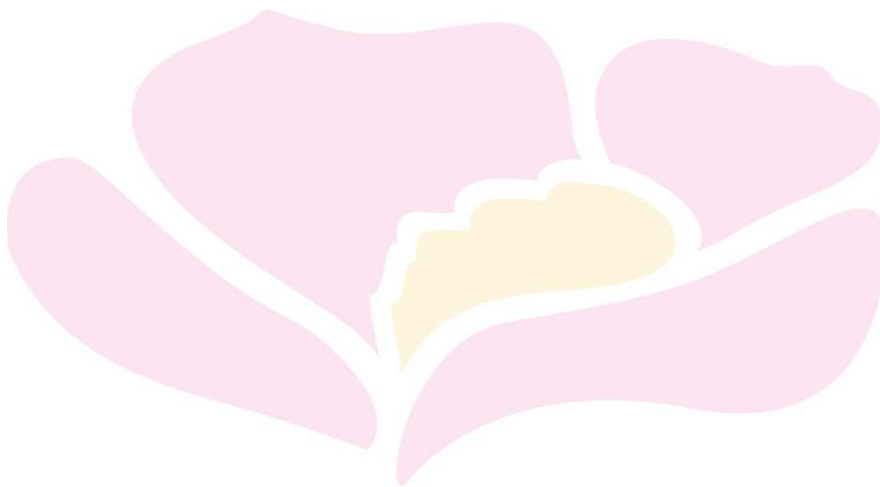




2017 and 2018 Operating Plan

Approved December 5, 2016



2017 and 2018 Operating Budget Contents

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2017 AND 2018 OPERATING BUDGET

	2015	2016	2017	Change 2016 to 2017		2018	Change 2017 to 2018		2019
	Actual	Budget	Budget	Dollar Change	Per Cent Change	Budget	Dollar Change	Per Cent Change	Forecast
GENERAL GOVERNMENT									
City Council Legislative	353,273	387,606	387,001	(605)	-0.2%	425,724	38,723	10.0%	430,340
Office of the City Manager	337,774	420,052	431,900	11,848	2.8%	437,869	5,969	1.4%	447,860
Fiscal Services	(1,080,693)	(1,933,610)	(2,079,457)	(145,847)	-7.5%	(2,218,038)	(138,581)	-6.7%	(2,373,289)
Local Governance	1,727,194	1,869,685	1,697,171	(172,514)	-9.2%	1,753,700	56,529	3.3%	1,768,012
Common Services	793,476	971,865	944,139	(27,726)	-2.9%	960,995	16,856	1.8%	989,365
Financial Services	962,152	761,546	826,956	65,410	8.6%	852,838	25,882	3.1%	877,178
Assessment	375,180	372,585	379,908	7,323	2.0%	394,012	14,104	3.7%	409,107
Corp & Protective Services	1,088,607	1,477,083	1,495,123	18,040	1.2%	1,538,460	43,337	2.9%	1,613,104
Community Dev. & Innovation	190,214	141,507	80,470	(61,037)	-43.1%	101,736	21,266	26.4%	89,837
City Centre	1,206	-	-	-	-	-	-	-	-
Property Management	(35,665)	(31,130)	(23,200)	7,930	25.5%	1,070	24,270	-104.6%	23,260
	<u>4,712,718</u>	<u>4,437,189</u>	<u>4,140,011</u>	<u>(297,178)</u>	<u>-6.7%</u>	<u>4,248,366</u>	<u>108,355</u>	<u>2.6%</u>	<u>4,274,774</u>
IT Operating Services	<u>738,931</u>	<u>939,394</u>	<u>1,039,918</u>	<u>100,524</u>	<u>10.7%</u>	<u>1,113,481</u>	<u>73,563</u>	<u>7.1%</u>	<u>1,209,561</u>
Fire Protection	<u>1,234,632</u>	<u>1,291,474</u>	<u>1,401,465</u>	<u>109,991</u>	<u>8.5%</u>	<u>1,431,114</u>	<u>29,649</u>	<u>2.1%</u>	<u>1,493,580</u>
Police Protection	<u>3,753,199</u>	<u>4,431,061</u>	<u>4,600,485</u>	<u>169,424</u>	<u>3.8%</u>	<u>4,801,556</u>	<u>201,071</u>	<u>4.4%</u>	<u>4,998,087</u>
INFRASTRUCTURE AND PLANNING									
Engineering Office	611,383	699,185	688,397	(10,788)	-1.5%	725,839	37,442	5.4%	738,470
Planning & Development	587,788	625,208	689,944	64,736	10.4%	700,233	10,289	1.5%	804,050
Safety Code Inspections	(9,380)	45,168	155,591	110,423	244.5%	103,388	(52,203)	-33.6%	113,710
Public Works	3,713,421	4,126,583	4,325,769	199,186	4.8%	4,492,356	166,587	3.9%	4,616,701
Equipment Pool	(1,671)	(60,000)	(60,000)	-	0.0%	(60,000)	-	0.0%	(52,000)
	<u>4,901,541</u>	<u>5,436,144</u>	<u>5,799,701</u>	<u>363,557</u>	<u>6.7%</u>	<u>5,961,816</u>	<u>162,115</u>	<u>2.8%</u>	<u>6,220,931</u>
COMMUNITY SERVICES									
Cemeteries	47,867	34,511	25,874	(8,637)	-25.0%	20,027	(5,847)	-22.6%	21,579
Administration	394,288	453,511	399,803	(53,708)	-11.8%	396,790	(3,013)	-0.8%	403,388
Parks	1,418,765	1,546,668	1,646,966	100,298	6.5%	1,651,426	4,460	0.3%	1,686,432
Golf Course	257,739	292,706	299,165	6,459	2.2%	268,462	(30,703)	-10.3%	316,157
Cultural Services	257,442	293,842	317,897	24,055	8.2%	341,410	23,513	7.4%	335,368
Facilities	2,161,041	2,369,753	2,466,024	96,271	4.1%	2,502,122	36,098	1.5%	2,520,622
	<u>4,537,142</u>	<u>4,990,991</u>	<u>5,155,729</u>	<u>164,738</u>	<u>3.3%</u>	<u>5,180,237</u>	<u>24,508</u>	<u>0.5%</u>	<u>5,283,546</u>
Operating Levy before Transfer to Capital	<u>19,878,163</u>	<u>21,526,253</u>	<u>22,137,309</u>	<u>611,056</u>	<u>2.8%</u>	<u>22,736,570</u>	<u>599,261</u>	<u>2.7%</u>	<u>23,480,479</u>
Transfer to Capital	1,787,000	1,719,600	1,698,000	(21,600)	-1.3%	1,707,600	9,600	0.6%	2,542,600
Transfer to Capital - Roads	-	750,000	750,000	-	0.0%	750,000	-	0.0%	750,000
Operating Surplus	1,417,987	-	-	-	-	-	-	-	-
Total Operating	<u>23,083,150</u>	<u>23,995,853</u>	<u>24,585,309</u>	<u>589,456</u>	<u>2.46%</u>	<u>25,194,170</u>	<u>608,861</u>	<u>2.48%</u>	<u>26,773,079</u>
Reduction for Projected Revenue Growth		280,000				280,000			
Total Tax Levy	<u>23,083,150</u>	<u>24,275,853</u>	<u>24,585,309</u>	<u>309,456</u>	<u>1.27%</u>			<u>1.32%</u>	

A \$100,000 increase/decrease will impact the levy by +/- 0.41%

2017 OPERATING BUDGET

	2016 Budget			Change In Levy	2017 Budget		
	Costs	Revenues	Levy		Levy	Revenues	Costs
General Operating							
Mayor & Council	403,606	16,000	387,606	(605)	387,001	31,000	418,001
Office of the City Manager	420,052	-	420,052	11,848	431,900	17,000	448,900
Fiscal Services	2,090,604	4,024,214	(1,933,610)	(145,847)	(2,079,457)	4,273,243	2,193,786
Local Governance	1,619,685	-	1,619,685	(92,514)	1,527,171	366,340	1,893,511
Public Transit	310,000	60,000	250,000	(80,000)	170,000	50,000	220,000
Common Services	972,865	1,000	971,865	(27,726)	944,139	500	944,639
Financial Services	809,671	48,125	761,546	65,410	826,956	49,256	876,212
Assessment	372,585		372,585	7,323	379,908		379,908
Corporate & Protective Services	1,566,584	89,500	1,477,084	18,039	1,495,123	132,500	1,627,623
Community Development & Innovation	314,507	173,000	141,507	(61,037)	80,470	215,000	295,470
City Centre Camrose	80,000	80,000	-	-	-	84,000	84,000
Property Management	67,020	98,150	(31,130)	7,930	(23,200)	80,125	56,925
Information Technology	1,378,794	439,400	939,394	100,524	1,039,918	497,500	1,537,418
Fire Services	1,545,974	254,500	1,291,474	109,991	1,401,465	262,000	1,663,465
Police Services	6,488,060	2,057,000	4,431,060	169,425	4,600,485	2,045,499	6,645,984
Engineering Services	883,685	184,500	699,185	(10,788)	688,397	104,500	792,897
Planning & Development	772,758	147,550	625,208	64,736	689,944	76,375	766,319
Building Inspections	532,168	487,000	45,168	110,423	155,591	377,500	533,091
Public Works Office	899,957	115,000	784,957	36,177	821,134	117,000	938,134
Roads	2,138,849	158,000	1,980,849	48,516	2,029,365	158,000	2,187,365
Signals & Lights	1,126,050	100,000	1,026,050	112,600	1,138,650	-	1,138,650
Fleet Management and Purchasing	2,040,001	2,100,000	(59,999)	(1)	(60,000)	2,105,000	2,045,000
Storm Water	237,000	40,000	197,000	3,000	200,000	40,000	240,000
Airport	273,490	135,763	137,727	(1,107)	136,620	144,623	281,243
Community Services Office	528,511	75,000	453,511	(53,708)	399,803	30,000	429,803
Cemeteries	213,511	179,000	34,511	(8,637)	25,874	169,000	194,874
Parks	1,596,668	50,000	1,546,668	100,298	1,646,966	50,100	1,697,066
Facilities	4,367,092	1,988,740	2,378,352	87,672	2,466,024	1,984,755	4,450,779
Golf	1,141,306	848,600	292,706	6,459	299,165	828,600	1,127,765
Arts & Culture	364,558	79,316	285,242	32,655	317,897	107,200	425,097
Transfer to Capital	2,469,600		2,469,600	(21,600)	2,448,000		2,448,000
Total General Operating	38,025,211	14,029,358	23,995,853	589,456	24,585,309	14,396,616	38,981,925
Utility Operating							
Water	6,526,781	6,526,781	-	-	-	6,703,112	6,703,112
Sanitary Sewer	3,626,708	3,626,708	-	-	-	3,711,708	3,711,708
Solid Waste Management	1,334,754	1,334,754	-	-	-	1,300,797	1,300,797
Camrose Regional Landfill	1,051,200	1,051,200	-	-	-	1,650,900	1,650,900
Recycling	811,480	811,480	-	-	-	909,997	909,997
Total Utility Operating	13,350,923	13,350,923	-	-	-	14,276,514	14,276,514
Total Operating	51,376,134	27,380,281	23,995,853	589,456	24,585,309	28,673,130	53,258,439

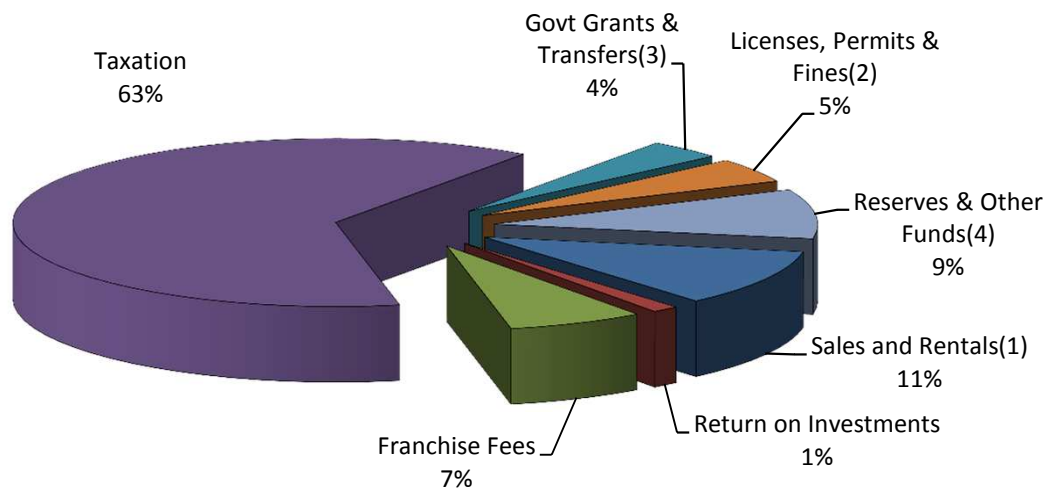
2018 OPERATING BUDGET

	2017 Budget			Change In Levy	2018 Budget		
	Costs	Revenues	Levy		Levy	Revenues	Costs
General Operating							
Mayor & Council	418,001	31,000	387,001	38,723	425,724	-	425,724
Office of the City Manager	448,900	17,000	431,900	5,969	437,869	-	437,869
Fiscal Services	2,193,786	4,273,243	(2,079,457)	(138,581)	(2,218,038)	4,281,325	2,063,287
Local Governance	1,893,511	366,340	1,527,171	6,529	1,533,700	366,340	1,900,040
Public Transit	220,000	50,000	170,000	50,000	220,000	-	220,000
Common Services	944,639	500	944,139	16,856	960,995	500	961,495
Financial Services	876,212	49,256	826,956	25,882	852,838	49,641	902,479
Assessment	379,908	-	379,908	14,104	394,012		394,012
Corporate & Protective Services	1,627,623	132,500	1,495,123	43,337	1,538,460	72,000	1,610,460
Community Development & Innovation	295,470	215,000	80,470	21,266	101,736	215,000	316,736
City Centre Camrose	84,000	84,000	-	-	-	84,000	84,000
Property Management	56,925	80,125	(23,200)	24,270	1,070	62,625	63,695
Information Technology	1,537,418	497,500	1,039,918	73,563	1,113,481	433,900	1,547,381
Fire Services	1,663,465	262,000	1,401,465	29,649	1,431,114	262,000	1,693,114
Police Services	6,645,984	2,045,499	4,600,485	201,071	4,801,556	2,056,328	6,857,884
Engineering Services	792,897	104,500	688,397	37,442	725,839	174,500	900,339
Planning & Development	766,319	76,375	689,944	10,289	700,233	83,950	784,183
Building Inspections	533,091	377,500	155,591	(52,203)	103,388	447,500	550,888
Public Works Office	938,134	117,000	821,134	24,815	845,949	119,000	964,949
Roads	2,187,365	158,000	2,029,365	92,349	2,121,714	159,000	2,280,714
Signals & Lights	1,138,650	-	1,138,650	(1,830)	1,136,820	-	1,136,820
Fleet Management and Purchasing	2,045,000	2,105,000	(60,000)	-	(60,000)	2,120,000	2,060,000
Storm Water	240,000	40,000	200,000	52,000	252,000	-	252,000
Airport	281,243	144,623	136,620	(747)	135,873	148,527	284,400
Community Services Office	429,803	30,000	399,803	(3,013)	396,790	75,000	471,790
Cemeteries	194,874	169,000	25,874	(5,847)	20,027	158,550	178,577
Parks	1,697,066	50,100	1,646,966	4,460	1,651,426	50,600	1,702,026
Facilities	4,450,779	1,984,755	2,466,024	36,098	2,502,122	2,032,650	4,534,772
Golf	1,127,765	828,600	299,165	(30,703)	268,462	843,600	1,112,062
Arts & Culture	425,097	107,200	317,897	23,513	341,410	106,700	448,110
Transfer to Capital	2,448,000	-	2,448,000	9,600	2,457,600		2,457,600
Total General Operating	38,981,925	14,396,616	24,585,309	608,861	25,194,170	14,403,236	39,597,406
Utility Operating							
Water	6,703,112	6,703,112	-	-	-	6,622,437	6,622,437
Sanitary Sewer	3,711,708	3,711,708	-	-	-	3,711,708	3,711,708
Solid Waste Management	1,300,797	1,300,797	-	-	-	1,330,980	1,330,980
Camrose Regional Landfill	1,650,900	1,650,900	-	-	-	1,050,900	1,050,900
Recycling	909,997	909,997	-	-	-	874,872	874,872
Total Utility Operating	14,276,514	14,276,514	-	-	-	13,590,897	13,590,897
Total Operating	53,258,439	28,673,130	24,585,309	608,861	25,194,170	27,994,133	53,188,303

General Operating Revenues

Revenue by Object	2016 Budget	2017 Budget	Dollar Change	2018 Budget	Dollar Change
Fines ²	901,000	901,000	-	901,000	-
Franchise & Concession Contracts ¹	2,555,392	2,652,858	97,466	2,678,750	25,892
Government Transfers ³	485,869	513,700	27,831	490,700	(23,000)
Grants ³	843,900	850,100	6,200	845,100	(5,000)
Internal Items ⁴	2,426,600	2,431,700	5,100	2,446,700	15,000
Licenses & Permits ²	732,400	671,400	(61,000)	741,400	70,000
Other Revenue ¹	78,900	100,799	21,899	96,228	(4,571)
Penalties ²	210,000	250,000	40,000	250,000	-
Rentals ¹	1,319,158	1,710,027	390,869	1,726,227	16,200
Return on Investments	414,660	521,185	106,525	501,925	(19,260)
Sales & User Charges ¹	2,128,017	2,013,347	(114,670)	2,066,356	53,009
Sales to Other Governments ¹	417,000	426,000	9,000	430,000	4,000
Transfers From ⁴	1,436,462	1,270,500	(165,962)	1,144,850	(125,650)
Other Taxation (CCC)	80,000	84,000	4,000	84,000	-
Sub-total	14,029,358	14,396,616	367,258	14,403,236	6,620
Municipal Levy	23,995,853	24,585,309	589,456	25,194,170	608,861
Total	38,025,211	38,981,925	956,714	39,597,406	615,481

