENERAL | PMCHQ00000255 | \$1,038.98 |
| 003537 | TOW007 | TOWN OF SUNDRE | 3/29/2018 | GENERAL | PMCHQ00000255 | \$1,647.77 |
| 003538 | URB001 | URBAN SYSTEMS | 3/29/2018 | GENERAL | PMCHQ00000255 | \$41,132.71 |
| 003539 | WEB002 | WEBB'S EXCAVATING LTD | 3/29/2018 | GENERAL | PMCHQ00000255 | \$12,167.82 |
| 003540 | YOU003 | YOUTH EMPOWERMENT & SUPPORT PR | 3/29/2018 | GENERAL | PMCHQ00000255 | \$6,500.00 |

Total Cheques: 134

Total Amount of Cheques: \$1,171,089.87

Ranges: From: To: From: To:
 Cheque Number EFT000000000001 EFT1000000000000 Cheque Date 3/1/2018 3/31/2018
 Vendor ID First Last Chequebook ID First Last
 Vendor Name First Last

Sorted By: Cheque Number

* Voided Cheques

| Cheque Number | Vendor ID | Vendor Cheque Name | Cheque Date | Chequebook ID | Audit Trail Code | Amount |
|-----------------|-----------|--------------------------------|-------------|---------------|------------------|-------------|
| EFT000000003831 | AAM001 | AAMD&C | 3/1/2018 | GENERAL | PMCHQ00000248 | \$10,064.20 |
| EFT000000003832 | AUT001 | AUTO PARTS PLUS | 3/1/2018 | GENERAL | PMCHQ00000248 | \$5.15 |
| EFT000000003833 | CIN003 | CINTAS LOCATION #851 | 3/1/2018 | GENERAL | PMCHQ00000248 | \$261.24 |
| EFT000000003834 | ESC001 | ESC AUTOMATION INC | 3/1/2018 | GENERAL | PMCHQ00000248 | \$619.50 |
| EFT000000003835 | FOR001 | FOR TREES COMPANY LTD | 3/1/2018 | GENERAL | PMCHQ00000248 | \$8,527.32 |
| EFT000000003836 | HAC001 | HACH SALES & SERVICE CANADA LT | 3/1/2018 | GENERAL | PMCHQ00000248 | \$1,540.68 |
| EFT000000003837 | HIW001 | HI-WAY 9 EXPRESS LTD | 3/1/2018 | GENERAL | PMCHQ00000248 | \$280.06 |
| EFT000000003838 | ILO002 | MIKE BAYNE O/A I LOCK AND KEY | 3/1/2018 | GENERAL | PMCHQ00000248 | \$906.52 |
| EFT000000003839 | INT001 | INTERCON MESSAGING INC | 3/1/2018 | GENERAL | PMCHQ00000248 | \$294.51 |
| EFT000000003840 | MOU006 | MOUNTAIN VIEW PUBLISHING INC | 3/1/2018 | GENERAL | PMCHQ00000248 | \$566.73 |
| EFT000000003841 | NIE002 | NIEMEYER'S WELDING & MACHINING | 3/1/2018 | GENERAL | PMCHQ00000248 | \$323.33 |
| EFT000000003842 | OLD015 | OLDS ELECTRIC & LIGHTING LTD | 3/1/2018 | GENERAL | PMCHQ00000248 | \$1,068.35 |
| EFT000000003843 | OLD032 | OLDS INSTITUTE FOR COMMUNITY & | 3/1/2018 | GENERAL | PMCHQ00000248 | \$560.01 |
| EFT000000003844 | OLD039 | OLDS MUNICIPAL LIBRARY | 3/1/2018 | GENERAL | PMCHQ00000248 | \$94,595.50 |
| EFT000000003845 | ORK001 | ORKIN CANADA CORP | 3/1/2018 | GENERAL | PMCHQ00000248 | \$180.08 |
| EFT000000003846 | ROG001 | ROGERS, DEBRA | 3/1/2018 | GENERAL | PMCHQ00000248 | \$1,000.00 |
| EFT000000003847 | STA005 | STAPLES | 3/1/2018 | GENERAL | PMCHQ00000248 | \$71.65 |
| EFT000000003848 | ULT002 | ULTIMATE SAFETY ALBERTA | 3/1/2018 | GENERAL | PMCHQ00000248 | \$170.78 |
| EFT000000003849 | UNI003 | UNITED FARMERS OF ALBERTA | 3/1/2018 | GENERAL | PMCHQ00000248 | \$3,616.37 |
| EFT000000003850 | WEG001 | W E GREER LTD | 3/1/2018 | GENERAL | PMCHQ00000248 | \$39.99 |
| EFT000000003851 | WOL001 | WOLSELEY CANADA INC | 3/1/2018 | GENERAL | PMCHQ00000248 | \$316.04 |
| EFT000000003852 | WOL002 | WOLSELEY INDUSTRIAL CANADA INC | 3/1/2018 | GENERAL | PMCHQ00000248 | \$149.60 |
| EFT000000003853 | AAM001 | AAMD&C | 3/9/2018 | GENERAL | PMCHQ00000250 | \$525.37 |
| EFT000000003854 | ACK001 | ACKLANDS GRAINGER | 3/9/2018 | GENERAL | PMCHQ00000250 | \$252.11 |