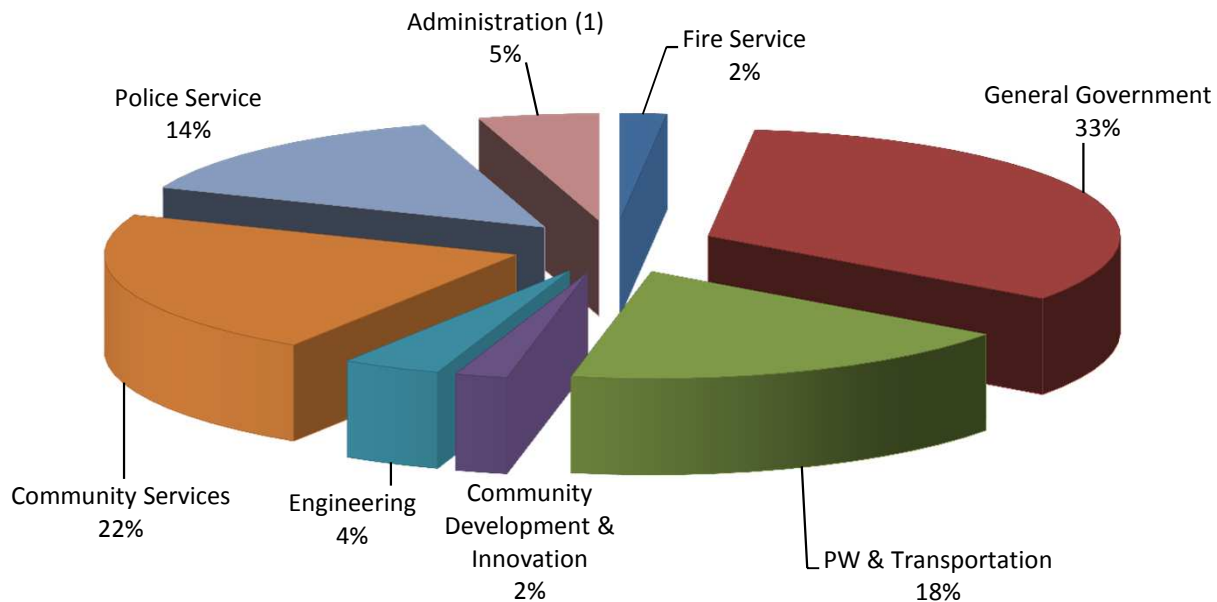
2017 Budget Revenues - Summary by Object



General Operating Revenues

Revenues by Department	2016 Budget	2017 Budget	Dollar Change	2018 Budget	Dollar Change
<u>Operating</u>					
General Government	4,121,214	4,772,083	650,869	4,732,165	(39,918)
Corporate & Protective Services ⁽¹⁾	528,900	630,000	101,100	505,900	(124,100)
Financial Services ⁽¹⁾	48,125	49,256	1,131	49,641	385
Fire Department	254,500	262,000	7,500	262,000	-
Engineering Services	819,050	558,375	(260,675)	705,950	147,575
Public Works & Transportation	2,708,763	2,614,623	(94,140)	2,546,527	(68,096)
Community Dev. & Innovation	271,150	295,125	23,975	277,625	(17,500)
Community Services	3,220,656	3,169,655	(51,001)	3,267,100	97,445
Police Service	2,057,000	2,045,499	(11,501)	2,056,328	10,829
Total Operating	14,029,358	14,396,616	367,258	14,403,236	6,620
Municipal Levy	23,995,853	24,585,309	589,456	25,194,170	608,861
Total Revenue	38,025,211	38,981,925	956,714	39,597,406	615,481

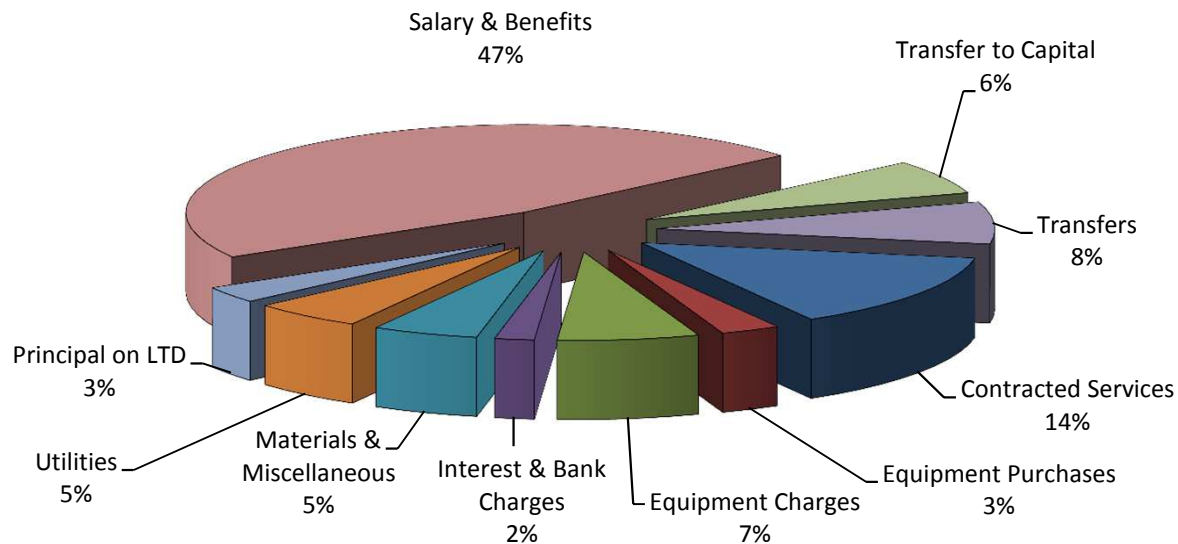
2017 Budget Revenues - Summary by Department



General Operating Expenses

Expenses by Object	2016 Budget	2017 Budget	Dollar Change	2018 Budget	Dollar Change
Contracted Services	4,692,165	5,416,470	724,305	5,111,593	(304,877)
Equipment Purchases	1,257,220	1,106,180	(151,040)	1,179,580	73,400
Equipment Charges	2,604,604	2,628,400	23,796	2,656,700	28,300
Interest & Bank Charges	820,891	736,320	(84,571)	669,067	(67,253)
Materials & Miscellaneous	1,955,981	1,973,916	17,935	2,015,839	41,923
Utilities	2,072,515	2,069,155	(3,360)	2,124,530	55,375
Principal on LTD	1,209,938	1,180,466	(29,472)	1,234,220	53,754
Salary & Benefits	17,948,912	18,415,592	466,680	19,129,347	713,755
Transfer to Capital	2,469,600	2,448,000	(21,600)	2,457,600	9,600
Transfers	2,993,385	3,007,426	14,041	3,018,930	11,504
Total	38,025,211	38,981,925	956,714	39,597,406	615,481

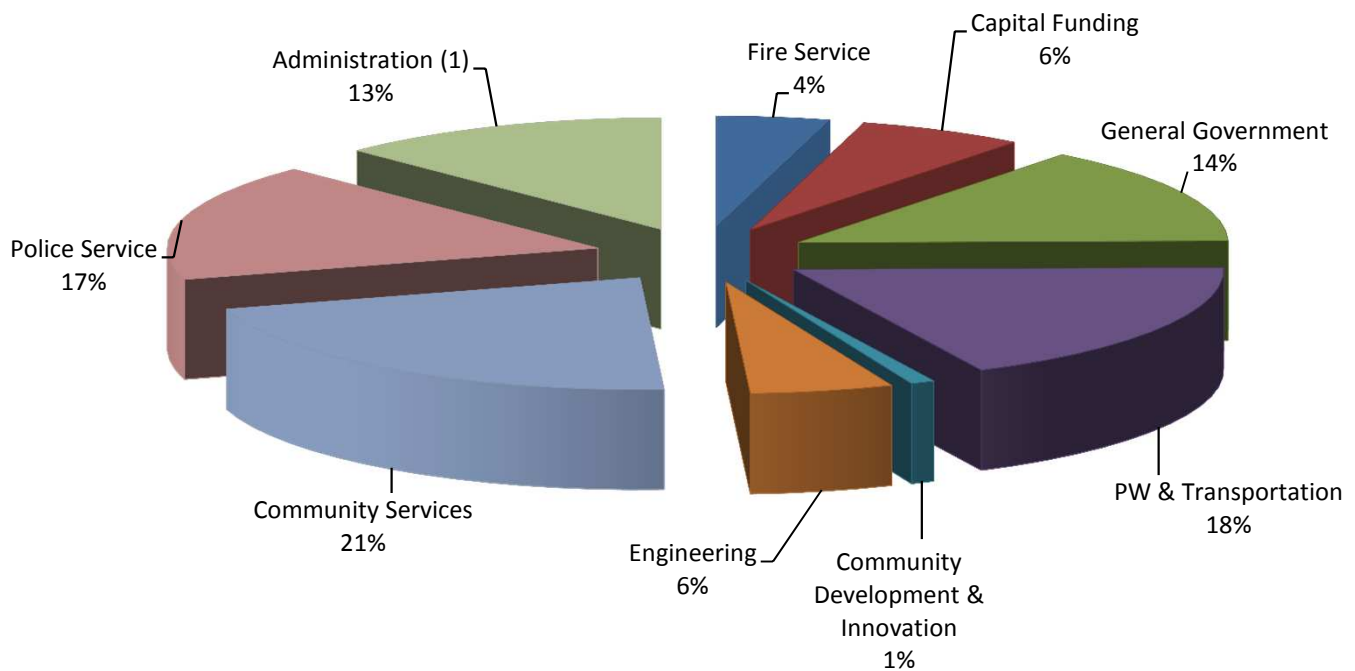
2017 Budget Expenses - Summary by Object



General Operating Expenses

Expenses by Department	2016 Budget	2017 Budget	Dollar Change	2018 Budget	Dollar Change
<u>Operating</u>					
General Government	5,166,759	5,533,937	367,178	5,434,546	(99,391)
Capital Funding	2,469,600	2,448,000	(21,600)	2,457,600	9,600
City Manager's Department ⁽¹⁾	420,052	448,900	28,848	437,869	(11,031)
Corporate & Protective Services ⁽¹⁾	2,945,378	3,165,041	219,663	3,157,841	(7,200)
Financial Services ⁽¹⁾	1,182,256	1,256,120	73,864	1,296,491	40,371
Fire Department	1,545,974	1,663,465	117,491	1,693,114	29,649
Engineering Services	2,188,611	2,092,307	(96,304)	2,235,410	143,103
Public Works & Transportation	7,025,347	7,050,392	25,045	7,198,883	148,491
Community Dev. & Innovation	381,527	352,395	(29,132)	380,431	28,036
Community Services	8,211,647	8,325,384	113,737	8,447,337	121,953
Police Service	6,488,060	6,645,984	157,924	6,857,884	211,900
Total Operating	38,025,211	38,981,925	956,714	39,597,406	615,481

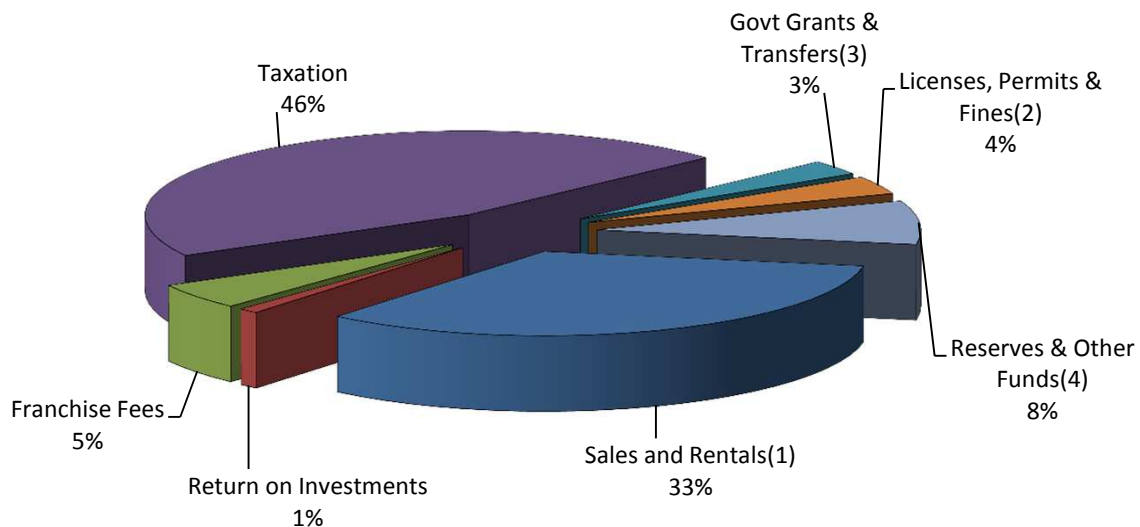
2017 Budget Expenses - Summary by Department



General + Utility Operating Revenues

Revenue by Object	2016 Budget	2017 Budget	Dollar Change	2018 Budget	Dollar Change
Fines ²	901,000	901,000	-	901,000	-
Franchise & Concession Contracts ¹	2,555,392	2,652,858	97,466	2,678,750	25,892
Government Transfers ³	540,869	568,700	27,831	545,700	(23,000)
Grants ³	843,900	850,100	6,200	845,100	(5,000)
Internal Items ⁴	2,426,600	2,431,700	5,100	2,446,700	15,000
Licenses & Permits ²	732,400	671,400	(61,000)	741,400	70,000
Other Revenue ¹	78,900	100,799	21,899	96,228	(4,571)
Penalties ²	235,500	275,500	40,000	275,500	-
Rentals ¹	1,757,440	2,148,009	390,569	2,164,209	16,200
Return on Investments	414,660	521,185	106,525	501,925	(19,260)
Sales & User Charges ¹	14,814,350	14,914,240	99,890	14,962,307	48,067
Sales to Other Governments ¹	512,808	523,139	10,331	528,464	5,325
Transfers From ⁴	1,486,462	2,030,500	544,038	1,222,850	(807,650)
Other Taxation (CCC)	80,000	84,000	4,000	84,000	-
Sub-total	27,380,281	28,673,130	1,292,849	27,994,133	(678,997)
Municipal Levy	23,995,853	24,585,309	589,456	25,194,170	608,861
Total	51,376,134	53,258,439	1,882,305	53,188,303	(70,136)

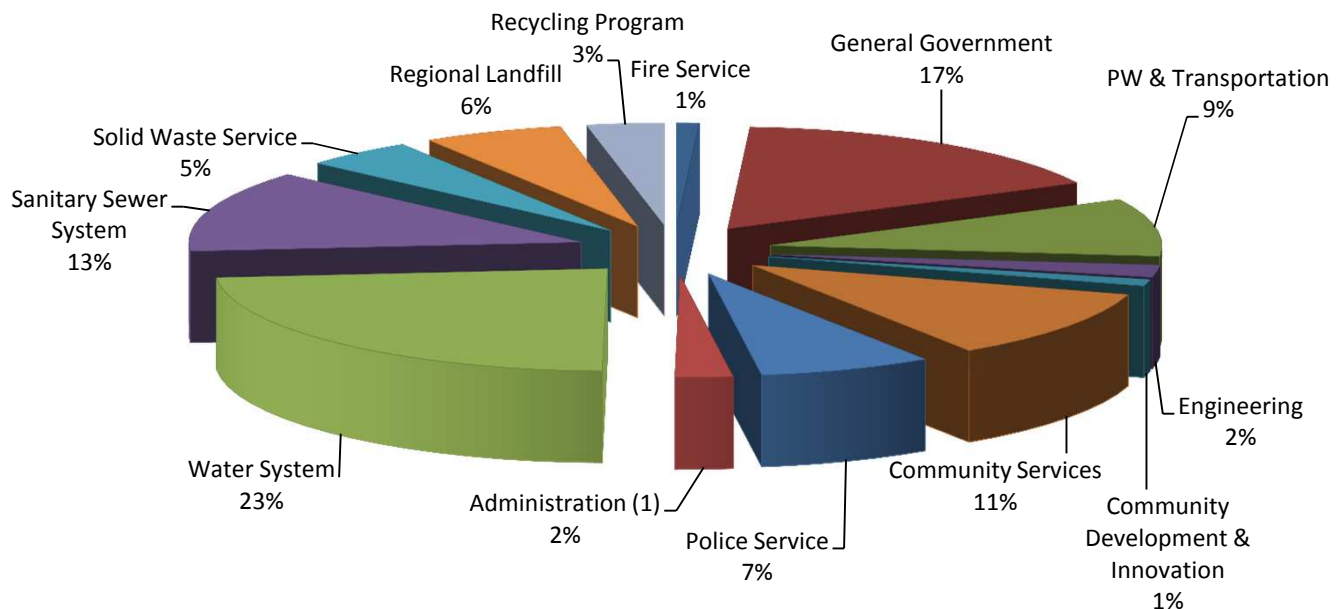
2017 Budget Revenues - Summary by Object



General + Utility Operating Revenues

Revenues by Department	2016 Budget	2017 Budget	Dollar Change	2018 Budget	Dollar Change
<u>Operating</u>					
General Government	4,121,214	4,772,083	650,869	4,732,165	(39,918)
Corporate & Protective Services ⁽¹⁾	528,900	630,000	101,100	505,900	(124,100)
Financial Services ⁽¹⁾	48,125	49,256	1,131	49,641	385
Fire Department	254,500	262,000	7,500	262,000	-
Engineering Services	819,050	558,375	(260,675)	705,950	147,575
Public Works & Transportation	2,708,763	2,614,623	(94,140)	2,546,527	(68,096)
Community Dev. & Innovation	271,150	295,125	23,975	277,625	(17,500)
Community Services	3,220,656	3,169,655	(51,001)	3,267,100	97,445
Police Service	2,057,000	2,045,499	(11,501)	2,056,328	10,829
Total Operating	14,029,358	14,396,616	367,258	14,403,236	6,620
Municipal Levy	23,995,853	24,585,309	589,456	25,194,170	608,861
Total Operating + Levy Revenue	38,025,211	38,981,925	956,714	39,597,406	615,481
<u>Utilities</u>					
Water System	6,526,781	6,703,112	176,331	6,622,437	(80,675)
Sanitary Sewer System	3,626,708	3,711,708	85,000	3,711,708	-
Solid Waste Service	1,334,754	1,300,797	(33,957)	1,330,980	30,183
Regional Landfill	1,051,200	1,650,900	599,700	1,050,900	(600,000)
Recycling Program	811,480	909,997	98,517	874,872	(35,125)
Total Utilities	13,350,923	14,276,514	925,591	13,590,897	(685,617)
Total Revenue	51,376,134	53,258,439	1,882,305	53,188,303	(70,136)

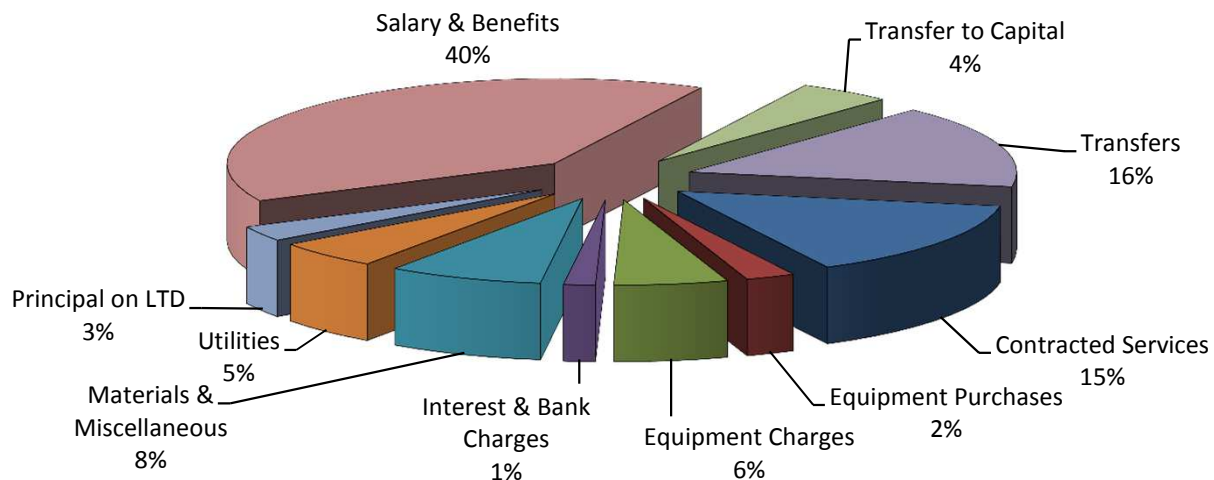
2017 Budget Revenues - Summary by Department