| EFT000000003855 | AET001 | AETAN HOLDINGS LTD | 3/9/2018 | GENERAL | PMCHQ00000250 | \$4,713.51 |
| EFT000000003856 | ALL004 | ALLSTREAM INC | 3/9/2018 | GENERAL | PMCHQ00000250 | \$143.32 |
| EFT000000003857 | AVA003 | AVANTI SOFTWARE INC | 3/9/2018 | GENERAL | PMCHQ00000250 | \$12,600.00 |
| EFT000000003858 | BES003 | BEST SHREDDING | 3/9/2018 | GENERAL | PMCHQ00000250 | \$199.50 |
| EFT000000003859 | BRE001 | B & R ECKEL'S TRANSPORT LTD | 3/9/2018 | GENERAL | PMCHQ00000250 | \$270.65 |
| EFT000000003860 | CAB001 | CAB-K BROADCASTING LTD | 3/9/2018 | GENERAL | PMCHQ00000250 | \$58.80 |
| EFT000000003861 | CAN009 | CANADIAN PACIFIC RAILWAY CO | 3/9/2018 | GENERAL | PMCHQ00000250 | \$558.00 |
| EFT000000003862 | CEN005 | CENTRATECH TECHNICAL SERVICES | 3/9/2018 | GENERAL | PMCHQ00000250 | \$1,763.64 |
| EFT000000003863 | COM009 | COMPANIONS CARING 4 U | 3/9/2018 | GENERAL | PMCHQ00000250 | \$346.00 |
| EFT000000003864 | DIA001 | DIAMOND SOFTWARE INC | 3/9/2018 | GENERAL | PMCHQ00000250 | \$56.44 |
| EFT000000003865 | DIG001 | DIGITEX INC | 3/9/2018 | GENERAL | PMCHQ00000250 | \$259.33 |
| EFT000000003866 | DRI001 | D R INSPECTIONS & PERMITS LTD | 3/9/2018 | GENERAL | PMCHQ00000250 | \$2,160.90 |
| EFT000000003867 | FIV002 | FIVE STAR UNIFORMS | 3/9/2018 | GENERAL | PMCHQ00000250 | \$183.75 |
| EFT000000003868 | FOX002 | FOX, SHAUN | 3/9/2018 | GENERAL | PMCHQ00000250 | \$624.75 |
| EFT000000003869 | GUI001 | GUILLEVIN SAFETY & INDUSTRIAL | 3/9/2018 | GENERAL | PMCHQ00000250 | \$1,499.40 |
| EFT000000003870 | HAC001 | HACH SALES & SERVICE CANADA LT | 3/9/2018 | GENERAL | PMCHQ00000250 | \$1,008.00 |
| EFT000000003871 | HIW001 | HI-WAY 9 EXPRESS LTD | 3/9/2018 | GENERAL | PMCHQ00000250 | \$28.79 |
| EFT000000003872 | HON001 | HONEYMAN, MICHELLE L | 3/9/2018 | GENERAL | PMCHQ00000250 | \$329.63 |
| EFT000000003873 | ILO002 | MIKE BAYNE O/A I LOCK AND KEY | 3/9/2018 | GENERAL | PMCHQ00000250 | \$250.43 |
| EFT000000003874 | JAM002 | JAMES ELECTRIC MOTOR SERV LTD | 3/9/2018 | GENERAL | PMCHQ00000250 | \$1,340.13 |
| EFT000000003875 | MOU006 | MOUNTAIN VIEW PUBLISHING INC | 3/9/2018 | GENERAL | PMCHQ00000250 | \$1,947.70 |
| EFT000000003876 | OLD005 | OLDS & DISTRICT KIWANIS | 3/9/2018 | GENERAL | PMCHQ00000250 | \$1,000.00 |
| EFT000000003877 | OLD015 | OLDS ELECTRIC & LIGHTING LTD | 3/9/2018 | GENERAL | PMCHQ00000250 | \$1,345.43 |
| EFT000000003878 | PAR002 | PARKLAND COMMUNITY PLANNING SE | 3/9/2018 | GENERAL | PMCHQ00000250 | \$40.98 |
| EFT000000003879 | PUR001 | PUROLATOR COURIER | 3/9/2018 | GENERAL | PMCHQ00000250 | \$28.97 |
| EFT000000003880 | SAF002 | SAFETY CODES COUNCIL | 3/9/2018 | GENERAL | PMCHQ00000250 | \$133.20 |
| EFT000000003881 | SEL001 | SELECT COFFEE SERVICE | 3/9/2018 | GENERAL | PMCHQ00000250 | \$158.34 |
| EFT000000003882 | STA005 | STAPLES | 3/9/2018 | GENERAL | PMCHQ00000250 | \$5.49 |
| EFT000000003883 | STA007 | STARTEC REFRIGERATION SERVICES | 3/9/2018 | GENERAL | PMCHQ00000250 | \$1,543.47 |
| EFT000000003884 | ULT002 | ULTIMATE SAFETY ALBERTA | 3/9/2018 | GENERAL | PMCHQ00000250 | \$135.24 |
| EFT000000003885 | UNI001 | UNIFIRST CANADA LTD | 3/9/2018 | GENERAL | PMCHQ00000250 | \$531.98 |
| EFT000000003886 | UNI004 | UNITED FARMERS OF ALBERTA- CAR | 3/9/2018 | GENERAL | PMCHQ00000250 | \$11,860.72 |