General + Utility Operating Expenses

Expenses by Object	2016 Budget	2017 Budget	Dollar Change	2018 Budget	Dollar Change
Contracted Services	7,030,284	7,819,312	789,028	7,598,233	(221,079)
Equipment Purchases	1,347,720	1,292,180	(55,540)	1,245,580	(46,600)
Equipment Charges	2,977,604	2,981,400	3,796	3,014,700	33,300
Interest & Bank Charges	917,871	827,388	(90,483)	750,027	(77,361)
Materials & Miscellaneous	3,548,557	4,067,692	519,135	3,506,138	(561,554)
Utilities	2,722,170	2,788,635	66,465	2,860,270	71,635
Principal on LTD	1,565,961	1,538,826	(27,135)	1,578,420	39,594
Salary & Benefits	20,582,500	21,091,678	509,178	21,881,855	790,177
Transfer to Capital	2,469,600	2,448,000	(21,600)	2,457,600	9,600
Transfers	8,213,867	8,403,328	189,461	8,295,480	(107,848)
Total	51,376,134	53,258,439	1,882,305	53,188,303	(70,136)

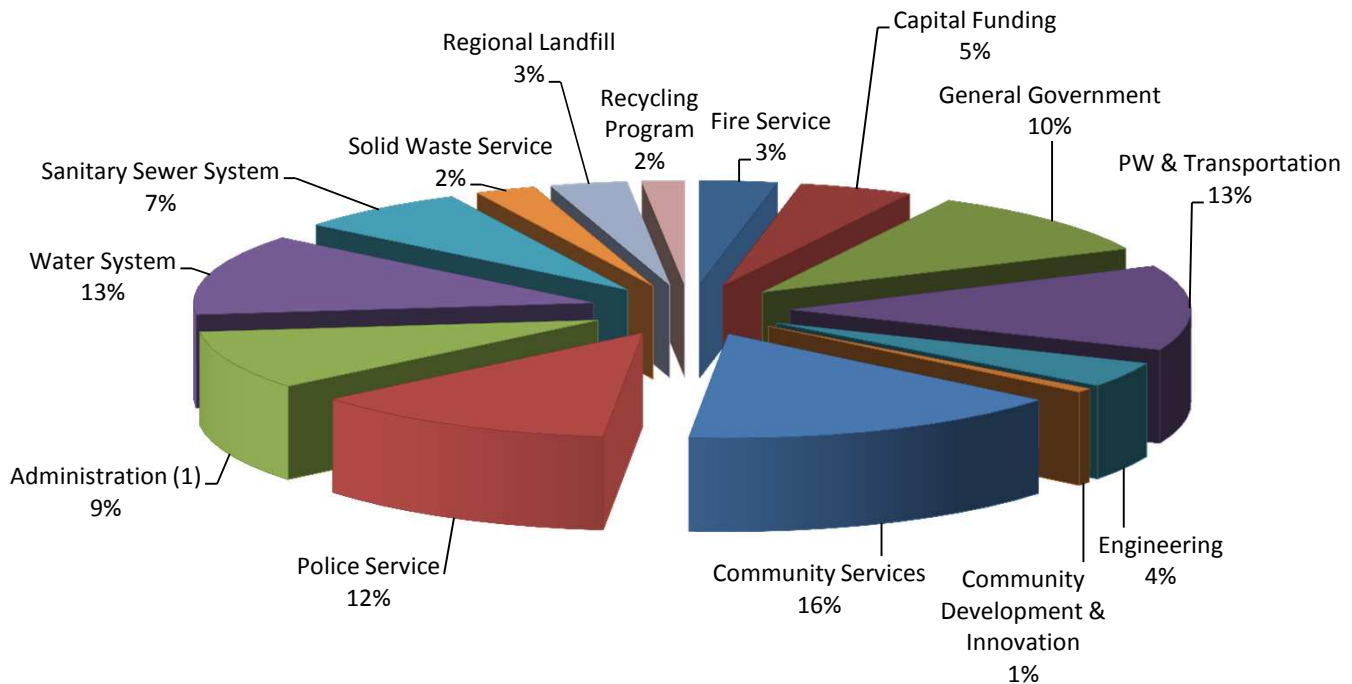
2017 Budget Expenses - Summary by Object



General + Utility Operating Expenses

Expenses by Department	2016 Budget	2017 Budget	Dollar Change	2018 Budget	Dollar Change
<u>Operating</u>					
General Government	5,166,759	5,533,937	367,178	5,434,546	(99,391)
Capital Funding	2,469,600	2,448,000	(21,600)	2,457,600	9,600
City Manager's Department ⁽¹⁾	420,052	448,900	28,848	437,869	(11,031)
Corporate & Protective Services ⁽¹⁾	2,945,378	3,165,041	219,663	3,157,841	(7,200)
Financial Services ⁽¹⁾	1,182,256	1,256,120	73,864	1,296,491	40,371
Fire Department	1,545,974	1,663,465	117,491	1,693,114	29,649
Engineering Services	2,188,611	2,092,307	(96,304)	2,235,410	143,103
Public Works & Transportation	7,025,347	7,050,392	25,045	7,198,883	148,491
Community Dev. & Innovation	381,527	352,395	(29,132)	380,431	28,036
Community Services	8,211,647	8,325,384	113,737	8,447,337	121,953
Police Service	6,488,060	6,645,984	157,924	6,857,884	211,900
Total Operating	38,025,211	38,981,925	956,714	39,597,406	615,481
<u>Utility</u>					
Water System	6,526,781	6,703,112	176,331	6,622,437	(80,675)
Sanitary Sewer System	3,626,708	3,711,708	85,000	3,711,708	-
Solid Waste Service	1,334,754	1,300,797	(33,957)	1,330,980	30,183
Regional Landfill	1,051,200	1,650,900	599,700	1,050,900	(600,000)
Recycling Program	811,480	909,997	98,517	874,872	(35,125)
Total Utilities	13,350,923	14,276,514	925,591	13,590,897	(685,617)
Total Expenses	51,376,134	53,258,439	1,882,305	53,188,303	(70,136)

2017 Budget Expenses - Summary by Department



DEBT SERVICING COSTS - OPERATING LEVY

Year	Community Centre	CPAC	Fire Service	Sports Development	Storm Sewer	Transportation	Current Total	NEW	Total
2017	225,241	364,816	162,264	670,761	217,853	163,757	1,804,692		1,804,692
2018	225,241	364,816	162,264	670,761	217,853	163,757	1,804,692		1,804,692
2019	225,241	364,816	162,264	670,761	217,853	163,757	1,804,692		1,804,692
2020	225,241	364,816	162,264	670,761	217,853	78,038	1,718,973		1,718,973
2021	225,241	364,816	162,264	670,761	217,853	78,038	1,718,973		1,718,973
2022	225,241	364,816	162,264	670,761	217,853	78,038	1,718,973		1,718,973
2023		364,816	162,264	670,761	217,853	78,038	1,493,732		1,493,732
2024		364,816	162,264	670,761	105,660	78,038	1,381,539		1,381,539
2025		364,816	162,264	670,761	105,660	78,038	1,381,539		1,381,539
2026		364,816	162,264	670,761	105,660	78,038	1,381,539		1,381,539
2027		364,816		340,573			705,389		705,389
2028		364,816					364,816		364,816
2029		364,816					364,816		364,816
	1,351,448	4,742,606	1,622,641	7,048,188	1,841,951	1,037,533	17,644,367	-	17,644,367

DEBT SERVICING COSTS - UTILITY RATES

Year	Recycling	Water	Garbage Totes	Current Total	NEW \$13,000,000 WWTP	Total
2017	48,595	194,613	206,515	449,723		449,723
2018	24,298	194,613	206,515	425,425		425,425
2019		194,613	206,515	401,128		401,128
2020		194,613	206,515	401,128	835,000	1,236,128
2021		194,613	206,515	401,128	835,000	1,236,128
2022		194,613		194,613	835,000	1,029,613
2023		194,613		194,613	835,000	1,029,613
2024		194,613		194,613	835,000	1,029,613
2025		194,613		194,613	835,000	1,029,613
2026		194,613		194,613	835,000	1,029,613
2027		194,613		194,613	835,000	1,029,613
2028				-	835,000	835,000
2029				-	835,000	835,000
	72,893	2,140,744	1,032,574	-	-	-
				3,246,210	8,350,000	11,596,210

Debt Limit (per 2015 Financial Statements) (1.5 times revenue) \$ 80,000,000

* Total Debt estimated as at December 31, 2016 \$ 20,000,000

Amount of Debt Limit Unused \$ 60,000,000

Annual Principle Reduction Approximate 1,800,000.00

Fiscal Services

Overview

Fiscal Services relates to revenues and expenditures that are not specific to any department and are considered to be the result of doing business as the City of Camrose. Fiscal Services includes:

- Fiscal Services revenues include penalties and NSF fees, electrical and natural gas franchise fees, investment income, MSI operating grant funding and transfers from other funds.
- Expenditures include miscellaneous banking charges such as credit card charges, bad debts, interest paid on property tax prepayments, debenture principal and interest payments.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
FISCAL SERVICES									
Financing									
Penalties	232,717	210,000	250,000	40,000	19.0%	250,000	-	0.0%	250,000
Franchise Fees	1,601,434	2,555,392	2,652,858	97,466	3.8%	2,678,750	25,892	1.0%	2,702,650
Franchise Fees - City Utilities	517,665	584,162	589,200	5,038	0.9%	590,650	1,450	0.2%	604,250
Return on Investments	738,706	414,660	521,185	106,525	25.7%	501,925	(19,260)	-3.7%	506,530
Grants	133,762	135,000	135,000	-	0.0%	135,000	-	0.0%	135,000
Transfer from Reserve	164,391	125,000	125,000	-	0.0%	125,000	-	0.0%	125,000
	<u>3,388,675</u>	<u>4,024,214</u>	<u>4,273,243</u>	<u>249,029</u>	<u>6.2%</u>	<u>4,281,325</u>	<u>8,082</u>	<u>0.2%</u>	<u>4,323,430</u>
Expenditures									
Bad Debts/Collection Costs	62,671	57,400	53,800	(3,600)	-6.3%	58,800	5,000	9.3%	58,800
Debenture Principal	1,195,462	1,209,938	1,180,466	(29,472)	-2.4%	1,234,220	53,754	4.6%	1,290,526
Debenture Interest	766,034	773,266	687,520	(85,746)	-11.1%	620,267	(67,253)	-9.8%	550,815
Other Expenditures	60,680	50,000	72,000	22,000	44.0%	50,000	(22,000)	-30.6%	50,000
Contingency			200,000	200,000		100,000	(100,000)	-50.0%	
Sick Leave Accrual Adjustment	54,966	-	-	-		-	-		-
Transfer to Reserves	168,169	-	-	-		-	-		-
	<u>2,307,982</u>	<u>2,090,604</u>	<u>2,193,786</u>	<u>103,182</u>	<u>4.9%</u>	<u>2,063,287</u>	<u>(130,499)</u>	<u>-5.9%</u>	<u>1,950,141</u>
Net	<u>(1,080,693)</u>	<u>(1,933,610)</u>	<u>(2,079,457)</u>	<u>(145,847)</u>	<u>-7.5%</u>	<u>(2,218,038)</u>	<u>(138,581)</u>	<u>-6.7%</u>	<u>(2,373,289)</u>

Analysis of Operating Budget Changes

- Based on a review of reserves and projected cash flows, investment income has been increased by \$125,000.
- Debenture Principal and Interest – Has decreased as two transportation related debentures have been retired.
- Contingency – \$200,000 has been included in 2017 and an additional \$100,000 has been added to the 2018 Budget to provide for non-recurring unanticipated expenditures or fund known contingencies with unknown costs (for example, carbon tax impact). Council approval is required before expending the contingency amount (note: the City Manager can approve allocations up to \$5,000). This contingency has been established for both the 2017 and 2018 Budgets.

Mayor and Council

Overview

City Council, comprised of the Mayor and eight Councilors, are elected to represent the citizens of Camrose and to develop and evaluate policies and programs of the municipality. Council's travel, expenses, allowance, remuneration and benefits were reviewed in 2013 by a Citizen Council Support Policy Committee.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
MAYOR & COUNCIL									
Financing									
Other Revenue	1,200	-	-	-			-		
Transfer from Reserves	-	16,000	31,000	15,000	93.8%	-	(31,000)	-100.0%	-
	<u>1,200</u>	<u>16,000</u>	<u>31,000</u>	<u>15,000</u>	<u>93.8%</u>	<u>-</u>	<u>(31,000)</u>	<u>-100.0%</u>	<u>-</u>
Expenditures									
Salaries and Benefits	227,155	241,206	246,801	5,595	2.3%	250,224	3,423	1.4%	254,840
Contracted Services	105,081	142,000	147,400	5,400	3.8%	149,900	2,500	1.7%	149,900
Materials & Supplies	18,037	15,000	15,100	100	0.7%	16,900	1,800	11.9%	16,900
Assets < \$10,000	4,200	5,400	8,700	3,300	61.1%	8,700	-	0.0%	8,700
Transfer to Reserve	-	-	-	-		-	-		-
	<u>354,473</u>	<u>403,606</u>	<u>418,001</u>	<u>14,395</u>	<u>3.6%</u>	<u>425,724</u>	<u>7,723</u>	<u>1.8%</u>	<u>430,340</u>
Net	<u>353,273</u>	<u>387,606</u>	<u>387,001</u>	<u>(605)</u>	<u>-0.2%</u>	<u>425,724</u>	<u>38,723</u>	<u>10.0%</u>	<u>430,340</u>

Analysis of Operating Budget Changes

- Includes transfer from reserve revenue for training, as well as \$15,000 for new Council orientation.

Local Governance

Overview

Local Governance expenditures relate to community, tourism and cultural grants. Local Governance includes:

- Financial support for many community events including Jaywalkers Jamboree, distributing signage for Blood Donor Clinics and hanging banners for special events.
- Fee for services include the Camrose Ski Club, Railway Museum, and Chamber of Commerce Visitor Information.
- Community Assistance is provided in support for many community events as well as the Japan Friendship Society, Founder's Day celebrations, Tourism Camrose, and the Chamber of Commerce parade/train activities.
- Commitments reflect grants that are either legislated or by resolution of Council. These include commitments to the Camrose and District Lodge Authority, Camrose Public Library, Parkland Regional Library, Camrose and District Support Services, the School Resource Officer, Centra Cam, and for the Camrose Performing Arts Centre.
- Council Committees includes support for the Social Development Committee, Green Action Committee, and CTAC. These grants were previously recorded in the Mayor & Council budget.
- Public Transit Initiatives has been added to highlight Councils commitment to this area. This includes commitment to the Rose City Handi-van Society.
- Rental Subsidy has been added to identify the City's contribution to various groups through the subsidy of property rentals at less than market rates.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
LOCAL GOVERNANCE									
Financing									
Other Revenue	5,268	-	-	-		-	-		-
Market Rate Rental Subsidy	-	-	366,340	366,340		366,340	-	0.0%	366,340
Transfer from Reserve	10,825	-	50,000	50,000		-	(50,000)	-100.0%	-
	<u>16,093</u>	<u>-</u>	<u>416,340</u>	<u>416,340</u>		<u>366,340</u>	<u>(50,000)</u>	<u>-12.0%</u>	<u>366,340</u>
Expenditures									
City Support Services*	22,513	22,500	23,020	520	2.3%	23,135	115	0.5%	23,256
Fee for Service	83,446	85,478	86,600	1,122	1.3%	88,210	1,610	1.9%	88,210
Community Assistance	123,888	114,520	143,520	29,000	25.3%	109,560	(33,960)	-23.7%	110,500
Commitments	1,418,261	1,326,387	1,204,031	(122,356)	-9.2%	1,241,795	37,764	3.1%	1,255,046
Council Committees	2,000	10,000	7,500	(2,500)	-25.0%	7,500	-	0.0%	7,500
Public Transit Initiatives	79,524	310,800	282,500	(28,300)	-9.1%	283,500	1,000	0.4%	283,500
Rental Subsidy - Citywide	-	-	366,340	366,340		366,340	-	0.0%	366,340
Transfer to Reserves	13,655	-	-	-		-	-		-
	<u>1,743,287</u>	<u>1,869,685</u>	<u>2,113,511</u>	<u>243,826</u>	<u>13.0%</u>	<u>2,120,040</u>	<u>6,529</u>	<u>0.3%</u>	<u>2,134,352</u>
Net	<u>1,727,194</u>	<u>1,869,685</u>	<u>1,697,171</u>	<u>(172,514)</u>	<u>-9.2%</u>	<u>1,753,700</u>	<u>56,529</u>	<u>3.3%</u>	<u>1,768,012</u>

*Includes wages, materials, and equipment charges

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
FEE FOR SERVICE									
Camrose Ski Club	15,000	16,000	16,000	-	0.0%	17,000	1,000	6.3%	17,000
Railway Museum	28,968	30,000	30,600	600	2.0%	31,210	610	2.0%	31,210
Visitor Information - Chamber	39,478	39,478	40,000	522	1.3%	40,000	-	0.0%	40,000
	<u>83,446</u>	<u>85,478</u>	<u>86,600</u>	<u>1,122</u>	<u>1.3%</u>	<u>88,210</u>	<u>1,610</u>	<u>1.9%</u>	<u>88,210</u>

COMMUNITY ASSISTANCE

Community Assistance	22,438	52,000	81,000	29,000	55.8%	46,000	(35,000)	-43.2%	46,000
Japan Friendship Society	2,500	2,500	2,500	-	0.0%	2,500	-	0.0%	2,500
Founders Day	10,200	-	-	-	-	-	-	-	-
Main Street Program	29,750	-	-	-	-	-	-	-	-
Tourism Camrose	51,000	52,020	52,020	-	0.0%	53,060	1,040	2.0%	54,000
Parade/Train - Chamber	8,000	8,000	8,000	-	0.0%	8,000	-	0.0%	8,000
	<u>123,888</u>	<u>114,520</u>	<u>143,520</u>	<u>29,000</u>	<u>25.3%</u>	<u>109,560</u>	<u>(33,960)</u>	<u>-23.7%</u>	<u>110,500</u>