* Voided Cheques

| Cheque Number | Vendor ID | Vendor Cheque Name | Cheque Date | Chequebook ID | Audit Trail Code | Amount |
|-----------------|-----------|--------------------------------|-------------|---------------|------------------|--------------|
| EFT000000003887 | WAS001 | WASTE MANAGEMENT | 3/9/2018 | GENERAL | PMCHQ00000250 | \$755.77 |
| EFT000000003888 | WEG001 | W E GREER LTD | 3/9/2018 | GENERAL | PMCHQ00000250 | \$1,912.85 |
| EFT000000003889 | WIN002 | WINDSOR, KATHLEEN | 3/9/2018 | GENERAL | PMCHQ00000250 | \$1,117.14 |
| EFT000000003890 | AAM001 | AAMD&C | 3/14/2018 | GENERAL | PMCHQ00000252 | \$291.87 |
| EFT000000003891 | ACC001 | ACCREDITED SUPPORTS TO THE COM | 3/14/2018 | GENERAL | PMCHQ00000252 | \$60.92 |
| EFT000000003892 | ACT001 | ACTI-ZYME PRODUCTS LTD | 3/14/2018 | GENERAL | PMCHQ00000252 | \$2,073.23 |
| EFT000000003893 | AMR001 | AMRE SUPPLY LTD | 3/14/2018 | GENERAL | PMCHQ00000252 | \$86.53 |
| EFT000000003894 | AND002 | ANDREW, JUSTIN | 3/14/2018 | GENERAL | PMCHQ00000252 | \$238.74 |
| EFT000000003895 | BMH002 | B & M HARDWARE - TOWN OFFICE A | 3/14/2018 | GENERAL | PMCHQ00000252 | \$54.60 |
| EFT000000003896 | CAM001 | CAM CLARK FORD (OLDS) LTD | 3/14/2018 | GENERAL | PMCHQ00000252 | \$17,942.48 |
| EFT000000003897 | DID003 | DIDYK, STU | 3/14/2018 | GENERAL | PMCHQ00000252 | \$417.90 |
| EFT000000003898 | DOY001 | DOYLE, KATHARINE M | 3/14/2018 | GENERAL | PMCHQ00000252 | \$58.00 |
| EFT000000003899 | FAH001 | FAHLMAN, ERIC | 3/14/2018 | GENERAL | PMCHQ00000252 | \$78.75 |
| EFT000000003900 | JOR003 | JORGENSON, JANELLE J | 3/14/2018 | GENERAL | PMCHQ00000252 | \$54.08 |
| EFT000000003901 | LIN001 | LINDERMAN, SHEENA | 3/14/2018 | GENERAL | PMCHQ00000252 | \$181.25 |
| EFT000000003902 | LOO002 | LOOMIS EXPRESS | 3/14/2018 | GENERAL | PMCHQ00000252 | \$168.46 |
| EFT000000003903 | MMJ001 | M & M JANITORIAL | 3/14/2018 | GENERAL | PMCHQ00000252 | \$2,205.00 |
| EFT000000003904 | MOB001 | MOBIL 1 LUBE EXPRESS | 3/14/2018 | GENERAL | PMCHQ00000252 | \$71.28 |
| EFT000000003905 | MOU006 | MOUNTAIN VIEW PUBLISHING INC | 3/14/2018 | GENERAL | PMCHQ00000252 | \$1,133.46 |
| EFT000000003906 | NAP001 | NAPA AUTO PARTS | 3/14/2018 | GENERAL | PMCHQ00000252 | \$16.56 |
| EFT000000003907 | NIE001 | NIEMEYER'S OILFIELD SUPPLIES | 3/14/2018 | GENERAL | PMCHQ00000252 | \$654.19 |
| EFT000000003908 | NIE002 | NIEMEYER'S WELDING & MACHINING | 3/14/2018 | GENERAL | PMCHQ00000252 | \$232.00 |
| EFT000000003909 | OAK001 | OAKCREEK GOLF & TURF INC | 3/14/2018 | GENERAL | PMCHQ00000252 | \$37.57 |
| EFT000000003910 | OLD015 | OLDS ELECTRIC & LIGHTING LTD | 3/14/2018 | GENERAL | PMCHQ00000252 | \$48.37 |
| EFT000000003911 | ONE001 | O-NET | 3/14/2018 | GENERAL | PMCHQ00000252 | \$5,567.91 |
| EFT000000003912 | ROA001 | ROADDATA SERVICES LTD | 3/14/2018 | GENERAL | PMCHQ00000252 | \$715.58 |
| EFT000000003913 | SEL001 | SELECT COFFEE SERVICE | 3/14/2018 | GENERAL | PMCHQ00000252 | \$582.40 |
| EFT000000003914 | SIG001 | SIGNS BY JAN | 3/14/2018 | GENERAL | PMCHQ00000252 | \$346.50 |
| EFT000000003915 | STA005 | STAPLES | 3/14/2018 | GENERAL | PMCHQ00000252 | \$230.17 |
| EFT000000003916 | UNI001 | UNIFIRST CANADA LTD | 3/14/2018 | GENERAL | PMCHQ00000252 | \$158.66 |
| EFT000000003917 | WAS001 | WASTE MANAGEMENT | 3/14/2018 | GENERAL | PMCHQ00000252 | \$850.41 |
| EFT000000003918 | AIR001 | AIRENET INTERNET SOLUTIONS | 3/22/2018 | GENERAL | PMCHQ00000254 | \$420.00 |
| EFT000000003919 | ALB012 | ALBERTA MUNICIPAL SERVICES COR | 3/22/2018 | GENERAL | PMCHQ00000254 | \$18,059.72 |
| EFT000000003920 | ALB014 | ALBERTA ONE-CALL LOCATION CORP | 3/22/2018 | GENERAL | PMCHQ00000254 | \$44.10 |
| EFT000000003921 | AND003 | ANDREW, KELLY | 3/22/2018 | GENERAL | PMCHQ00000254 | \$117.22 |
| EFT000000003922 | BAT001 | BATEMAN, CASEY | 3/22/2018 | GENERAL | PMCHQ00000254 | \$131.25 |
| EFT000000003923 | BEN001 | BENNETT, DEBBIE | 3/22/2018 | GENERAL | PMCHQ00000254 | \$455.29 |
| EFT000000003924 | BES003 | BEST SHREDDING | 3/22/2018 | GENERAL | PMCHQ00000254 | \$257.25 |
| EFT000000003925 | BRE001 | B & R ECKEL'S TRANSPORT LTD | 3/22/2018 | GENERAL | PMCHQ00000254 | \$279.32 |
| EFT000000003926 | BRO002 | BROWNLEE LLP (EDMONTON) | 3/22/2018 | GENERAL | PMCHQ00000254 | \$776.36 |
| EFT000000003927 | CAN005 | CANADIAN CORPS OF COMMISSIONAI | 3/22/2018 | GENERAL | PMCHQ00000254 | \$4,536.00 |
| EFT000000003928 | CJA001 | CJ ACCOUNTING SERVICES | 3/22/2018 | GENERAL | PMCHQ00000254 | \$281.44 |
| EFT000000003929 | CLE003 | CLEARTECH INDUSTRIES INC | 3/22/2018 | GENERAL | PMCHQ00000254 | \$576.66 |
| EFT000000003930 | DIG001 | DIGITEX INC | 3/22/2018 | GENERAL | PMCHQ00000254 | \$828.65 |
| EFT000000003931 | ESK001 | LLOYD, KELLY L | 3/22/2018 | GENERAL | PMCHQ00000254 | \$863.56 |
| EFT000000003932 | JAM002 | JAMES ELECTRIC MOTOR SERV LTD | 3/22/2018 | GENERAL | PMCHQ00000254 | \$354.65 |
| EFT000000003933 | KCL001 | KCL CONSULTING INC | 3/22/2018 | GENERAL | PMCHQ00000254 | \$7,177.72 |
| EFT000000003934 | MEN001 | MENGERSEN, MARK | 3/22/2018 | GENERAL | PMCHQ00000254 | \$100.00 |
| EFT000000003935 | MER005 | MERRITT, MICHAEL | 3/22/2018 | GENERAL | PMCHQ00000254 | \$1,298.29 |
| EFT000000003936 | MOT001 | MOTOCAR AUTOMOTIVE LTD | 3/22/2018 | GENERAL | PMCHQ00000254 | \$9.42 |
| EFT000000003937 | MOU006 | MOUNTAIN VIEW PUBLISHING INC | 3/22/2018 | GENERAL | PMCHQ00000254 | \$657.56 |
| EFT000000003938 | MTV002 | MT VIEW REGIONAL WATER SERV CO | 3/22/2018 | GENERAL | PMCHQ00000254 | \$114,963.00 |
| EFT000000003939 | MUZ002 | MUZYCHKA, MICHAEL | 3/22/2018 | GENERAL | PMCHQ00000254 | \$322.40 |
| EFT000000003940 | OLD045 | OLDS SEARCH AND RESCUE | 3/22/2018 | GENERAL | PMCHQ00000254 | \$5,000.00 |
| EFT000000003941 | ONE001 | O-NET | 3/22/2018 | GENERAL | PMCHQ00000254 | \$84.26 |
| EFT000000003942 | ORK001 | ORKIN CANADA CORP | 3/22/2018 | GENERAL | PMCHQ00000254 | \$72.45 |
| EFT000000003943 | PAR002 | PARKLAND COMMUNITY PLANNING SE | 3/22/2018 | GENERAL | PMCHQ00000254 | \$131.04 |
| EFT000000003944 | PUR001 | PUROLATOR COURIER | 3/22/2018 | GENERAL | PMCHQ00000254 | \$83.70 |
| EFT000000003945 | RYA004 | RYAN, HEATHER | 3/22/2018 | GENERAL | PMCHQ00000254 | \$95.68 |
| EFT000000003946 | SOU002 | SOUTH RED DEER REGIONAL WASTE | 3/22/2018 | GENERAL | PMCHQ00000254 | \$166,889.81 |
| EFT000000003947 | THE015 | THEITEAM LTD | 3/22/2018 | GENERAL | PMCHQ00000254 | \$7,926.64 |
| EFT000000003948 | ULT002 | ULTIMATE SAFETY ALBERTA | 3/22/2018 | GENERAL | PMCHQ00000254 | \$137.55 |
| EFT000000003949 | UNI001 | UNIFIRST CANADA LTD | 3/22/2018 | GENERAL | PMCHQ00000254 | \$148.31 |