COMMITMENTS

Camrose Lodge Authority	322,575	234,587	28,612	(205,975)	-87.8%	28,612	-	0.0%	28,612
Camrose Public Library	507,252	508,390	575,996	67,606	13.3%	610,859	34,863	6.1%	621,000
Parkland Regional Library	139,434	142,139	145,074	2,935	2.1%	147,975	2,901	2.0%	150,934
C.D.S.S.	110,000	102,271	115,349	13,078	12.8%	115,349	-	0.0%	115,500
Lougheed Performing Arts Centre	250,000	250,000	250,000	-	0.0%	250,000	-	0.0%	250,000
School Resource Officer	39,000	39,000	39,000	-	0.0%	39,000	-	0.0%	39,000
Centra Cam Building Fund	50,000	50,000	50,000	-	0.0%	50,000	-	0.0%	50,000
	<u>1,418,261</u>	<u>1,326,387</u>	<u>1,204,031</u>	<u>(122,356)</u>	<u>-9.2%</u>	<u>1,241,795</u>	<u>37,764</u>	<u>3.1%</u>	<u>1,255,046</u>

COUNCIL COMMITTEES

Social Development Committee	2,000	5,000	5,000	-	0.0%	5,000	-	0.0%	5,000
Green Action Committee	-	2,500	2,500	-	0.0%	2,500	-	0.0%	2,500
CTAC	-	2,500	-	(2,500)	-100.0%	-	-	-	-
	<u>2,000</u>	<u>10,000</u>	<u>7,500</u>	<u>(2,500)</u>	<u>-25.0%</u>	<u>7,500</u>	<u>-</u>	<u>0.0%</u>	<u>7,500</u>

PUBLIC TRANSIT INITIATIVES

Public Transit Pilot - Bus Program	101	80,000	100,000	20,000	25.0%	100,000	-	0.0%	100,000
Rose City Handivan Society	60,800	60,800	62,500	1,700	2.8%	63,500	1,000	1.6%	63,500
CTAC - Taxi Subsidy Program	18,623	50,000	100,000	50,000	100.0%	100,000	-	0.0%	100,000
Public Transit - Contingency		120,000	20,000	(100,000)	-83.3%	20,000	-	0.0%	20,000
	<u>79,524</u>	<u>310,800</u>	<u>282,500</u>	<u>(28,300)</u>	<u>-9.1%</u>	<u>283,500</u>	<u>1,000</u>	<u>0.4%</u>	<u>283,500</u>

MARKET RENT SUBSIDY

Camrose Senior Society			78,305	78,305		78,305	-	0.0%	78,305
Rose City Handivan Society			9,741	9,741		9,741	-	0.0%	9,741
Camrose Public Library			80,226	80,226		80,226	-	0.0%	80,226
Visitor Information - Chamber			4,839	4,839		4,839	-	0.0%	4,839
Camrose Ski Club			8,000	8,000		8,000	-	0.0%	8,000
C.D.S.S.			11,173	11,173		11,173	-	0.0%	11,173
Pre-School Society			12,132	12,132		12,132	-	0.0%	12,132
Camrose Childrens Centre			61,855	61,855		61,855	-	0.0%	61,855
Shooting Sports Association			10,732	10,732		10,732	-	0.0%	10,732
C.R.E.			89,337	89,337		89,337	-	0.0%	89,337
	<u>-</u>	<u>-</u>	<u>366,340</u>	<u>366,340</u>		<u>366,340</u>	<u>-</u>	<u>0.0%</u>	<u>366,340</u>
	<u>1,707,119</u>	<u>1,847,185</u>	<u>2,090,491</u>	<u>243,306</u>	<u>13.2%</u>	<u>2,096,905</u>	<u>6,414</u>	<u>0.3%</u>	<u>2,111,096</u>

Common Services

Overview

Common Services encompasses costs relating to the operation of City Hall and support of the business units that occupy it. Common Services includes:

- General office expenditures including postage, stationery, utilities, telephone, advertising, hardware and costs relating to the financial accounting software, copier lease and charges, janitorial, repairs and maintenance and legal services.
- Insurance premiums for City property, equipment and liability with the exception of costs relating to cost recovery areas of the budget such as utility funds and the golf course.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
COMMON SERVICES									
Financing									
Sales & User Charges	54	1,000	500	(500)	-50.0%	500	-	0.0%	500
Transfer from Reserve	15,615	-	-	-		-	-		-
	<u>15,669</u>	<u>1,000</u>	<u>500</u>	<u>(500)</u>	<u>-50.0%</u>	<u>500</u>	<u>-</u>	<u>0.0%</u>	<u>500</u>
Expenditures									
Salaries & Benefits	8,073	14,500	16,025	1,525	10.5%	16,240	215	1.3%	16,961
Contracted Services	381,415	470,410	433,014	(37,396)	-7.9%	439,200	6,186	1.4%	453,634
Insurance	308,057	347,400	346,300	(1,100)	-0.3%	356,675	10,375	3.0%	367,425
Materials & Supplies	63,742	59,500	62,000	2,500	4.2%	60,000	(2,000)	-3.2%	60,000
Equipment Charges	10,356	3,750	5,000	1,250	33.3%	5,000	-	0.0%	5,000
Power, Heat & Water	37,502	77,305	82,300	4,995	6.5%	84,380	2,080	2.5%	86,845
	<u>809,145</u>	<u>972,865</u>	<u>944,639</u>	<u>(28,226)</u>	<u>-2.9%</u>	<u>961,495</u>	<u>16,856</u>	<u>1.8%</u>	<u>989,865</u>
Net	<u>793,476</u>	<u>971,865</u>	<u>944,139</u>	<u>(27,726)</u>	<u>-2.9%</u>	<u>960,995</u>	<u>16,856</u>	<u>1.8%</u>	<u>989,365</u>

Analysis of Operating Budget Changes

- Contracted Services – Expenses been reduced as legal and advertising expenses that used to be budgeted for in this area have been redistributed to the departmental budgets to allow directors to monitor and track these expenses for more accountability.
- No significant variances

Office of the City Manager

Overview

The management of the civic administration of the City of Camrose is the responsibility of the City Manager. Appointed by City Council, the City Manager's authority is established by the City Manager's By-law and the Municipal Government Act. The City Manager's responsibilities include:

- Overall administrative leadership and management oversight for the City of Camrose.
- Preparation and submission of the operating and capital budgets.
- Initiate, develop and recommend policies for Council approval and provide advice to Council.
- Ensure that the policies and decisions of City Council are implemented.
- Act as the Director of Emergency Management.

One administrative support position for the City Manager is provided and shared with the Deputy City Manager, Corporate and Protective Services, the Mayor, and City Council. Costs of the position are shown in the City Manager's budget.

OFFICE OF THE CITY MANAGER	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Transfer from Reserve	-	-	17,000	17,000		-	(17,000)	-100.0%	-
	-	-	17,000	17,000		-	(17,000)	-100.0%	-
Expenditures									
Salaries & Benefits	327,375	393,577	410,225	16,648	4.2%	416,094	5,869	1.4%	424,035
Contracted Services	6,649	22,675	36,075	13,400	59.1%	19,175	(16,900)	-46.8%	21,225
Assets < \$10,000	3,750	3,800	2,600	(1,200)	-31.6%	2,600	-	0.0%	2,600
	337,774	420,052	448,900	28,848	6.9%	437,869	(11,031)	-2.5%	447,860
Net	337,774	420,052	431,900	11,848	2.8%	437,869	5,969	1.4%	447,860
Staff Complement	2015	2016	2017			2018			
Permanent (Full time equivalents)	2.6	2.6	2.6			2.6			
Casual (Number of positions)	-	-	-			-			
Total	2.6	2.6	2.6			2.6			

Analysis of Operating Budget Changes

- The 2017 Budget includes \$17,000 for consulting support in the development of dashboards and key performance indicators. This has been funded from reserves.

Corporate & Protective Services

Overview

The Corporate and Protective Services Department includes the work units of: Legislative Services, Human Resources, Payroll and Benefits, Health and Safety, Information Technology Services/Records Management, and Communications. On the protective side, the Department provides direction and support to the Fire Chief and Bylaw Enforcement and liaisons with the Police Service. Support is also provided to the City Manager's role as Deputy City Manager.

Legislative Services includes all legislative services for Council including agendas and minutes and corporate records management. Legislative Services serves as a City signing officer and the City FOIP Officer. The work unit coordinates and conducts municipal elections and census and provides support to various City Boards and Commissions such as: the Subdivision and Development Appeal Board, Assessment Review Boards, and the Police Commission.

Human Resources provides assistance and advice to management, supervisors and employees in the following areas: recruitment and selection, organizational effectiveness, employee relations, training and development, compensation and benefits, health and wellness, employee and family assistance plan, policy research and development, performance management, succession planning and labour relations including collective bargaining and contract interpretation.

Payroll and Benefits – is responsible for all aspects of payroll and benefits administration such as payroll processing, remittances, and year-end processes as well as reconciliations to the general ledger, Receiver General, Alberta Pensions, benefit carriers, etc.

Health and Safety continually works towards the City receiving our OH & S Certificate of Recognition (COR) and ensures all aspects of safe workplace practices are at the forefront of our employee's duties.

Information Technology Services – ensures that all other City departments have the technical tools, equipment and access to the most up-to-date information that is needed to perform the work in most efficient means possible.

Communications – is responsible for internal, external and digital communications, video production, public relations, media relations, social media and marketing efforts. The City aspires to engage residents and visitors with sleek web design, social media, and other forms of digital media.

Records Management – oversees corporate records of the City. This unit is undertaking a Records Management Review project which is an analysis of current record keeping for all Departments within the City (excluding the Police Service) and implementing an effective electronic record keeping system.

Camrose Fire Department – focuses on fire prevention, protection of life and property, and mitigation of all emergency incidents.

Bylaw Enforcement Services is responsible for the investigation and enforcement of various City of Camrose bylaws as well as operating an animal pound.

CORPORATE AND PROTECTIVE SERVICES	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Deputy City Manager	202,421	212,143	214,376	2,233	1.1%	217,254	2,878	1.3%	224,145
Human Resources	345,860	379,094	425,750	46,656	12.3%	426,357	607	0.1%	443,705
Records Management	118,268	167,477	167,691	214	0.1%	171,371	3,680	2.2%	173,016
Legislative Services	130,246	149,477	125,856	(23,621)	-15.8%	138,471	12,615	10.0%	170,697
Health & Safety	86,591	125,665	130,775	5,110	4.1%	141,358	10,583	8.1%	145,965
Communications	200	91,203	108,496	17,293	19.0%	112,059	3,563	3.3%	111,166
Payroll	58,377	178,794	186,508	7,714	4.3%	189,039	2,531	1.4%	192,489
By-law Services	108,410	127,063	115,671	(11,392)	-9.0%	121,471	5,800	5.0%	129,740
Animal & Pest Control	38,234	46,167	20,000	(26,167)	-56.7%	21,080	1,080	5.4%	22,181
Net	<u>1,088,607</u>	<u>1,477,083</u>	<u>1,495,123</u>	<u>18,040</u>	<u>1.2%</u>	<u>1,538,460</u>	<u>43,337</u>	<u>2.9%</u>	<u>1,613,104</u>

CORPORATE AND PROTECTIVE SERVICES	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	38,853	15,000	25,000	10,000	66.7%	25,000	-	0.0%	25,000
Other Revenue	9,187	10,000	43,000	33,000	330.0%	5,000	(38,000)	-88.4%	17,000
Transfer from Reserve	77,320	22,500	22,500	-	0.0%	-	(22,500)	-100.0%	-
Animal Control	37,824	42,000	42,000	-	0.0%	42,000	-	0.0%	42,000
	<u>163,184</u>	<u>89,500</u>	<u>132,500</u>	<u>43,000</u>	<u>48.0%</u>	<u>72,000</u>	<u>(60,500)</u>	<u>-45.7%</u>	<u>84,000</u>
Expenditures									
Salaries & Benefits	846,046	1,053,517	1,049,221	(4,296)	-0.4%	1,079,335	30,114	2.9%	1,115,273
Contracted Services	265,248	360,900	456,802	95,902	26.6%	406,345	(50,457)	-11.0%	454,850
Materials & Supplies	23,543	36,899	31,300	(5,599)	-15.2%	31,400	100	0.3%	32,500
Equipment Charges	10,884	10,500	10,500	-	0.0%	10,500	-	0.0%	10,500
Assets < \$10,000	7,512	11,600	17,800	6,200	53.4%	14,800	(3,000)	-16.9%	14,800
Transfer to Reserve	22,500	5,000	-	(5,000)	-100.0%	5,000	5,000		5,000
Animal Control	76,058	88,167	62,000	(26,167)	-29.7%	63,080	1,080	1.7%	64,181
	<u>1,251,791</u>	<u>1,566,583</u>	<u>1,627,623</u>	<u>61,040</u>	<u>3.9%</u>	<u>1,610,460</u>	<u>(17,163)</u>	<u>-1.1%</u>	<u>1,697,104</u>
Net	<u>1,088,607</u>	<u>1,477,083</u>	<u>1,495,123</u>	<u>18,040</u>	<u>1.2%</u>	<u>1,538,460</u>	<u>43,337</u>	<u>2.9%</u>	<u>1,613,104</u>

Staff Complement	2015	2016	2017	2018
Permanent (Full time equivalents)	10.5	11.5	10.3	10.3
Casual (Number of positions)	2.0	2.0	-	-
Total	<u>12.5</u>	<u>13.5</u>	<u>10.3</u>	<u>10.3</u>

Analysis of Operating Budget Changes

- Deputy City Manager – No significant changes
- Human Resources – The Human Resources budget is up 12% (\$47,000) in 2017. This includes a \$16,000 increase in contracted services for advertising and recruitment expenses previously budgeted in other departments. An additional \$8,000 for legal expenses on human resource issues has been added to the 2017 budget which had formerly come out of the Common Services budget. Health and Wellness benefits have increased \$10,000 as the benefit continues to be utilized by more employees. As per

the City's commitment to being an Employer of choice, \$15,000 has been added to the 2017 Budget for compensation review services.

- Records Management – The 2016 Budget included a summer student position for support of the Records Management Program. This position has been removed in the 2017 and 2018 Budgets.
- Legislative Services – 2016 Budget included E-Census for \$36,000. The 2017 Budget has included \$40,000 in contracted services for election expenses, in addition to the internal staff support. This is offset by reserve revenue of \$15,000 and \$28,000 of reimbursement revenue from the school districts. E-Census has been included in the 2019 Forecast.
- Health & Safety – WCB Rebate revenue is \$10,000 higher in 2017 Budget.
- Communications – No significant changes. Increased expenses related to professional development and education in 2017 and 2018.
- Payroll – No significant changes
- Bylaw – The 2017 budgeted revenues have been increased \$10,000 to more accurately reflect actuals.
- Animal & Pest Control – The animal pound has been under the control of the City since 2013. In 2017, the pound has successfully been contracted out to a third party for operation.

Information Technology Services

Overview

Information Technology (IT) Services ensures that all City Departments have the technical tools, equipment and access to the most up-to-date information that is needed to perform the work in the most efficient means possible. Some of the services provided by this work unit include:

Geographical Information Systems – design and manage mapping programs to utilize and display a wide range of information such as services, addresses, roll numbers, land use, aerial imagery, and City assets (such as signs, hydrants, pipes, traffic lights, etc.).

IT Support – provide IT Helpdesk support and training to respond to end users' request for assistance. Administer maintenance services and the IT replacement program for computers, printers, and other devices. Oversee information technology disaster recovery planning and prevention. Ensure highly specialized equipment and software used by Emergency Services is functioning at all times.

IT Security – ensure that access to City and external systems and network equipment is secure and protected against electronic threats.

IT Communications – provide network communications between City facilities via fiber and wireless links as well as provide internet and intranet services. Manage the City's computer server systems, spam blocking, computer use policy, email system, telephone voice/IP system, and data backup systems.

Application Development – configure and manage numerous databases, applications, and systems that increase productivity or simplify procedures for various work units across the City.

	2015	2016	2017	Change 2016 to 2017		2018	Change 2017 to 2018		2019
IT SERVICES	Actual	Budget	Budget	Dollar Change	Per Cent Change	Budget	Dollar Change	Per Cent Change	Forecast
Financing									
Sales & User Charges	12,169	-	-	-		-	-		-
Transfer from Reserve	-	-	20,000	20,000		-	(20,000)	-100.0%	-
	<u>12,169</u>	<u>-</u>	<u>20,000</u>	<u>20,000</u>		<u>-</u>	<u>(20,000)</u>	<u>-100.0%</u>	<u>-</u>
Expenditures									
Salaries & Benefits	448,394	517,494	551,168	33,674	6.5%	573,681	22,513	4.1%	599,561
Contracted Services	188,960	315,800	338,550	22,750	7.2%	329,600	(8,950)	-2.6%	349,800
Equipment Charges	10,150	9,600	10,500	900	9.4%	10,500	-	0.0%	10,500
Materials & Supplies	25,785	45,000	40,000	(5,000)	-11.1%	45,000	5,000	12.5%	45,000
Assets < \$10,000	43,811	51,500	69,700	18,200	35.3%	54,700	(15,000)	-21.5%	54,700
Enterprise Wide Initiatives	-	-	50,000	50,000		100,000	50,000	100.0%	150,000
Transfer to Reserves	34,000	-	-	-		-	-		-
	<u>751,100</u>	<u>939,394</u>	<u>1,059,918</u>	<u>120,524</u>	12.8%	<u>1,113,481</u>	<u>53,563</u>	5.1%	<u>1,209,561</u>
Net	<u>738,931</u>	<u>939,394</u>	<u>1,039,918</u>	<u>100,524</u>	10.7%	<u>1,113,481</u>	<u>73,563</u>	7.1%	<u>1,209,561</u>
Staff Complement	2015	2016	2017			2018			
Permanent (Full time equivalents)	6.0	7.0	7.0			7.0			
Casual (Number of positions)	-	-	-			-			
Total	<u>6.0</u>	<u>7.0</u>	<u>7.0</u>			<u>7.0</u>			

Analysis of Operating Budget Changes

- In 2017, within contracted services is \$25,000 for air photos (last taken in 2015). \$15,000 has been added to 2018 for network security audit.
- Included in assets < \$10,000 is \$44,700 related to the annual computer replacement program, \$11,000 for two Nexus Switch Fabric Extenders required for the datacenter, \$8,000 for communications closet environmental monitoring, and \$6,000 for the installation of panic buttons in Council Chambers and Engineering in City Hall.
- In 2017, \$50,000 has been added for Enterprise Wide Initiatives. As the IT Governance Committee identifies priority areas for improvement, this budget will support resources needed to support the implementation of new and improved programs, and annual licensing expenses. As this is an ongoing initiative, an additional \$50,000 has been included in 2018 and 2019.

Computer Replacement Program

Overview

The Computer Replacement Program is designed to provide consistent funding each year with minimal variance in each year's budget. Each department is charged an annual fee based on the total value of computer equipment (including desktops, laptops, printers and servers) divided by the systems useful life. The total annual charge from each department is recorded in this budget area as a revenue and the total transferred to a reserve. When the equipment is replaced, funding for the purchases are provided by the reserve.

COMPUTER REPLACEMENT PROGRAM	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Revenue-Annual Charges	183,400	251,600	249,700	(1,900)	-0.8%	249,700	-	0.0%	249,700
Transfer from Reserves	195,408	187,800	227,800	40,000	21.3%	184,200	(43,600)	-19.1%	206,400
	<u>378,808</u>	<u>439,400</u>	<u>477,500</u>	<u>38,100</u>	<u>8.7%</u>	<u>433,900</u>	<u>(43,600)</u>	<u>-9.1%</u>	<u>456,100</u>
Expenditures									
Computer Equipment	115,408	187,800	227,800	40,000	21.3%	184,200	(43,600)	-19.1%	206,400
Transfer to Reserve	263,400	251,600	249,700	(1,900)	-0.8%	249,700	-	0.0%	249,700
	<u>378,808</u>	<u>439,400</u>	<u>477,500</u>	<u>38,100</u>	<u>8.7%</u>	<u>433,900</u>	<u>(43,600)</u>	<u>-9.1%</u>	<u>456,100</u>
Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		<u>-</u>	<u>-</u>		<u>-</u>

Analysis of Operating Budget Changes

- No significant changes

Camrose Fire Department

Overview

The Camrose Fire Department is part of the City's Corporate and Protective Services Department.

The Fire Department consists of four full-time employees and is reliant upon a large group of firefighters as a volunteer service. The Fire Department works diligently towards fire prevention, protection of life and property, and mitigation of all emergency incidents.

Fire Department services include:

- Serve as an emergency response team to protect lives and property and suppress fires.
- Provide all types of rescue services such as motor vehicle, water, ice, rope, and ambulance assistance.
- Provide first-responder level response to control and mitigate incidents involving dangerous goods.
- Pursue a fire inspection program in the community to identify fire hazards and try to eliminate potential causes of fire starts.
- Investigate fire incidents to determine origin and cause.
- Enforce the Alberta Fire Code.
- Provide a fire prevention and public education program to educate the public and groups on fire safety.
- Issue permits for open air burning, fire pits, and fireworks displays.
- Assist with emergency management and preparedness for the City's Municipal Emergency Plan.
- Undertake a Fire Training Program to make sure all firefighter personnel are adequately trained to handle all types of incidents.

	2015	2016	2017	Change 2016 to 2017			Change 2017 to 2018		2019
	Actual	Budget	Budget	Dollar Change	Per Cent Change	2018 Budget	Dollar Change	Per Cent Change	Forecast
FIRE PROTECTION									
Financing									
Fire Calls	116,690	85,000	85,000	-	0.0%	85,000	-	0.0%	85,000
Sales & User Charges	3,465	1,000	1,000	-	0.0%	1,000	-	0.0%	2,000
Contribution from County	155,322	164,500	170,000	5,500	3.3%	175,000	5,000	2.9%	180,000
Transfer From Reserve	-	3,000	-	(3,000)	-100.0%	-	-	-	-
Provincial Grants	-	-	-	-	-	-	-	-	-
Other Revenue	47,141	1,000	6,000	5,000	500.0%	1,000	(5,000)	-83.3%	6,000
	<u>322,618</u>	<u>254,500</u>	<u>262,000</u>	<u>7,500</u>	<u>2.9%</u>	<u>262,000</u>	<u>-</u>	<u>0.0%</u>	<u>273,000</u>
Expenditures									
Salaries & Benefits	612,403	654,250	696,430	42,180	6.4%	717,709	21,279	3.1%	742,890
Contracted Services	159,717	165,993	193,100	27,107	16.3%	190,175	(2,925)	-1.5%	192,250
Hydrant Rental	386,902	366,041	380,000	13,959	3.8%	400,000	20,000	5.3%	420,000
Materials & Supplies	73,835	67,500	70,500	3,000	4.4%	70,500	-	0.0%	70,500
Equipment Charges	49,346	51,000	55,500	4,500	8.8%	56,500	1,000	1.8%	56,500
Power, Heat & Water	33,302	38,490	39,660	1,170	3.0%	40,955	1,295	3.3%	42,165
Assets < \$10,000	63,745	27,700	36,400	8,700	31.4%	25,400	(11,000)	-30.2%	25,400
Transfer to Reserves	178,000	175,000	191,875	16,875	9.6%	191,875	-	0.0%	216,875
	<u>1,557,250</u>	<u>1,545,974</u>	<u>1,663,465</u>	<u>117,491</u>	<u>7.6%</u>	<u>1,693,114</u>	<u>29,649</u>	<u>1.8%</u>	<u>1,766,580</u>
Net	<u>1,234,632</u>	<u>1,291,474</u>	<u>1,401,465</u>	<u>109,991</u>	<u>8.5%</u>	<u>1,431,114</u>	<u>29,649</u>	<u>2.1%</u>	<u>1,493,580</u>
Staff Complement	2015	2016	2017			2018			
Permanent (Full time equivalents)	3.9	3.9	4.1			4.1			
Casual (Number of positions)	<u>40.0</u>	<u>40.0</u>	<u>40.0</u>			<u>40.0</u>			
Total	43.9	43.9	44.1			44.1			

Analysis of Operating Budget Changes

- No significance variances to operating. Increases are related to hydrant rentals, internal police dispatch fees and higher repairs and maintenance budgeted for the Fire Hall.
- A revised cost sharing agreement with the County has resulted in an increase in the transfer to reserves.

Financial Services

Overview

Financial Services is responsible for the overall financial administration of the City of Camrose. Duties are split between the Finance and Asset Management Department and the Accounting and Assessment Department. Responsibilities for these areas include:

- Management, development, and monitoring of operating and capital budgets.
- Asset management oversight for the City's infrastructure and long-term capital planning.
- Administration of most of the City revenues including property taxes, local improvements, water, wastewater and drainage charges, garbage collection and disposal, and recycling, business and dog licenses and tax information.
- Corporate accounting, financial reporting, as well as accounts payable, accounts receivable, property taxation, cash receipting, and general ledger maintenance and adjustments.
- Investment of City funds, managing the City's debt requirements, borrowing, and managing banking arrangements and administration.
- Management of the City's financial software and related hardware that supports all Departments.
- Oversight of the City's insurance program including renewals and claims.
- Financial administration support to all City Departments as well as the Camrose Public Library, Camrose and District Handi-van, and Camrose Centennial Museum.
- Property assessment and taxation.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financial Services									
Financing									
Other Revenue	44,609	48,125	49,256	1,131	2.4%	49,641	385	0.8%	50,034
	44,609	48,125	49,256	1,131	2.4%	49,641	385	0.8%	50,034
Expenditures									
Salaries & Benefits	954,818	768,246	832,967	64,721	8.4%	859,234	26,267	3.2%	883,967
Contracted Services	16,201	29,125	31,645	2,520	8.7%	31,645	-	0.0%	31,645
Assets < \$10,000	35,742	12,300	11,600	(700)	-5.7%	11,600	-	0.0%	11,600
	1,006,761	809,671	876,212	66,541	8.2%	902,479	26,267	3.0%	927,212
Net	962,152	761,546	826,956	65,410	8.6%	852,838	25,882	3.1%	877,178

Staff Complement	2015	2016	2017	2018
Permanent (Full time equivalents)	10.8	10.8	10.8	10.8
Casual (Number of positions)	-	-	-	-
Total	10.8	10.8	10.8	10.8

Analysis of Operating Budget Changes

- Salaries increase resulting from market and organizational review
- No significant variances

Assessment

Overview

The Assessment Division is responsible for assessing all properties in accordance with Provincial legislation outlined in the Municipal Government Act and its associated regulations. The assessment valuations provide the distribution mechanism for municipal funding requirements, Alberta School Foundation Fund requisitions and City Centre Camrose Business Revitalization Zone levies. Property tax is the primary source of revenue for the municipality. Accurate, uniform assessments ensure each property owner in the City of Camrose pays their fair and equitable share of budgeted tax revenue requirements.

ASSESSMENT	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Other Revenue	250	-	-	-		-	-		-
	<u>250</u>	<u>-</u>	<u>-</u>	<u>-</u>		<u>-</u>	<u>-</u>		<u>-</u>
Expenditures									
Salaries & Benefits	344,363	325,360	332,328	6,968	2.1%	345,792	13,464	4.1%	361,277
Contracted Services	7,757	23,225	22,880	(345)	-1.5%	23,470	590	2.6%	23,080
Materials & Supplies	13,050	13,600	14,250	650	4.8%	14,250	-	0.0%	14,250
Purchase from Other Gov'ts	960	1,300	1,350	50	3.8%	1,400	50	3.7%	1,400
Assets < \$10,000	3,300	3,100	3,100	-	0.0%	3,100	-	0.0%	3,100
Equipment Charges	6,000	6,000	6,000	-	0.0%	6,000	-	0.0%	6,000
	<u>375,430</u>	<u>372,585</u>	<u>379,908</u>	<u>7,323</u>	<u>2.0%</u>	<u>394,012</u>	<u>14,104</u>	<u>3.7%</u>	<u>409,107</u>
Net	<u>375,180</u>	<u>372,585</u>	<u>379,908</u>	<u>7,323</u>	<u>2.0%</u>	<u>394,012</u>	<u>14,104</u>	<u>3.7%</u>	<u>409,107</u>

Staff Complement	2015	2016	2017	2018
Permanent (Full time equivalents)	3.0	3.0	3.0	3.0
Casual (Number of positions)	1.0	-	-	-
Total	<u>4.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>

Analysis of Operating Budget Changes

- No significant variances.

City Centre Camrose

Overview

City Council has established, as allowed in the Municipal Government Act, a bylaw to establish a business revitalization zone with the purpose of improving and maintaining property in the downtown area. The business revitalization zone is governed by a board consisting of members appointed by Council and is known as City Centre Camrose. The City levies and collects this tax on behalf of City Centre Camrose.

	2015 Actual	2016 Budget	2017 Budget	<u>Change 2016 to 2017</u>		2018 Budget	<u>Change 2017 to 2018</u>		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
CITY CENTRE CAMROSE									
Financing									
Business Revitalization Zone Tax	68,643	80,000	84,000	4,000	5.0%	84,000	-	0.0%	84,000
Expenditures	69,849	80,000	84,000	4,000	5.0%	84,000	-	0.0%	84,000
Net	1,206	-	-	-		-	-		-

Camrose Police Service

Overview

In consultation with Chief Kambeitz, the Camrose Police Commission has prepared an estimate of all monies required by the Camrose Police Service to pay remuneration to its' personnel and cover associated operating costs. The budget further estimates projected revenues associated with the Service from several sources.

This budget will allow the Police Service to achieve its' core functions: preservation of life, maintain public peace, protect property, prevent crime, detect and apprehend criminals and provide traffic safety through education and enforcement.

The Police Service will accomplish these goals by:

- Maintaining operational services 24 hours a day, 365 days per year.
- Providing emergency assessment and appropriate response to all calls for service or police protection.
- Providing E9-1-1 call answer for the City of Camrose and Camrose County.
- Dispatching fire and police calls for the City of Camrose and dispatching fire calls for all Camrose County fire departments.
- Operating a customer friendly facility to enhance reporting and service opportunities.
- The investigation of all criminal activity including detection, apprehension, reporting, disclosure and court presentation.
- Dedicating a Major Crimes Unit that specializes in major criminal investigations, the collection and dissemination of criminal intelligence and drug enforcement.
- Dedicating a Crime Reduction Team who's mandate is to identify and target emerging crime trends and develop strategies to target and apprehend prolific offenders.
- Dedicating a School Resource Officer and DARE instruction to all schools in Camrose.
- Providing a Crime Prevention/Community Relations program that delivers education and liaison to the community, service groups, support services and the projects of the Service.
- Dedicating Traffic Services to provide educational opportunities to our community while participating in regional and provincial prevention programs.
- Dedicating year round enforcement to deter violators, prevent and apprehend impaired drivers, reduce and investigate motor vehicle collisions and enhance traffic safety.
- Maintaining effective photo radar operation to enhance traffic safety.
- Providing effective Bylaw services consistent with the protocols set out by the City of Camrose.
- Maintaining and operating a safe and secure prisoner holding facility.
- Exceeding the minimum standards set for policing by the office of the Solicitor General and Minister of Public Safety, and the Commission on Accreditation for Law Enforcement Agencies.
- Maintaining professionalism and public confidence through annual competency testing and on-going specialized training and education.
- Maintaining organizational stability through effective succession planning and executive development.
- Developing and achieving initiatives that support the City of Camrose strategies while ensuring Camrose remains a safe and secure community.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Police Service									
Financing									
Sales to Other Governments	42,347	40,000	40,000	-	0.0%	45,000	5,000	12.5%	45,000
Sales & User Charges	442,482	353,000	333,000	(20,000)	-5.7%	332,000	(1,000)	-0.3%	337,000
Licenses & Permits	79,812	81,000	85,000	4,000	4.9%	85,500	500	0.6%	85,500
Fines	906,111	900,000	900,000	-	0.0%	900,000	-	0.0%	900,000
Provincial Transfers	557,400	553,000	553,000	-	0.0%	553,000	-	0.0%	553,000
	<u>2,227,252</u>	<u>1,927,000</u>	<u>1,911,000</u>	<u>(16,000)</u>	<u>-0.8%</u>	<u>1,915,500</u>	<u>4,500</u>	<u>0.2%</u>	<u>1,920,500</u>
Expenditures									
Salaries & Benefits	5,252,456	5,509,806	5,673,865	164,059	3.0%	5,859,461	185,596	3.3%	6,047,822
Contracted Services	339,901	408,000	409,500	1,500	0.4%	416,000	6,500	1.6%	420,500
Materials & Supplies	193,752	212,945	217,500	4,555	2.1%	227,700	10,200	4.7%	233,500
Equipment Charges	78,129	104,000	101,500	(2,500)	-2.4%	103,500	2,000	2.0%	105,500
Power, Heat & Water	46,083	57,885	45,120	(12,765)	-22.1%	46,395	1,275	2.8%	47,765
Bank Charges & Interest	9,553	9,225	9,000	(225)	-2.4%	9,000	-	0.0%	8,500
Assets < \$10,000	50,075	55,200	55,000	(200)	-0.4%	55,000	-	0.0%	55,000
D.A.R.E and S.R.O.	854	-	-	-	-	-	-	-	-
Net Police Dog	9,648	1,000	-	(1,000)	-100.0%	-	-	-	-
Transfer to Reserves	-	-	-	-	-	-	-	-	-
	<u>5,980,451</u>	<u>6,358,061</u>	<u>6,511,485</u>	<u>153,424</u>	<u>2.4%</u>	<u>6,717,056</u>	<u>205,571</u>	<u>3.2%</u>	<u>6,918,587</u>
Net Police Service	<u>3,753,199</u>	<u>4,431,061</u>	<u>4,600,485</u>	<u>169,424</u>	<u>3.8%</u>	<u>4,801,556</u>	<u>201,071</u>	<u>4.4%</u>	<u>4,998,087</u>

Staff Complement

Full-time Equivalents	2015	2016	2017	2018
Sworn Officers	31.0	31.0	30.0	30.0
Civilians	17.0	17.0	17.0	17.0
Civilian - Casual	24.0	24.0	24.0	24.0
Total	<u>72.0</u>	<u>72.0</u>	<u>71.0</u>	<u>71.0</u>

Analysis of Operating Budget Changes

- Salaries and Benefits – increases based on contracts, approved salary increases and grid movements by personnel.
- No significant operating variances.

Infrastructure and Planning

Overview

The Infrastructure and Planning Department oversees municipal infrastructure and land-use; the Department consists of four business units: Engineering Services, Planning and Development, Safety Codes Inspections, and Public Works.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
INFRASTRUCTURE & PLANNING									
Engineering Office	611,383	699,185	688,397	(10,788)	-1.5%	725,839	37,442	5.4%	738,470
Planning & Development	587,788	625,208	689,944	64,736	10.4%	700,233	10,289	1.5%	804,050
Safety Code Inspections	(9,380)	45,168	155,591	110,423	244.5%	103,388	(52,203)	-33.6%	113,710
Public Works	3,713,421	4,126,583	4,325,769	199,186	4.8%	4,492,356	166,587	3.9%	4,616,701
Equipment Pool	(1,671)	(60,000)	(60,000)	0	0.0%	(60,000)	0	0.0%	(52,000)
	<u>4,901,541</u>	<u>5,436,144</u>	<u>5,799,701</u>	<u>363,557</u>	<u>6.7%</u>	<u>5,961,816</u>	<u>162,115</u>	<u>2.8%</u>	<u>6,220,931</u>

Engineering Services

The Engineering Services work unit is responsible for the following:

- Long-term planning and asset management of municipal infrastructure including transportation and utilities.
- Planning, design, construction, rehabilitation, upgrading and maintenance of roads and utility systems.
- Management of solid waste services which includes collection and disposal of solid waste and the recycling program.
- Policy development related to the use, operation, construction and management of municipal infrastructure.
- Environmental management and education programs.

	2015	2016	2017	Change 2016 to 2017		2018	Change 2017 to 2018		2019
	Actual	Budget	Budget	Dollar Change	Per Cent Change	Budget	Dollar Change	Per Cent Change	Forecast
ENGINEERING SERVICES									
Financing									
Other Revenue	5,864	4,500	4,500	-	0.0%	4,500	-	0.0%	4,500
Transfer from Reserve	107,526	180,000	100,000	(80,000)	-44.4%	170,000	70,000	70.0%	50,000
	113,390	184,500	104,500	(80,000)	-43.4%	174,500	70,000	67.0%	54,500
Expenditures									
Salaries & Benefits	388,995	373,685	372,797	(888)	-0.2%	410,139	37,342	10.0%	421,670
Contracted Services	63,002	63,000	57,600	(5,400)	-8.6%	57,700	100	0.2%	58,800
Asset Management Initiative	107,526	150,000	150,000	-	0.0%	150,000	-	0.0%	150,000
Materials & Supplies	18,037	25,000	25,000	-	0.0%	25,000	-	0.0%	25,000
Equipment Charges	19,592	16,500	16,500	-	0.0%	16,500	-	0.0%	16,500
Assets < \$10,000	27,700	25,500	21,000	(4,500)	-17.6%	21,000	-	0.0%	21,000
Plans, Reports & Studies	22,421	230,000	150,000	(80,000)	-34.8%	220,000	70,000	46.7%	100,000
Transfer to Reserves	77,500	-	-	-	-	-	-	-	-
	724,773	883,685	792,897	(90,788)	-10.3%	900,339	107,442	13.6%	792,970
Net	611,383	699,185	688,397	(10,788)	-1.5%	725,839	37,442	5.4%	738,470
Staff Complement									
	2015	2016	2017			2018			
Permanent (Full time equivalents)	8.5	8.4	8.0			7.5			
Casual (Number of positions)	2.0	1.0	1.0			1.0			
Total	10.5	9.4	9.0			8.5			

Analysis of Operating Budget Changes

- Continuation of the City's efforts toward Asset Management initiatives. Over the past three years, the City has allocated \$150,000 per year to complete condition assessments on various City infrastructure including: asphalt roadways and wheelchair ramps (2015), and storm and sanitary pipes and manholes (2016). Despite the information obtained over the past few years, Administration believes that the City should continue this \$150,000 annual expenditure for another 2 to 3 years (minimum) to continue gathering condition information on remaining City infrastructure (facilities, utilities, etc.). 2017 and 2018 includes a transfer from utilities of \$50,000 to support Asset Management initiatives.
- Storm Master Plan activities, \$50,000 has been included in 2017 plans, reports and studies, and an additional \$120,000 has been included in 2018. An additional \$100,000 per year has been included for plans, reports and studies allowing the City to build reserves for larger studies required in the future.