* Voided Cheques

| Cheque Number | Vendor ID | Vendor Cheque Name | Cheque Date | Chequebook ID | Audit Trail Code | Amount |
|-----------------|-----------|--------------------------------|-------------|---------------|------------------|-------------|
| EFT000000003950 | VAS001 | VASSEUR, JAMIE | 3/22/2018 | GENERAL | PMCHQ00000254 | \$74.89 |
| EFT000000003951 | VER004 | VERONICA REIST PHOTOGRAPHY | 3/22/2018 | GENERAL | PMCHQ00000254 | \$73.50 |
| EFT000000003952 | WAL012 | WALLZ, ALLAN | 3/22/2018 | GENERAL | PMCHQ00000254 | \$201.04 |
| EFT000000003953 | WAS001 | WASTE MANAGEMENT | 3/22/2018 | GENERAL | PMCHQ00000254 | \$5,508.68 |
| EFT000000003954 | WOL001 | WOLSELEY CANADA INC | 3/22/2018 | GENERAL | PMCHQ00000254 | \$5,307.15 |
| EFT000000003955 | AAM001 | AAMD&C | 3/29/2018 | GENERAL | PMCHQ00000256 | \$1,465.25 |
| EFT000000003956 | ACK001 | ACKLANDS GRAINGER | 3/29/2018 | GENERAL | PMCHQ00000256 | \$483.88 |
| EFT000000003957 | AGA002 | AGAT LABORATORIES | 3/29/2018 | GENERAL | PMCHQ00000256 | \$571.73 |
| EFT000000003958 | ALL004 | ALLSTREAM INC | 3/29/2018 | GENERAL | PMCHQ00000256 | \$143.32 |
| EFT000000003959 | AUT001 | AUTO PARTS PLUS | 3/29/2018 | GENERAL | PMCHQ00000256 | \$13.33 |
| EFT000000003960 | BMH002 | B & M HARDWARE - TOWN OFFICE A | 3/29/2018 | GENERAL | PMCHQ00000256 | \$917.09 |
| EFT000000003961 | BOY002 | BOYS & GIRLS CLUB OF OLDS & AR | 3/29/2018 | GENERAL | PMCHQ00000256 | \$20,500.00 |
| EFT000000003962 | BRE001 | B & R ECKEL'S TRANSPORT LTD | 3/29/2018 | GENERAL | PMCHQ00000256 | \$225.53 |
| EFT000000003963 | CAM001 | CAM CLARK FORD (OLDS) LTD | 3/29/2018 | GENERAL | PMCHQ00000256 | \$9.56 |
| EFT000000003964 | CAP002 | CAPITAL H2O SYSTEMS INC | 3/29/2018 | GENERAL | PMCHQ00000256 | \$4,129.65 |
| EFT000000003965 | CEN004 | CENTRAL SHARPENING LTD | 3/29/2018 | GENERAL | PMCHQ00000256 | \$90.30 |
| EFT000000003966 | CER002 | CERVUS CONTRACTORS EQUIPMENT L | 3/29/2018 | GENERAL | PMCHQ00000256 | \$616.14 |
| EFT000000003967 | CIN003 | CINTAS LOCATION #851 | 3/29/2018 | GENERAL | PMCHQ00000256 | \$186.95 |
| EFT000000003968 | DAL001 | DALEY, MIKE | 3/29/2018 | GENERAL | PMCHQ00000256 | \$85.21 |
| EFT000000003969 | EDD001 | EDDIES'S HANG-UP DISPLAY LTD | 3/29/2018 | GENERAL | PMCHQ00000256 | \$45.29 |
| EFT000000003970 | HIW001 | HI-WAY 9 EXPRESS LTD | 3/29/2018 | GENERAL | PMCHQ00000256 | \$45.60 |
| EFT000000003971 | ILO002 | MIKE BAYNE O/A I LOCK AND KEY | 3/29/2018 | GENERAL | PMCHQ00000256 | \$312.64 |
| EFT000000003972 | JOE001 | JOE JOHNSON EQUIPMENT INC | 3/29/2018 | GENERAL | PMCHQ00000256 | \$4,405.86 |
| EFT000000003973 | KWI001 | K WILDES BOBCAT & TRUCKING LTD | 3/29/2018 | GENERAL | PMCHQ00000256 | \$8,578.08 |
| EFT000000003974 | LAW001 | LAWSON PRODUCTS INC (ONTARIO) | 3/29/2018 | GENERAL | PMCHQ00000256 | \$202.16 |
| EFT000000003975 | MOT001 | MOTOCAR AUTOMOTIVE LTD | 3/29/2018 | GENERAL | PMCHQ00000256 | \$39.49 |
| EFT000000003976 | MOU006 | MOUNTAIN VIEW PUBLISHING INC | 3/29/2018 | GENERAL | PMCHQ00000256 | \$566.73 |
| EFT000000003977 | MVC001 | MOUNTAIN VIEW COMMUNITY ADULT | 3/29/2018 | GENERAL | PMCHQ00000256 | \$2,068.85 |
| EFT000000003978 | NAP001 | NAPA AUTO PARTS | 3/29/2018 | GENERAL | PMCHQ00000256 | \$89.73 |
| EFT000000003979 | NEO001 | NEOPOST LEASING SERVICES CANAD | 3/29/2018 | GENERAL | PMCHQ00000256 | \$3,124.04 |
| EFT000000003980 | NIE002 | NIEMEYER'S WELDING & MACHINING | 3/29/2018 | GENERAL | PMCHQ00000256 | \$962.41 |
| EFT000000003981 | OLD049 | OLDS VACUUM 2000 | 3/29/2018 | GENERAL | PMCHQ00000256 | \$41.75 |
| EFT000000003982 | ORK001 | ORKIN CANADA CORP | 3/29/2018 | GENERAL | PMCHQ00000256 | \$107.63 |
| EFT000000003983 | OUR001 | OUR CAN CO LTD | 3/29/2018 | GENERAL | PMCHQ00000256 | \$441.00 |
| EFT000000003984 | SAB001 | SABY TRUCKING & LOADING LTD | 3/29/2018 | GENERAL | PMCHQ00000256 | \$6,526.80 |
| EFT000000003985 | STA005 | STAPLES | 3/29/2018 | GENERAL | PMCHQ00000256 | \$185.04 |
| EFT000000003986 | TYC001 | TY-CAL INSPECTION SERVICES INC | 3/29/2018 | GENERAL | PMCHQ00000256 | \$7,721.30 |
| EFT000000003987 | ULT002 | ULTIMATE SAFETY ALBERTA | 3/29/2018 | GENERAL | PMCHQ00000256 | \$347.87 |
| EFT000000003988 | UNI003 | UNITED FARMERS OF ALBERTA | 3/29/2018 | GENERAL | PMCHQ00000256 | \$4,659.00 |
| EFT000000003989 | WEG001 | W E GREER LTD | 3/29/2018 | GENERAL | PMCHQ00000256 | \$2,842.34 |

Total Cheques: 159

Total Amount of Cheques: \$628,400.32

Pre-Authorized Payments March 2018

| Monthly Payments | | | |
|--------------------------------------|---------------------|--|------------------------|
| Timing of Payment | Vendor | Description | PAP Amount |
| 2018 | | | |
| 1-Mar | Ricoh | Lease Payment: Administration Photocopier | \$ 280.83 |
| 1-Mar | John Deere | Lease Payment: JD 997 Z-Trak mower | \$ 456.39 |
| 1-Mar | John Deere | Lease Payment: John Deere Utility Tractor | \$ 1,185.61 |
| 1-Mar | John Deere | Lease Payment: John Deere 1600 Turbo Wide Area M | \$ 1,305.89 |
| 2-Mar | Golf Lease | Lease Payment: Toro Mowers | \$ 4,396.35 |
| 2-Mar | Golf Lease | Lease Payment: Sweeper | \$ 691.95 |
| 6-Mar | Lease | Wet Water Industries | \$ 253.68 |
| 8-Mar | De Lage Landen | Lease Payment: Vac Truck | \$ 6,774.37 |
| 15-Mar | Roynat Lease | Fire Hall Photocopier | \$ 70.35 |
| 15-Mar | Roynat Lease | Public Works Photocopier/Color Printer/Scanner | \$ 91.35 |
| 15-Mar | Roynat Lease | Development Photocopier/ Color Printer/ Scanner | \$ 813.75 |
| 22-Mar | Caterpillar | Lease Payment: Caterpillar Financial | \$ 2,992.68 |
| 26-Mar | CDN Western | Lease Payment: Grader | \$ 2,241.35 |
| Total of Monthly Payments | | | \$ 21,554.55 |
| Automatic Payments | | | |
| 1-Mar | ACFA | Aquatic Centre Debenture | \$ 88,071.35 |
| 1-Mar | ATB | Mutual Funds | \$ 1,188.85 |
| 1-Mar | Receiver General | Payroll Deductions/Contributions | \$ 186.73 |
| 5-Mar | Rogers | Cell Phones | \$ 1,898.99 |
| 2-Mar | Receiver General | Payroll Deductions/Contributions | \$ 140.39 |
| 9-Mar | Mountain View Power | Hwy Sign Power | \$ 104.40 |
| 12-Mar | ATB Mastercard | Mastercard Payments | \$ 2,474.68 |
| 12-Mar | Royal Bank | Corporate Creditor Fee | \$ 75.64 |
| 14-Mar | Receiver General | Payroll Deductions/Contributions | \$ 64,291.36 |
| 14-Mar | LAPP | LAPP | \$ 37,596.27 |
| 15-Mar | ACFA | Fire Hall Debenture | \$ 84,760.84 |
| 15-Mar | ACFA | OI Debenture | \$ 88,143.97 |
| 15-Mar | ATB | Mutual Funds | \$ 1,188.85 |
| 15-Mar | Province of Alberta | OI Debenture stop loss | \$ 104,831.02 |
| 16-Mar | Transcanada | Electricity | \$ 77,771.77 |
| 23-Mar | ATB | Mastercard Payments | \$ 11,278.35 |
| 23-Mar | Receiver General | Payroll Deductions/Contributions | \$ 6,659.27 |
| 28-Mar | Receiver General | Payroll Deductions/Contributions | \$ 64,552.67 |
| 28-Mar | LAPP | LAPP | \$ 36,761.91 |
| 30-Mar | ATB | Mutual Funds | \$ 1,188.85 |
| 30-Mar | Land Titles | Land Titles | \$ 90.00 |
| 30-Mar | ASFF | First Quarter Requisition | \$ 905,970.47 |
| Total of Monthly Payments | | | \$ 1,579,226.63 |
| Total Pre-Authorized Payments | | | \$ 1,600,781.18 |