Planning and Development

Overview

Planning and Development coordinates land use within the City to ensure growth and development occurs in an organized, rational manner while maintaining and enhancing the quality of life for the residents of the City of Camrose. Planning and Development is responsible for the following:

- Preparation, revision, and updating of the statutory planning documents required or regulated by the Municipal Government Act including the Inter-municipal Development Plan, Municipal Development Plan, Land Use By-law, Off-site Levy By-law, Area Structure Plans, Area Redevelopment Plans, growth studies, and regional planning initiatives.
- Receive and process all subdivision, development, business licenses, and specialized applications within the City to ensure compliance with municipal and provincial planning regulations.
- Negotiate and administer development agreements for major projects. The purpose of these agreements is to put in contractual form the responsibilities of the developer and of the City. These detailed contracts are generally based on construction drawings and outline plans that can include schedules, security, construction obligations, compliance with development standards, etc.
- Make recommendations regarding policies and initiatives that influence the urban form and ensure coordination for implementation of Council directives.
- Conducts public consultation and stakeholder input on planning document preparation and amendments.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
PLANNING & DEVELOPMENT									
Financing									
Sales & User Charges	20,730	11,150	12,475	1,325	11.9%	17,550	5,075	40.7%	19,625
Licenses & Permits	63,540	61,400	63,900	2,500	4.1%	66,400	2,500	3.9%	70,700
Transfer from Reserve	25,096	75,000	-	(75,000)	-100.0%	-	-		80,000
	<u>109,366</u>	<u>147,550</u>	<u>76,375</u>	<u>(71,175)</u>	<u>-48.2%</u>	<u>83,950</u>	<u>7,575</u>	<u>9.9%</u>	<u>170,325</u>
Expenditures									
Salaries & Benefits	548,845	560,658	584,019	23,361	4.2%	605,883	21,864	3.7%	638,175
Contracted Services	55,956	53,900	95,500	41,600	77.2%	86,450	(9,050)	-9.5%	89,300
Materials & Supplies	9,625	8,500	5,700	(2,800)	-32.9%	5,750	50	0.9%	5,800
Assets < \$10,000	4,500	4,700	6,100	1,400	29.8%	6,100	-	0.0%	6,100
Plans, Reports & Studies	78,228	145,000	75,000	(70,000)	-48.3%	80,000	5,000	6.7%	235,000
Transfer to Reserve	-	-	-	-		-	-		-
	<u>697,154</u>	<u>772,758</u>	<u>766,319</u>	<u>(6,439)</u>	<u>-0.8%</u>	<u>784,183</u>	<u>17,864</u>	<u>2.3%</u>	<u>974,375</u>
Net	<u>587,788</u>	<u>625,208</u>	<u>689,944</u>	<u>64,736</u>	<u>10.4%</u>	<u>700,233</u>	<u>10,289</u>	<u>1.5%</u>	<u>804,050</u>

Staff Complement	2015	2016	2017	2018
Permanent (Full time equivalents)	6.0	6.0	6.0	6.0
Casual (Number of positions)	-	-	-	-
Total	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>

Analysis of Operating Budget Changes

- Contracted services - Training and education has been increased in 2017 and 2018 with an emphasis on professional development. In 2017 Budget, \$30,000 has been added to re-survey Rudy Swanson Park. Re-surveying Mirror Lake has been included in the 2018 Budget for \$18,000.
- Plans, Reports & Studies – 2017 Budget includes \$35,000 for the Downtown Action Plan and \$40,000 for other studies
- Plans, Reports & Studies – 2018 Budget includes \$40,000 for completion of the Downtown Action Plan and \$40,000 for other studies

Safety Code Inspections

Overview

The City of Camrose provides safety codes inspection services for all development within the City of Camrose as well as Camrose County (with the exception of the Town of Bashaw). Building Inspections is responsible for the following:

- Ensure all operations meet requirements of the Provincial Safety Codes Act. Building Inspections is managed under a Joint Quality Management Plan which is approved by Safety Codes Council, Administrator of Accreditation and is adopted by City Council, Camrose County Council, and Village Councils that fall within our Authority-Having-Jurisdiction. In late 2016, the various municipal partners approved an updated Quality Management Plan. The proposed operational budget was prepared to reflect the changes included within the new Plan.
- Provide inspection services in the building, plumbing, gas, HVAC (heating and ventilation) and electrical disciplines.

SAFETY CODE INSPECTIONS	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	35,196	27,000	23,000	(4,000)	-14.8%	25,500	2,500	10.9%	26,775
Permits	474,296	460,000	354,500	(105,500)	-22.9%	422,000	67,500	19.0%	439,800
Transfer from Reserve	999	-	-	-	-	-	-	-	-
	<u>510,491</u>	<u>487,000</u>	<u>377,500</u>	<u>(109,500)</u>	<u>-22.5%</u>	<u>447,500</u>	<u>70,000</u>	<u>18.5%</u>	<u>466,575</u>
Expenditures									
Salaries & Benefits	427,607	463,868	466,091	2,223	0.5%	479,638	13,547	2.9%	506,735
Contracted Services	40,895	39,200	35,500	(3,700)	-9.4%	39,250	3,750	10.6%	41,050
Materials & Supplies	11,910	10,000	10,500	500	5.0%	11,000	500	4.8%	11,500
Equipment Charges	14,400	14,400	15,300	900	6.3%	15,300	-	0.0%	15,300
Assets < \$10,000	6,299	4,700	5,700	1,000	21.3%	5,700	-	0.0%	5,700
Transfer to Reserves	-	-	-	-	-	-	-	-	-
	<u>501,111</u>	<u>532,168</u>	<u>533,091</u>	<u>923</u>	<u>0.2%</u>	<u>550,888</u>	<u>17,797</u>	<u>3.3%</u>	<u>580,285</u>
Net	<u>(9,380)</u>	<u>45,168</u>	<u>155,591</u>	<u>110,423</u>	<u>244.5%</u>	<u>103,388</u>	<u>(52,203)</u>	<u>-33.6%</u>	<u>113,710</u>
Staff Complement	2015	2016	2017			2018			
Permanent (Full time equivalents)	5.0	5.0	5.0			5.0			
Casual (Number of positions)	-	-	-			-			
Total	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>			<u>5.0</u>			

Analysis of Operating Budget Changes

- As a result of the current economy, growth and development is slow. The decrease in permit revenue is reflective of the current market.
- Operating expenditures have been reviewed for efficiencies and optimized for the current economy.

Public Works

Overview

Public Works is responsible for the management and operations of the following:

- Public works office including management staff, administrative staff, and central purchasing.
- Public works Safety Program which is a member of the overall City safety program.
- Management of city wide fleet maintenance including capital equipment purchases.
- Maintenance of streets, alleys, bridges and sidewalks, and traffic control devices (signs and electronic and line painting).
- At the Camrose Municipal Airport, public works coordinates snow removal (along with some contracted snow clearing companies), runway maintenance, fuel inventory, inspections, and terminal building repairs and maintenance. Together, with Community Services, support for summer maintenance requirements including grass cutting is provided.
- Operation and maintenance of the City's storm water collection system.
- Management and operation of the water and wastewater utilities. (These services are delivered through the utility budget and are not included in the general operating budget.)
- Management of the Alberta First Call system with respect to municipal underground infrastructure.
- Management of excavation permits and subsequent inspections and follow-up.
- Generally, the first point of contact for review and approval of TRAVIS (Transportation Routing and Vehicle Information Routing System).
- Construction and maintenance of fibre optic network.
- Assisting in the development of a City-wide Building Maintenance program for all City facilities.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
PUBLIC WORKS									
Financing									
Sales & User Charges	279,209	237,400	248,946	11,546	4.9%	254,165	5,219	2.1%	259,428
Rentals	30,088	34,363	33,677	(686)	-2.0%	35,362	1,685	5.0%	37,130
Street Light Contract Payout	-	-	-	-	-	-	-	-	-
Transfer from Reserve	230,587	140,000	40,000	(100,000)	-71.4%	-	(40,000)	-100.0%	-
Grants	136,679	137,000	137,000	-	0.0%	137,000	-	0.0%	137,000
	<u>676,563</u>	<u>548,763</u>	<u>459,623</u>	<u>(89,140)</u>	<u>-16.2%</u>	<u>426,527</u>	<u>(33,096)</u>	<u>-7.2%</u>	<u>433,558</u>
Expenditures									
Salaries & Benefits	1,642,834	1,807,905	1,851,307	43,402	2.4%	1,899,488	48,181	2.6%	1,944,939
Contracted Services	318,882	339,650	381,675	42,025	12.4%	409,005	27,330	7.2%	435,670
Materials & Supplies	600,224	597,446	597,600	154	0.0%	622,680	25,080	4.2%	645,350
Equipment Charges	912,354	1,000,100	1,036,000	35,900	3.6%	1,053,000	17,000	1.6%	1,062,900
Assets < \$10,000	28,110	26,915	29,200	2,285	8.5%	26,500	(2,700)	-9.2%	26,500
Power, Heat & Water	873,596	899,230	885,110	(14,120)	-1.6%	903,620	18,510	2.1%	930,220
Transfer to	13,984	4,100	4,500	400	9.8%	4,590	90	2.0%	4,680
	<u>4,389,984</u>	<u>4,675,346</u>	<u>4,785,392</u>	<u>110,046</u>	<u>2.4%</u>	<u>4,918,883</u>	<u>133,491</u>	<u>2.8%</u>	<u>5,050,259</u>
Net	<u>3,713,421</u>	<u>4,126,583</u>	<u>4,325,769</u>	<u>199,186</u>	<u>4.8%</u>	<u>4,492,356</u>	<u>166,587</u>	<u>3.9%</u>	<u>4,616,701</u>
General Equipment	<u>(1,671)</u>	<u>(60,000)</u>	<u>(60,000)</u>	<u>-</u>	<u>0.0%</u>	<u>(60,000)</u>	<u>-</u>	<u>0.0%</u>	<u>(52,000)</u>
Total Net	<u>3,711,750</u>	<u>4,066,583</u>	<u>4,265,769</u>	<u>199,186</u>	<u>4.9%</u>	<u>4,432,356</u>	<u>166,587</u>	<u>3.9%</u>	<u>4,564,701</u>
Staff Complement	2015	2016	2017			2018			
Permanent (Full time equivalents)	25.0	26.0	26.0			26.0			
Casual (Number of positions)	16.0	18.0	18.0			18.0			
Total	<u>41.0</u>	<u>44.0</u>	<u>44.0</u>			<u>44.0</u>			

Analysis of Operating Budget Changes

- A new street light agreement was arranged with Fortis effective for 2015. As a result, the electricity expenses for street lighting increased significantly. To reduce the impact on the municipal levy, Mayor and Council committed to subsidize the street light increase by \$200,000 funding from reserves in 2015 Budget, and \$100,000 in 2016 Budget. In 2017, the City has absorbed the full impact of the new street lighting rates.
- In 2016, Council committed more resources to the roads capital and maintenance programs. In 2017, \$20,000 has been added to the street and sidewalk budget to adequately reflect the required maintenance in this area.
- General Equipment – Equipment charges are up reflective of increased maintenance efforts and higher equipment reserve rates driven by the impact of the foreign exchange rate on replacement values for the larger fleet units.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
PUBLIC WORKS									
PW Office	768,110	794,857	830,634	35,777	4.5%	854,949	24,315	2.9%	880,748
Small Tools	23,649	24,500	24,500	-	0.0%	24,500	-	0.0%	24,500
Custom Work	(2,403)	(1,500)	(3,000)	(1,500)	-100.0%	(3,500)	(500)	-16.7%	(4,500)
Custom Work Ambulance	(48,508)	(32,900)	(31,000)	1,900	5.8%	(30,000)	1,000	3.2%	(30,000)
Public Works Office	740,848	784,957	821,134	36,177	4.6%	845,949	24,815	3.0%	870,748
General Equipment	(1,671)	(60,000)	(60,000)	-	0.0%	(60,000)	-	0.0%	(52,000)
Storm Sewers	145,339	197,000	200,000	3,000	1.5%	252,000	52,000	26.0%	267,000
Roads									
Road Maintenance Grant	(136,679)	(137,000)	(137,000)	-	0.0%	(137,000)	-	0.0%	(137,000)
On-call Standby Wages	24,377	28,000	28,000	-	0.0%	28,000	-	0.0%	29,000
Street Repair	501,863	561,000	568,000	7,000	1.2%	574,000	6,000	1.1%	583,000
Grading	344,793	320,000	341,000	21,000	6.6%	369,000	28,000	8.2%	381,000
Street & Sidewalk Contracts	72,992	49,000	69,000	20,000	40.8%	73,000	4,000	5.8%	77,000
Sidewalks	31,144	60,250	62,250	2,000	3.3%	63,750	1,500	2.4%	73,250
Street Cleaning	284,101	300,600	306,000	5,400	1.8%	308,000	2,000	0.7%	310,000
Snow Removal	682,869	786,039	777,850	(8,189)	-1.0%	831,304	53,454	6.9%	855,288
Gravel & Sand	(16,286)	(15,000)	(15,000)	-	0.0%	(15,000)	-	0.0%	(15,000)
Bridge Maintenance	1,000	11,500	11,000	(500)	-4.3%	11,000	-	0.0%	11,000
Railway Crossings	41,709	42,000	62,500	20,500	48.8%	42,000	(20,500)	-32.8%	42,000
	1,831,883	2,006,389	2,073,600	67,211	3.3%	2,148,054	74,454	3.6%	2,209,538
Signals & Lights									
Traffic Control	187,640	189,750	193,250	3,500	1.8%	195,250	2,000	1.0%	196,050
Traffic Signal	27,091	45,000	44,900	(100)	-0.2%	45,000	100	0.2%	45,600
Street Lighting	618,940	735,300	817,000	81,700	11.1%	833,320	16,320	2.0%	857,800
Decorative Lights & Banners	14,761	14,000	21,000	7,000	50.0%	21,250	250	1.2%	21,500
	848,432	984,050	1,076,150	92,100	9.4%	1,094,820	18,670	1.7%	1,120,950
Airport	130,673	137,727	136,620	(1,107)	-0.8%	135,873	(747)	-0.5%	132,160
Public Washrooms	16,246	16,460	18,265	1,805	11.0%	15,660	(2,605)	-14.3%	16,305
Total	3,711,750	4,066,583	4,265,769	199,186	4.9%	4,432,356	166,587	3.9%	4,564,701

Analysis of Operating Budget Changes

- Grading – increase related to higher equipment charges on equipment
- Street and Sidewalk Contracts – has been increased to ensure adequate resources are dedicated to address the growing needs of this area
- Street Lighting - reserve funding for Street Lighting has been reduced to \$0 in 2017 (2016 Council committed a subsidy from reserves of \$100,000).

Community Development & Innovation

Overview

One of the City's strategic pillars focuses on community economic development. In partnership with Council, Administration, and the Camrose community, the Community Development & Innovation Department strives toward the long-term outcome that Camrose will build a strong, diverse economy for young people, families, businesses, and the community to thrive.

A few of the Department's responsibilities include:

- Work with Council, Administration, and stakeholders to implement the Community Economic Development Plan.
- Use the Business Retention and Expansion (BRE) program to support existing businesses.
- Establish working relationships and partnerships with various businesses and organizations to promote sustainability of community economic development.
- Promote growth and development within the City of Camrose through the commercial and industrial sector and as well as residential development.
- Oversee sale of all City owned lands including residential and commercial-industrial developments.
- Provide property management for various City-owned properties.

COMMUNITY DEVELOPMENT AND INNOVATION	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Business Licenses & Permits*	174,082	173,000	215,000	42,000	24.3%	215,000	-	0.0%	215,000
Expenditures	364,296	314,507	295,470	(19,037)	-6.1%	316,736	21,266	7.2%	304,837
Net	190,214	141,507	80,470	(61,037)	-43.1%	101,736	21,266	26.4%	89,837
Staff Complement	2015	2016	2017			2018			
Permanent (Full time equivalents)	1.0	1.0	1.0			1.0			
Casual (Number of positions)	-	1.0	-			1.0			
Total	1.0	2.0	1.0			2.0			

* Used to be recorded in Community Peace Officer Budgets

Analysis of Operating Budget Changes

- 2017 Budget has removed the summer casual position. It has been included in the 2018 Budget and will focus on client interviews, tourism work, and support for other initiatives.
- Business Licenses and Permits used to be recorded in the Community Peace Officer budget. With the business license fees reviewed, revenue has increased \$42,000.

Regional Business Development

Overview

Regional Business Development consists of a five bay building in the eastside industrial section of the City. The building was originally constructed by the Federal Government and operated as a business incubator. The program was discontinued about 20 years ago and the building was transferred to the City.

Currently, 1 bay is leased to a business. The other bays are used for the City of Camrose for record management storage, Camrose Police storage, and the Mirror Lake Train.

In 2012, the front two offices in the CREDCO building became the site of Rural Alberta Business Centre (RABC) in partnership with the Government of Alberta, City of Camrose, and Community Futures. This pilot program was approved again and will operate for another 2 years. Services offered include one on one business counseling services, educational offerings, seminars, networking events, and general information related to small business topics. The City's contribution to the program includes office space.

BUSINESS DEVELOPMENT	2015 Actual	2016 Budget	2017 Budget	<u>Change 2016 to 2017</u>		2018 Budget	<u>Change 2017 to 2018</u>		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Rentals- External Leases	17,203	14,600	17,400	2,800	19.2%	17,400	-	0.0%	17,400
Internal Storage Revenue	43,450	43,450	21,725	(21,725)	-50.0%	21,725	-	0.0%	21,725
Rental Revenue	<u>60,653</u>	<u>58,050</u>	<u>39,125</u>	<u>(18,925)</u>	<u>-32.6%</u>	<u>39,125</u>	<u>-</u>	<u>0.0%</u>	<u>39,125</u>
Expenditures									
Salaries & Benefits	2,169	2,000	2,000	-	0.0%	2,000	-	0.0%	2,000
Insurance	1,785	1,900	1,900	-	0.0%	1,960	60	3.2%	2,020
Taxes	3,042	3,000	3,000	-	0.0%	3,000	-	0.0%	3,000
Internal Storage Expenses	33,550	33,550	21,725	(11,825)	-35.2%	21,725	-	0.0%	21,725
Assets < \$10,000	2,857	5,000	5,000	-	0.0%	5,000	-	0.0%	5,000
Materials & Supplies	-	-	-	-	-	-	-	-	-
Power, Heat & Water	16,185	17,570	21,300	3,730	21.2%	22,010	710	3.3%	22,640
	<u>59,588</u>	<u>63,020</u>	<u>54,925</u>	<u>(8,095)</u>	<u>-12.8%</u>	<u>55,695</u>	<u>770</u>	<u>1.4%</u>	<u>56,385</u>
Net	<u>- 1,065</u>	<u>4,970</u>	<u>15,800</u>	<u>10,830</u>	<u>217.9%</u>	<u>16,570</u>	<u>770</u>	<u>4.9%</u>	<u>17,260</u>

Analysis of Operating Budget Changes

- Internal storage – revenue and offsetting costs are shown to identify storage costs used by City departments. The internal storage revenue has been reduced in 2017 Budget to account for the Dog pound being contracted out to a third party. Storage revenue and offsetting expenses have also been reduced \$11,825 as less space is now being used at the facility for records management storage with the transition of records to City Hall.

Property Management

Overview

Property Management consists of the rental of a variety of City owned properties such as parking lots, road right of ways, and farmland within the city boundary.

PROPERTY MANAGEMENT	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Rental Revenue	47,329	40,100	41,000	900		23,500	(17,500)	-42.7%	11,000
Expenditures									
Salaries & Wages	346			-			-		
Taxes	3,759			-		3,000	3,000		8,000
Contracted Services	2,505	4,000	2,000	(2,000)	-50.0%	2,000	-	0.0%	3,000
Power, Heat & Water	6,119			-		3,000	3,000		6,000
	12,729	4,000	2,000	-	2,000	8,000	6,000	300.0%	17,000
Net	(34,600)	(36,100)	(39,000)	(2,900)	-8.0%	(15,500)	23,500	60.3%	6,000

Analysis of Operating Budget Changes

- Rental revenues in 2018 are conservative until new rental agreements are signed.

Community Services

Overview

The Community Services Department is responsible for the ongoing operation and maintenance of the City's recreation facilities, parks, and cemeteries. Its role is to create, supply, and enhance leisure opportunities for the citizens of the region contributing to the overall quality of life and community wellness in the Camrose area.

The Community Services Department primarily serves as a facilitator for recreation opportunities by providing and maintaining recreation venues, rather than producing programming. The Department consists of several work units including Administration, Facilities, Parks, Golf Course, as well as Arts and Culture Divisions.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
COMMUNITY SERVICES									
Administration	394,288	453,511	399,803	(53,708)	-11.8%	396,790	(3,013)	-0.8%	403,388
Cemeteries	47,867	34,511	25,874	(8,637)	-25.0%	20,027	(5,847)	-22.6%	21,579
Parks	1,418,765	1,546,668	1,646,966	100,298	6.5%	1,651,426	4,460	0.3%	1,686,432
Golf Course	257,739	292,706	299,165	6,459	2.2%	268,462	(30,703)	-10.3%	316,157
Cultural Services	257,442	293,842	317,897	24,055	8.2%	341,410	23,513	7.4%	335,368
Facilities									
Community Centre	106,678	180,085	155,907	(24,178)	-13.4%	175,214	19,307	12.4%	153,434
Aquatic Centre	562,050	515,264	516,391	1,127	0.2%	543,866	27,475	5.3%	552,908
Max Maclean Arena	176,867	229,491	273,026	43,535	19.0%	289,453	16,427	6.0%	269,353
Camrose Recreation Centre	680,124	829,003	934,589	105,586	12.7%	882,946	(51,643)	-5.5%	877,289
Rudy Swanson Park	96,635	109,910	108,201	(1,709)	-1.6%	117,129	8,928	8.3%	154,130
Stoney Creek Centre	32,390	57,718	28,708	(29,010)	-50.3%	37,656	8,948	31.2%	29,521
Kinsmen Park	177,069	192,316	196,513	4,197	2.2%	194,917	(1,596)	-0.8%	194,443
Playfields	37,014	40,271	46,855	6,584	16.3%	45,414	(1,441)	-3.1%	41,150
Bill Fowler Centre	47,581	54,376	46,006	(8,370)	-15.4%	51,996	5,990	13.0%	54,087
Mirror Lake Centre	116,121	118,429	113,323	(5,106)	-4.3%	114,411	1,088	1.0%	115,047
General Equipment	128,512	42,890	46,505	3,615	8.4%	49,120	2,615	5.6%	79,260
	<u>2,161,041</u>	<u>2,369,753</u>	<u>2,466,024</u>	<u>96,271</u>	<u>4.1%</u>	<u>2,502,122</u>	<u>36,098</u>	<u>1.5%</u>	<u>2,520,622</u>
	<u>4,537,142</u>	<u>4,990,991</u>	<u>5,155,729</u>	<u>164,738</u>	<u>3.3%</u>	<u>5,180,237</u>	<u>24,508</u>	<u>0.5%</u>	<u>5,283,546</u>

Community Services Administration

Overview

Community Service's administration offices are located in the Camrose Aquatic Centre. Primary responsibilities include:

- Overall administrative leadership for the Community Services Department.
- Ongoing liaison with other Departments on common issues and services offered to the public.
- Entering of payroll data for all Community Service employees and data entry for Community Service payables/receivables.
- Initiate, develop, and recommend policies for the development and operations of all recreation facilities, parks, and culture areas.
- Receiving and processing of bookings for all Community Services facilities that are available to the public.
- Ongoing community and facility user group support and liaison.
- Staging of major community events and ongoing involvement/liaison in community events staged by other organizations.

	2015	2016	2017	Change 2016 to 2017		2018	Change 2017 to 2018		2019
	Actual	Budget	Budget	Dollar Change	Per Cent Change	Budget	Dollar Change	Per Cent Change	Forecast
ADMINISTRATION									
Financing									
Other Revenue	96	-	-	-		-	-		-
Transfer from Reserve	-	75,000	30,000	(45,000)	-60.0%	75,000	45,000	150.0%	-
	96	75,000	30,000	(45,000)	-60.0%	75,000	45,000	150.0%	-
Expenditures									
Salaries & Benefits	278,746	311,426	318,903	7,477	2.4%	325,120	6,217	1.9%	331,298
Contracted Services	12,713	15,200	17,400	2,200	14.5%	17,700	300	1.7%	17,700
Materials & Supplies	19,054	19,400	21,000	1,600	8.2%	21,100	100	0.5%	21,200
Power, Heat & Water	8,422	9,785	10,600	815	8.3%	10,970	370	3.5%	11,290
Assets < \$10,000	20,000	22,700	21,900	(800)	-3.5%	21,900	-	0.0%	21,900
Plans, Reports & Studies	9,504	150,000	40,000	(110,000)	-73.3%	75,000	35,000	87.5%	-
Transfer to Reserves	45,945	-	-	-		-	-		-
	394,384	528,511	429,803	(98,708)	-18.7%	471,790	41,987	9.8%	403,388
Net	394,288	453,511	399,803	(53,708)	-11.8%	396,790	(3,013)	-0.8%	403,388
Staff Complement									
	2015	2016	2017			2018			
Permanent (Full time equivalents)	4.0	3.0	3.0			3.0			

Analysis of Operating Budget Changes

- Plans, reports & studies - In 2017, the studies include \$30,000 to complete the Aquatics Feasibility Study (funded with carryforward reserves), and \$10,000 for a Community Shop Expansion Plan. In 2018, \$75,000 has been budgeted for a Leisure Master Plan and funded with carryforward reserves.
- No significant operating changes

Cemeteries

Overview

The Community Services Department Park's work unit is responsible for the ongoing operation, maintenance, and all interment activities of the Valleyview Cemetery. The City also maintains the Poplar Grove Cemetery. Responsibilities of the cemetery include:

- Provide a quiet resting place for loved ones who have passed on.
- Maintain properties in a manner indicative of preserving and increasing their natural attractiveness.
- Ensure accurate record keeping of all internments as legislated by the Province of Alberta Cemeteries Act.
- Within the regulations set forth in FOIP, provide details of internments to the enquiring public.

CEMETERIES	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	109,551	151,000	151,000	-	0.0%	158,550	7,550	5.0%	158,550
Transfer from Reserve	-	28,000	18,000	(10,000)	-35.7%	-	(18,000)	-100.0%	-
	<u>109,551</u>	<u>179,000</u>	<u>169,000</u>	<u>(10,000)</u>	<u>-5.6%</u>	<u>158,550</u>	<u>(10,450)</u>	<u>-6.2%</u>	<u>158,550</u>
Expenditures									
Salaries & Benefits	103,007	124,771	115,739	(9,032)	-7.2%	117,127	1,388	1.2%	118,629
Contracted Services	675	800	1,175	375	46.9%	1,200	25	2.1%	1,200
Cemetery - Continuous Runner:	-	28,000	18,000	(10,000)	-35.7%	-	(18,000)	-100.0%	-
Materials & Supplies	9,988	8,700	8,580	(120)	-1.4%	8,800	220	2.6%	8,800
Power, Heat & Water	1,094	1,240	1,380	140	11.3%	1,450	70	5.1%	1,500
Assets < \$10,000	-	-	-	-	-	-	-	-	-
Equipment Charges	38,373	46,000	46,000	-	0.0%	46,000	-	0.0%	46,000
Transfer to Reserves	4,281	4,000	4,000	-	0.0%	4,000	-	0.0%	4,000
	<u>157,418</u>	<u>213,511</u>	<u>194,874</u>	<u>(18,637)</u>	<u>-8.7%</u>	<u>178,577</u>	<u>(16,297)</u>	<u>-8.4%</u>	<u>180,129</u>
Net	<u>47,867</u>	<u>34,511</u>	<u>25,874</u>	<u>(8,637)</u>	<u>-25.0%</u>	<u>20,027</u>	<u>(5,847)</u>	<u>-22.6%</u>	<u>21,579</u>

Analysis of Operating Budget Changes

- Transfer from reserve is funding for the replacement of the continuous runners at the Cemetery.
- No significant changes

Parks

Overview

The Parks work unit is responsible for the ongoing year-round maintenance of all City parks, outdoor open, green space areas, cemeteries, and the urban forest. Responsibilities include:

- Grass cutting and turf maintenance including irrigation, fertilizing, and pest control for City-owned green spaces, sports fields, and grounds at all City facilities. Due to new developments, green space requiring maintenance has increased annually.
- Urban Park Trail system maintenance including bridges, trail surfaces, benches, trail cleaning (summer and winter) and trees. There are currently 37.8 km of paved trails and another 2.5 km in the inventory.
- Construction and maintenance of 15 outdoor skating rinks.
- Maintenance of all green space roadsides, boulevards, landscaping and City flower beds.
- Pruning, planting, removal, and watering of all trees on City property.
- Design, operation, and maintenance of the City's cemeteries including coordination of burials and headstone placements.
- Care of the City's swans.
- Various forms of pest control including weeds, rodents, crows, and foxes involving working closely with the Community Peace Officer.
- Input on the designation and design of new park and green space in new developments and monitoring of contractors and developers to ensure they meet requirements.
- Landscaping of Public Works and Engineering projects.
- Ongoing community liaison with general public regarding all issues relating to parks. Continued cooperation with organizations such as the Camrose Ski Club and Wildlife/Green Space Stewardship programs.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
PARKS									
Community Services Shop	29,962	38,055	33,713	(4,342)	-11.4%	34,169	456	1.4%	34,639
General Equipment	53,377	79,555	90,580	11,025	13.9%	71,380	(19,200)	-21.2%	88,680
Parks-General	342,868	330,646	383,945	53,299	16.1%	392,926	8,981	2.3%	390,903
Outdoor Skate Areas	63,038	64,965	65,400	435	0.7%	65,450	50	0.1%	65,520
Mirror Lake Park	163,786	191,639	195,399	3,760	2.0%	199,428	4,029	2.1%	199,653
Jubilee Park	80,402	110,067	111,943	1,876	1.7%	111,566	(377)	-0.3%	112,322
Stoney Creek Park	101,556	94,288	101,956	7,668	8.1%	103,379	1,423	1.4%	104,844
Boulevards	503,872	568,315	589,180	20,865	3.7%	597,772	8,592	1.5%	614,100
Nursery	24,341	25,506	25,457	(49)	-0.2%	25,521	64	0.3%	25,600
Swan Program	55,563	43,632	49,393	5,761	13.2%	49,835	442	0.9%	50,171
Net	1,418,765	1,546,668	1,646,966	100,298	6.5%	1,651,426	4,460	0.3%	1,686,432

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
TOTAL PARKS									
Financing									
Sales & User Charges	5,263	10,500	11,000	500	4.8%	11,500	500	4.5%	12,000
Rentals	-	2,700	1,000	(1,700)	-63.0%	1,000	-	0.0%	1,000
Internal Items	19,539	20,000	22,000	2,000	10.0%	22,000	-	0.0%	22,000
Insurance Proceeds	-	-	-	-	-	-	-	-	-
Other Income	27,633	3,400	2,700	(700)	-20.6%	2,700	-	0.0%	2,700
Provincial Grants and Transfers	13,400	13,400	13,400	-	0.0%	13,400	-	0.0%	13,400
Transfer from Reserve	-	-	-	-	-	-	-	-	-
	65,835	50,000	50,100	100	0.2%	50,600	500	1.0%	51,100
Expenditures									
Salaries & Benefits	916,774	926,594	990,469	63,875	6.9%	1,007,451	16,982	1.7%	1,030,917
Contracted Services	32,913	32,749	34,312	1,563	4.8%	34,425	113	0.3%	34,525
Materials & Supplies	156,493	186,655	199,275	12,620	6.8%	196,110	(3,165)	-1.6%	194,335
Equipment Charges	344,750	381,500	401,000	19,500	5.1%	404,500	3,500	0.9%	404,500
Assets < \$10,000	6,861	39,255	38,580	(675)	-1.7%	25,180	(13,400)	-34.7%	37,880
Power, Heat & Water	26,809	29,915	33,430	3,515	11.7%	34,360	930	2.8%	35,375
	1,484,600	1,596,668	1,697,066	100,398	6.3%	1,702,026	4,960	0.3%	1,737,532
Net	1,418,765	1,546,668	1,646,966	100,298	6.5%	1,651,426	4,460	0.3%	1,686,432

Staff Complement	2015	2016	2017	2018
Permanent (Full time equivalents)	10.0	10.0	10.0	10.0
Casual (Number of positions)	38.0	38.0	38.0	38.0
Total	48.0	48.0	48.0	48.0

Analysis of Operating Budget Changes

- General equipment budget includes \$26,000 in 2017 for the purchase of three broom attachments.
- Parks general has been increased to accurately reflect where resources have been deployed. Higher salaries in addition to increased equipment charges have been incorporated into this budget. Materials includes \$6,500 to repair some fencing in Parkridge, \$6,500 for tree replacements and \$5,000 for the green space naturalization program.
- Boulevards has also incorporated higher salaries to reflect where resources are required. Salaries have been reduced in other areas of the budget to offset this transition.
- No significant operating changes in 2017 or 2018.

Camrose Golf Course

Overview

The City of Camrose assumed operational and financial control of the Camrose Golf Course in 1996. Since that time, considerable operational and capital resources have been allocated to the Golf Course ensuring its ongoing viability and growth as one of the most utilized recreation facilities in Camrose. The golf course is managed on-site by the Pro-Manager, in a contract position, and the Grounds Superintendent, both reporting to the Community Services Department General Manager. Combined, the Pro-Manager and the Grounds Superintendent oversee all on-site aspects of the golf and food services operations with the primary responsibilities being:

- Provision of the necessary services and physical course conditions resulting in a quality golf experience at a reasonable cost for both green fee players and pass holders alike.
- Collecting, tracking, and remitting all point of sales and tournament revenues and production of budget reports.
- Provision of a quality pro shop and the necessary staffing required to carry on the functions of the Pro Shop, Food Services and Grounds maintenance.
- Input and active involvement in the design and construction of course renovations and capital projects.
- Ongoing liaison with golf course users on issues pertaining to golf services and grounds operations and maintenance.

GOLF COURSE	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing - General									
Sales & User Charges	762,852	806,600	786,600	(20,000)	-2.5%	801,600	15,000	1.9%	801,600
Expenditures - General									
Salaries & Benefits	36,751	29,201	30,411	1,210	4.1%	190,582	160,171	526.7%	193,811
Bank Charges & Interest	21,134	21,000	21,000	-	0.0%	21,000	-	0.0%	21,000
Contracted Services	258,561	267,625	270,150	2,525	0.9%	85,125	(185,025)	-68.5%	86,015
Materials & Supplies	5,759	8,900	7,200	(1,700)	-19.1%	7,500	300	4.2%	7,700
Equipment Charges	290	1,000	1,000	-	0.0%	1,000	-	0.0%	1,000
Assets < \$10,000	81,507	35,000	14,100	(20,900)	-59.7%	9,100	(5,000)	-35.5%	9,100
Power, Heat & Water	30,370	35,090	38,100	3,010	8.6%	39,065	965	2.5%	40,220
Transfer to Reserve	-	41,500	50,000	8,500	20.5%	50,000	-	0.0%	50,000
	434,372	439,316	431,961	(7,355)	-1.7%	403,372	(28,589)	-6.6%	408,846
Net General	(328,480)	(367,284)	(354,639)	12,645	3.4%	(398,228)	(43,589)	-12.3%	(392,754)
Net Restaurant	(14,853)	500	(32,500)	-	0.0%	(35,000)	(2,500)	-7.7%	(18,000)
Financing - Insurance Proceeds	9,000								
Expenditures - Grounds									
Salaries & Benefits	401,334	403,905	422,144	18,239	4.5%	431,165	9,021	2.1%	439,391
Contracted Services	2,270	2,650	2,700	50	1.9%	2,700	-	0.0%	2,700
Materials & Supplies	104,467	114,000	109,000	(5,000)	-4.4%	115,000	6,000	5.5%	115,000
Equipment Charges	31,807	31,000	32,000	1,000	3.2%	32,000	-	0.0%	32,000
Power, Heat & Water	31,473	28,185	33,360	5,175	18.4%	34,125	765	2.3%	35,120
Transfer to Reserve	3,500	70,000	83,200	13,200	18.9%	83,200	-	0.0%	83,200
Assets < \$10,000	35,221	9,750	3,900	(5,850)	-60.0%	3,500	(400)	-10.3%	19,500
Net Grounds	601,072	659,490	686,304	26,814	4.1%	701,690	15,386	2.2%	726,911
Net Golf Course	257,739	292,706	299,165	6,459	2.2%	268,462	(30,703)	-10.3%	316,157
Staff Complement	2015	2016	2017			2018			
Permanent (Full time equivalents)	2.6	2.6	2.6			3.6			
Casual (Number of positions)	10.0	10.0	10.0			14.0			
Total	12.6	12.6	12.6			17.6			

Analysis of Operating Budget Changes

- Revenues have been reviewed for the 2016 season, and the 2017 Budget revenues have again been reduced to reflect the current environment.
- In 2016, the clubhouse restaurant incurred some expenses to enhance the facility related to bringing in a new tenant. In 2017 and 2018, the net restaurant profit has not been reduced by any anticipated facility improvements.
- In 2018, the golf course will aim to transition from contracting out the Proshop activities to managing them with internal resources if possible.
- Transfer to reserve has increased from \$70,000 to \$83,200 in the 2017 Budget. This is related to the foreign exchange rate and the increase in replacement values of the golf course equipment.