Town of Olds

Request for Decision

Correspondence and Information

April 23, 2018

11A

RECOMMENDATION

That the Correspondence and Information Report ending April 23, 2018 be received for information.

BACKGROUND

The Correspondence and Information Report is a collection of general information received at the Town Office and is provided to Council as information. Council may choose to provide direction to Administration on any item contained in this report.

Council Policy 105C excerpt:

- d. *Ensure that all mail to the "Mayor", "Council", or the "Mayor and Council" is:*
 - i. *immediately forwarded to the Mayor's office, CAO and added to the Correspondence File which will appear on the next Council Agenda,*
 - ii. *reviewed by the CAO to see if administrative analysis and report is required,*
 - iii. *mail requiring a response, is answered to by signature of the Mayor, CAO or designate.*

LIST OF CORRESPONDENCE AND INFORMATION PRESENTED:

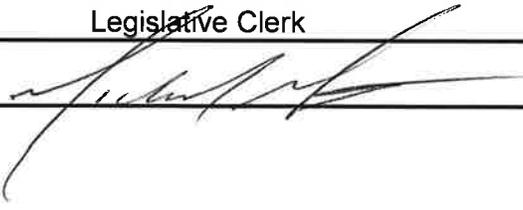
| ITEM # | FROM / TO | REGARDING |
|--------|---|--|
| A | Alberta Heath, Office of the Minister – letter dated March 14, 2018 | CC'd on letter to City of Red Deer regarding Red Deer Regional Hospital Centre |
| B | Alberta Heath Services – letter dated March 27, 2018 | Donation to Olds Hospital annual fund raising campaign |
| C | Alberta Labour, Office of the Minister – letter dated April 4, 2018 | Summer Temporary Employment Program (STEP) |
| D | Alberta Municipal Affairs – letter dated April 12, 2018 | Community Revitalization Levy |

ALTERNATIVE OPTIONS

1. Council can provide further direction on any of the correspondence or information items.
2. Council can pass make another recommendation being specific in what it wishes to direct as an alternate follow up.

ATTACHMENTS

Correspondence and Information packet is attached.

| | | |
|----------------|--|----------------------------|
| Submitted By: | Marcie McKinnon Legislative Clerk | Date: April 17, 2018 |
| CAO Signature: |  | Date: <i>April 18/2018</i> |



*Deputy Premier
Office of the Minister
MLA, Edmonton-Glenora*

162

RECEIVED
APR 10 2018

CC: Council Agenda
April 23, 2018
"Correspondence"

AR 149967

March 14, 2018

Tara Veer
Mayor
City of Red Deer
4914 – 48 Avenue
Red Deer AB T4N 3T4

Dear Mayor Tara Veer:

Thank you for your letters and accompanying letters of support from surrounding municipalities supporting an expansion of the Red Deer Regional Hospital Centre (RDRHC). I appreciate you advocating for the needs of Red Deer and central Alberta. I share your desire to continue to improve health care services in Red Deer, central Alberta and across our province.

There is increasing demand on Alberta's health system and expectations to receive care closer to home. Consistent with this expectation to improve and modernize health and personal care services, the Government of Alberta is shifting focus from facility based care to providing services in the community, closer to home, where it is safe and appropriate to do so.

Our government has worked hard to make improvements to publicly funded health care services in Alberta. We have invested substantial capital in the RDRHC over the past few years. This spring, we expanded the labour and delivery unit to ensure greater access for high-risk pregnancies and caesarean sections, as well as a new recovery area for new mothers. We improved access to after-hours care in Sylvan Lake, which we anticipate to reduce pressure on the RDRHC's emergency department. We added a state-of-the art MRI unit, and invested in significant infrastructure maintenance towards repair, replacement, and maintenance of the facility. In addition, we made investments to build a detox facility in Red Deer to help treat youth in the community who are struggling with substance abuse.

I understand AHS has been meeting with the community and health care professionals regarding the health care needs of the RDRHC to plan for anticipated future care needs, including interventional cardiac services.

.../2

Our goal is to work together with communities, through AHS Central Zone planning, to design and deliver together a health system that makes the best use of our acute care resources and improves access to community-based care services. AHS Central Zone planning will help inform options for the community, including sustainable infrastructure and human resource planning as part of an overall provincial strategy. I am expecting to see the Central Zone's plan in spring 2018 and look forward to reviewing the options provided.

If you have any questions or wish to discuss further, please contact Sherri Wilson, Acting Assistant Deputy Minister, Health Standards, Quality and Performance at 780-415-2818 or via email at sherri.wilson@gov.ab.ca.

Thank you for taking the time to bring your concerns forward. We are committed to listening to Albertans in making informed and thoughtful decisions.

Sincerely,



Sarah Hoffman
Deputy Premier
Minister of Health

cc: Honourable Joe Ceci, Minister of Finance
Honourable Sandra Jansen, Minister of Infrastructure
Kim Schreiner, MLA Red Deer North
Barb Miller, MLA Red Deer South
Red Deer City Council
Mayor, Town of Castor
Mayor, Town of Bashaw
Mayor, Town of Hardisty
Mayor, Town of Olds
Mayor, Town of Elnora
Mayor, Town of Tofield
Reeve, County of Wetaskiwin No. 10
Mayor, Town of Hanna
Mayor, Town of Innisfail
Mayor, Town of Drayton Valley
Mayor, Town of Bentley
Mayor, Town of Coronation
Mayor, Town of Sylvan Lake
Mayor, Town of Lacombe
Mayor, Town of Eckville
Mayor, Town of Ponoka
Craig Curtis, Red Deer City Manager,
Allan Sinclair, Alberta Health Services
Bob Bilton, Red Deer Regional Health Foundation

CC: Council correspondence
April 23/18

RECEIVED
APR - 6 2018

March 27, 2018

Dear Town of Olds:

You have demonstrated that health care is important to you by making a donation of an Adult or a Family Swim Pass. This item will be used in our silent auction being held at our First Annual Barn Dance. All funds raised at this event will go directly to support our **Annual Campaign – Emergency Room Upgrades**, at the Olds Hospital & Care Center.

The support you give is making a difference by allowing us to help deliver high quality health care services within our community.

A Non Official Tax Receipt is included below for the value of your gift.

If you have any questions, please do not hesitate to contact the Wetaskiwin Health Foundation at 1-780-361-4130.

Thank you again for supporting health care. Our community will benefit from your generosity.

Sincerely,



Wayne Krejci
Site Manager, Olds Hospital & Care Centre

P.S. Becoming a monthly donor is an easy and rewarding way to support health care in a way that is important to you. Contact the Wetaskiwin Health Foundation at 1-780-361-4130 or at info@oldshealthdonations.com for more information.

Wetaskiwin Health Foundation
6910 – 47 Street, Wetaskiwin, AB T9A 3N3
Phone: 780-361-4130 or 780-361-4114 | Fax: 780-361-4107



Wetaskiwin
HEALTH FOUNDATION

Thank you for your support!
NOT AN OFFICIAL TAX RECEIPT

3/27/2018

Gift Date: 3/28/2018
Fair Market Value: \$365.00
Fund: Olds Barn Dance Restricted Funds
Gift-in-kind Description: Adult or Family Swim Pass

Town of Olds
4512 46 St
Olds AB T4H 1R5



Office of the Minister
MLA, Edmonton - Mill Woods



STEP-006084

April 4, 2018

Shaun Fox
Human Resources Advisor
Town of Olds
4512 - 46 Street
Olds, AB T4H 1R5

Dear Shaun Fox:

Thank you for your application to the Summer Temporary Employment Program (STEP). I am pleased to inform you that we are moving forward with your STEP application. I am grateful that employers like you have shown interest in this program, providing opportunities to students in our province.

Our government is proud to continue STEP again this year. As Alberta's economy improves, we want to ensure Albertans benefit from the recovery, including students and employers. This program will help students gain important skills and job experience while helping employers hire the staff they need for the summer.

You should have already received a communication from STEP regarding your conditional approval, outlining the requirements for the program and information still required from you by STEP staff. Also attached is a TIP Sheet outlining next steps for your convenience. To ensure your application is processed, please provide the requested information as quickly as possible. If you have any questions or comments regarding STEP, I encourage you to email the STEP team at step@gov.ab.ca or call toll-free at 1-866-338-4727.

Thank you again for participating in STEP this year. I wish you and your students the best of luck this summer.

Sincerely,

Christina Gray
Minister of Labour
Responsible for Democratic Renewal

Attachment

107 Legislature Building, 10800 - 97 Avenue, Edmonton, Alberta T5K 2B6 Canada Telephone 780-638-9400 Fax 780-638-9401
3448 - 93 Street NW, Edmonton, Alberta T6E 6A4 Canada Telephone 780-414-1000 Fax 780-414-1278

Printed on recycled paper

cc: Leg clerk

Town of Olds Regular Council Meeting April 23, 2018



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Leduc-Beaumont*

166

AR93426

APR 12 2018

His Worship Michael Muzychka
Mayor
Town of Olds
4512 - 46 Street
Olds AB T4H 1R5

Dear Mayor Muzychka,

Thank you for your letter of March 16, 2018, regarding the Community Revitalization Levy (CRL) program.

I appreciate the commitment you have shown to economic development in your community and your concern regarding the timeline for the conclusion of the CRL program review.

The review is expected to be concluded by summer 2018. At that time, program guidelines will be published to assist municipalities in applying to the program and new CRL applications will be accepted for consideration.

Thank you again for your letter and continued interest in the CRL program.

Sincerely,

Hon. Shaye Anderson
Minister of Municipal Affairs

RECEIVED
APR 17 2018

CC: Council Correspondence
@ April 23, 2018 mtg.

: Director of Operations