Arts and Culture

Overview

The Arts and Culture work unit provides coordination and support to the arts and culture community in Camrose and facilitates programming in conjunction with many local organizations. Primary responsibilities include:

- Year-round staffing and programming of the Chuck MacLean Arts Centre (CMAC) facility.
- Renting and management of public access spaces in the CMAC.
- Ongoing liaison with local cultural community and support of cultural organizations.
- Coordination and staging of community-based cultural events such as Canada Day celebrations.
- Work in conjunction with the Camrose Arts Society to develop, plan, and execute a variety of programs and special events such as summer art camps for children and youth and the annual Art Walk.
- In 2017 the Arts and Culture department will help organize the Canada 150 celebrations along with the rest of the Community Services department and various other community organizations.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
CULTURAL SERVICES									
Chuck MacLean Arts Centre	142,027	155,400	170,157	14,757	9.5%	188,346	18,189	10.7%	179,140
Canada Day Celebrations	14,666	14,577	14,715	138	0.9%	16,785	2,070	14.1%	17,179
Centennial Museum	77,914	83,665	102,475	18,810	22.5%	100,571	(1,904)	-1.9%	100,169
Railway Museum	-	2,000	1,000	(1,000)	-50.0%	1,000	-	0.0%	1,000
Camrose Public Library	17,679	29,600	20,950	(8,650)	-29.2%	26,048	5,098	24.3%	29,160
Community Groups	5,156	8,600	8,600	-	0.0%	8,660	60	0.7%	8,720
	<u>257,442</u>	<u>293,842</u>	<u>317,897</u>	<u>24,055</u>	<u>8.2%</u>	<u>341,410</u>	<u>23,513</u>	<u>7.4%</u>	<u>335,368</u>

CHUCK MACLEAN ARTS CENTER	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	5,747	3,200	3,300	100	3.1%	3,300	-	0.0%	3,500
Rentals	39,755	33,200	35,600	2,400	7.2%	36,100	500	1.4%	36,600
Contribution from County	18,026	19,416	20,000	584	3.0%	20,000	-	0.0%	20,000
	<u>63,528</u>	<u>55,816</u>	<u>58,900</u>	<u>3,084</u>	<u>5.5%</u>	<u>59,400</u>	<u>500</u>	<u>0.8%</u>	<u>60,100</u>
Expenditures									
Salaries & Benefits	147,915	148,738	156,701	7,963	5.4%	161,646	4,945	3.2%	167,485
Contracted Services	30,327	42,000	48,400	6,400	15.2%	48,600	200	0.4%	48,700
Materials & Supplies	8,890	8,108	8,416	308	3.8%	9,000	584	6.9%	9,200
Equipment Charges	1,239	1,500	1,400	(100)	-6.7%	1,500	100	7.1%	1,500
Power, Heat & Water	10,184	10,870	11,640	770	7.1%	12,000	360	3.1%	12,355
Operating Projects	-	-	2,500	2,500		15,000	12,500	500.0%	-
Assets < \$10,000	-	-	-	-		-	-		-
Transfer to Reserve	7,000	-	-	-		-	-		-
	<u>205,555</u>	<u>211,216</u>	<u>229,057</u>	<u>17,841</u>	<u>8.4%</u>	<u>247,746</u>	<u>18,689</u>	<u>8.2%</u>	<u>239,240</u>
Net	<u>142,027</u>	<u>155,400</u>	<u>170,157</u>	<u>14,757</u>	<u>9.5%</u>	<u>188,346</u>	<u>18,189</u>	<u>10.7%</u>	<u>179,140</u>
Staff Complement	2015	2016	2017			2018			
Permanent (Full time equivalents)	1.0	1.0	1.0			1.0			
Casual (Number of positions)	4.0	4.0	4.0			4.0			
Total	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>			<u>5.0</u>			

Analysis of Operating Budget Changes

- Contracted services – increase is for higher fees for janitorial services.
- In 2018, \$15,000 is included for flooring replacement
- No significant operating changes

CENTENNIAL MUSEUM	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Rentals	525		2,100	2,100		2,100	-	0.0%	2,100
Donations	580	-	6,000	6,000		7,000	1,000	16.7%	7,000
Total	1,105	-	8,100	8,100		9,100	1,000	12.3%	9,100
Expenditures									
Salaries & Benefits	44,141	58,000	58,975	975	1.7%	60,036	1,061	1.8%	61,219
Cash Grant	13,000			-			-		
Contracted Services	5,694	6,600	9,200	2,600	39.4%	9,320	120	1.3%	9,440
Materials & Supplies	4,387	3,000	3,700	700	23.3%	3,700	-	0.0%	3,700
Equipment Charges	4,424	4,000	4,000	-	0.0%	4,000	-	0.0%	4,000
Power, Heat & Water	7,373	9,065	9,400	335	3.7%	9,815	415	4.4%	10,110
Operating Projects	-	-	24,500	24,500		22,000	(2,500)	-10.2%	20,000
Assets < \$10,000	-	3,000	800	(2,200)	-73.3%	800	-	0.0%	800
Total	79,019	83,665	110,575	26,910	32.2%	109,671	- 904	-0.8%	109,269
Net	77,914	83,665	102,475	18,810	22.5%	100,571	(1,904)	-1.9%	100,169
Staff Complement	2015	2016	2017			2018			
Permanent (Full time equivalents)		1.0	1.0			1.0			
Casual (Number of positions)		2.0	2.0			2.0			
Total	-	3.0	3.0			3.0			

Analysis of Operating Budget Changes

- Centenniel Museum is now operating as a City facility. The expenses in the budget have increased \$24,500 in 2017, and \$22,000 in 2018 to identify the need to maintain the numerous buildings associated with the Museum.

Facilities

Overview

The Facilities work unit is responsible for the ongoing operation and maintenance of City-owned buildings including all Community Services Department buildings, outdoor playfields, structures, and playgrounds. Responsibilities include:

- Operations and maintenance of the Community Centre, Aquatic Centre, the Max MacLean arena and curling rink, and the Camrose Recreation Centre.
- Operations and maintenance of the Community Services office, Bill Fowler Centre, and Stoney Creek Centre.
- Support the maintenance programs of other City-owned facilities including City Hall, Mirror Lake Centre, Library, and Children's Centre.
- Seasonal operations and maintenance of Kin Park playfields and structures, Rudy Swanson Park structures, Rotary Skateboard Park, Spray Park, Duggan Park playfields and structures, Grand Drive Park playfield, tennis courts (3 locations) and all playground structures (25).
- Input and active involvement in the design and construction of new facilities, renovations of existing facilities, and capital projects.
- Ongoing liaison with facility users and lease holders on issues pertaining to maintenance and physical plant operations.

FACILITIES	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Community Centre	106,678	180,085	155,907	(24,178)	-13.4%	175,214	19,307	12.4%	153,434
Aquatic Centre	562,050	515,264	516,391	1,127	0.2%	543,866	27,475	5.3%	552,908
Max Maclean Arena	176,867	229,491	273,026	43,535	19.0%	289,453	16,427	6.0%	269,353
Camrose Recreation Centre	680,124	829,003	934,589	105,586	12.7%	882,946	(51,643)	-5.5%	877,289
Rudy Swanson Park	96,635	109,910	108,201	(1,709)	-1.6%	117,129	8,928	8.3%	154,130
Stoney Creek Centre	32,390	57,718	28,708	(29,010)	-50.3%	37,656	8,948	31.2%	29,521
Kinsmen Park	177,069	192,316	196,513	4,197	2.2%	194,917	(1,596)	-0.8%	194,443
Playfields	37,014	40,271	46,855	6,584	16.3%	45,414	(1,441)	-3.1%	41,150
Bill Fowler Centre	47,581	54,376	46,006	(8,370)	-15.4%	51,996	5,990	13.0%	54,087
Mirror Lake Centre	116,121	118,429	113,323	(5,106)	-4.3%	114,411	1,088	1.0%	115,047
General Equipment	128,512	42,890	46,505	3,615	8.4%	49,120	2,615	5.6%	79,260
Net	<u>2,161,041</u>	<u>2,369,753</u>	<u>2,466,024</u>	<u>96,271</u>	<u>4.1%</u>	<u>2,502,122</u>	<u>36,098</u>	<u>1.5%</u>	<u>2,520,622</u>

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
TOTAL FACILITIES									
Financing									
Sales & User Charges	1,230,718	1,176,347	1,173,800	(2,547)	-0.2%	1,208,350	34,550	2.9%	1,244,825
Rentals	508,115	532,690	548,405	15,715	3.0%	561,650	13,245	2.4%	574,820
Contribution from County	276,999	257,953	256,700	(1,253)	-0.5%	256,700	-	0.0%	256,700
Other Income	5,162	5,750	5,850	100	1.7%	5,950	100	1.7%	6,050
Provincial Grants and Transfers	-	-	-	-		-	-		-
Transfer from Reserve	31,789	-	-	-		-	-		-
	<u>2,052,783</u>	<u>1,972,740</u>	<u>1,984,755</u>	<u>12,015</u>	<u>0.6%</u>	<u>2,032,650</u>	<u>47,895</u>	<u>2.4%</u>	<u>2,082,395</u>
Expenditures									
Salaries & Benefits	2,356,537	2,399,623	2,443,457	43,834	1.8%	2,490,094	46,637	1.9%	2,548,912
Contracted Services	437,102	388,112	444,827	56,715	14.6%	452,783	7,956	1.8%	460,843
Materials & Supplies	317,896	280,973	281,340	367	0.1%	286,160	4,820	1.7%	292,152
Equipment Charges	152,765	190,300	179,800	(10,500)	-5.5%	179,800	-	0.0%	179,800
Assets < \$10,000	128,103	228,500	246,000	17,500	7.7%	246,000	-	0.0%	215,500
Power, Heat & Water	768,521	854,985	855,355	370	0.0%	879,935	24,580	2.9%	905,810
Transfer to Reserves	52,900	-	-	-		-	-		-
	<u>4,213,824</u>	<u>4,342,493</u>	<u>4,450,779</u>	<u>108,286</u>	<u>2.5%</u>	<u>4,534,772</u>	<u>83,993</u>	<u>1.9%</u>	<u>4,603,017</u>
Net	<u>2,161,041</u>	<u>2,369,753</u>	<u>2,466,024</u>	<u>96,271</u>	<u>4.1%</u>	<u>2,502,122</u>	<u>36,098</u>	<u>1.5%</u>	<u>2,520,622</u>
Staff Complement*	2015	2016	2017			2018			
Permanent (Full time equivalents)	22.4	23.4	23.4			23.4			
Casual (Number of positions)	4.0	3.0	3.0			3.0			
Total	<u>26.4</u>	<u>26.4</u>	<u>26.4</u>			<u>26.4</u>			

* Staff Complement is for all facilities excluding the Aquatic Centre

Analysis of Operating Budget Changes

- Contracted services include higher repairs and maintenance expenses in managing all facilities, as well as \$25,000 lease fees for the solar panel project initiated in 2016.
- Power, Heat & Water – Savings of \$40,000 have been incorporated for the solar panel project. This has been offset by the increase in utilities related to the carbon tax program.
- Major repairs/operating projects are up \$80,000, and assets < \$10,000 are down \$62,000.

COMMUNITY CENTRE	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	84,688	69,170	76,350	7,180	10.4%	79,100	2,750	3.6%	81,900
Rentals	174,665	169,540	180,970	11,430	6.7%	189,850	8,880	4.9%	199,220
Contribution from County	24,261	16,642	9,000	(7,642)	-45.9%	9,000	-	0.0%	9,000
	<u>283,614</u>	<u>255,352</u>	<u>266,320</u>	<u>10,968</u>	<u>4.3%</u>	<u>277,950</u>	<u>11,630</u>	<u>4.4%</u>	<u>290,120</u>
Expenditures									
Salaries & Benefits	273,046	288,582	293,222	4,640	1.6%	298,794	5,572	1.9%	305,924
Contracted Services	54,367	42,570	43,445	875	2.1%	44,490	1,045	2.4%	45,245
Equipment Charges	5,124	7,500	7,500	-	0.0%	7,500	-	0.0%	7,500
Assets < \$10,000	-	31,000	12,000	(19,000)	-61.3%	34,500	22,500	187.5%	15,000
Power, Heat & Water	57,755	65,785	66,060	275	0.4%	67,880	1,820	2.8%	69,885
	<u>390,292</u>	<u>435,437</u>	<u>422,227</u>	<u>(13,210)</u>	<u>-3.0%</u>	<u>453,164</u>	<u>30,937</u>	<u>7.3%</u>	<u>443,554</u>
Net	<u>106,678</u>	<u>180,085</u>	<u>155,907</u>	<u>(24,178)</u>	<u>-13.4%</u>	<u>175,214</u>	<u>19,307</u>	<u>12.4%</u>	<u>153,434</u>

Analysis of Operating Budget Changes

- Assets < \$10,000 – 2016 Budget includes \$20,000 for Drill Hall structural analysis and \$7,500 for replacing the entrance doors at the Drill Hall.
- The 2017 Budget includes \$5,000 for boiler maintenance, \$3,500 to re-lamp the Field House, and \$3,500 for security cameras.
- 2018 Budget includes \$10,000 for acquisition of meeting room tables and chairs, \$15,000 for painting of the Exterior and repairing some pillars, and \$6,000 to replace the floor in the main lobby washrooms.

AQUATIC CENTRE	2015	2016	2017	Change 2016 to 2017		2018	Change 2017 to 2018		2019
	Actual	Budget	Budget	Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	366,474	373,850	383,100	9,250	2.5%	389,800	6,700	1.7%	396,600
Rentals	40,912	44,100	46,300	2,200	5.0%	48,600	2,300	5.0%	51,000
Contribution from County	96,715	124,817	150,000	25,183	20.2%	150,000	-	0.0%	150,000
	<u>504,101</u>	<u>542,767</u>	<u>579,400</u>	<u>36,633</u>	<u>6.7%</u>	<u>588,400</u>	<u>9,000</u>	<u>1.6%</u>	<u>597,600</u>
Expenditures									
Salaries & Benefits	691,426	657,742	688,952	31,210	4.7%	707,395	18,443	2.7%	729,957
Contracted Services	142,714	117,050	134,225	17,175	14.7%	136,300	2,075	1.5%	138,900
Materials & Supplies	90,763	94,100	83,400	(10,700)	-11.4%	85,100	1,700	2.0%	87,900
Equipment Charges	2,139	3,600	3,600	-	0.0%	3,600	-	0.0%	3,600
Power, Heat & Water	81,697	96,960	110,800	13,840	14.3%	114,605	3,805	3.4%	117,980
Assets < \$10,000	39,794	61,500	45,000	(16,500)	-26.8%	56,000	11,000	24.4%	43,000
Summer Programs	(11,893)	(2,511)	(3,903)	(1,392)	-55.4%	(5,119)	(1,216)	-31.2%	(6,051)
Spray Park	29,511	29,590	33,717	4,127	13.9%	34,385	668	2.0%	35,222
Transfer to Reserve				-			-		
	<u>1,066,151</u>	<u>1,058,031</u>	<u>1,095,791</u>	<u>37,760</u>	<u>3.6%</u>	<u>1,132,266</u>	<u>36,475</u>	<u>3.3%</u>	<u>1,150,508</u>
Net	<u>562,050</u>	<u>515,264</u>	<u>516,391</u>	<u>1,127</u>	<u>0.2%</u>	<u>543,866</u>	<u>27,475</u>	<u>5.3%</u>	<u>552,908</u>
Staff Complement	2015	2016	2017			2018			
Permanent (Full time equivalents)	6.0	5.5	5.5			5.5			
Casual (Number of positions)	28.0	28.0	28.0			28.0			
Total	34.0	33.5	33.5			33.5			

Analysis of Operating Budget Changes

- County Cost sharing revenue per the agreement and is budgeted to increase.
- Summer programs – extended the day camps program

MAX MACLEAN ARENA	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	136,829	116,250	120,260	4,010	3.4%	124,400	4,140	3.4%	128,800
Rentals	42,525	43,150	44,445	1,295	3.0%	45,700	1,255	2.8%	47,000
Contribution from County	73,121	52,700	45,500	(7,200)	-13.7%	45,500	-	0.0%	45,500
	<u>252,475</u>	<u>212,100</u>	<u>210,205</u>	<u>(1,895)</u>	<u>-0.9%</u>	<u>215,600</u>	<u>5,395</u>	<u>2.6%</u>	<u>221,300</u>
Expenditures									
Salaries & Benefits	186,276	188,641	193,861	5,220	2.8%	197,363	3,502	1.8%	201,898
Contracted Services	2,699	2,700	2,760	60	2.2%	2,800	40	1.4%	2,900
Materials & Supplies	72,519	53,590	54,660	1,070	2.0%	55,700	1,040	1.9%	56,800
Equipment Charges	30,869	35,000	35,000	-	0.0%	35,000	-	0.0%	35,000
Assets < \$10,000		20,000	37,500	17,500	87.5%	50,000	12,500	33.3%	25,000
Power, Heat & Water	136,979	141,660	159,450	17,790	12.6%	164,190	4,740	3.0%	169,055
	<u>429,342</u>	<u>441,591</u>	<u>483,231</u>	<u>41,640</u>	<u>9.4%</u>	<u>505,053</u>	<u>21,822</u>	<u>4.5%</u>	<u>490,653</u>
Net	<u>176,867</u>	<u>229,491</u>	<u>273,026</u>	<u>43,535</u>	<u>19.0%</u>	<u>289,453</u>	<u>16,427</u>	<u>6.0%</u>	<u>269,353</u>

Analysis of Operating Budget Changes

- Assets < \$10,000 includes \$20,000 to paint the exterior, \$10,000 for a compressor overhaul, and \$7,500 to re-key.
- 2018 Budget includes \$30,000 for the spectator heating overhaul, \$10,000 to retile showers in select change rooms, and \$10,000 for a second compressor overhaul.

CAMROSE RECREATION CENTRE	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	513,995	488,462	447,710	(40,752)	-8.3%	463,250	15,540	3.5%	480,100
Rentals	220,736	249,000	249,000	-	0.0%	249,000	-	0.0%	249,000
Contribution from County	73,121	52,700	45,500	(7,200)	-13.7%	45,500	-	0.0%	45,500
	<u>807,852</u>	<u>790,162</u>	<u>742,210</u>	<u>(47,952)</u>	<u>-6.1%</u>	<u>757,750</u>	<u>15,540</u>	<u>2.1%</u>	<u>774,600</u>
Expenditures									
Salaries & Benefits	831,853	867,880	856,824	(11,056)	-1.3%	871,153	14,329	1.7%	889,931
Contracted Services	213,936	208,285	246,775	38,490	18.5%	251,443	4,668	1.9%	255,908
Equipment Charges	50,483	67,300	61,800	(5,500)	-8.2%	61,800	-	0.0%	61,800
Assets < \$10,000	-	46,000	114,000	68,000	147.8%	48,000	(66,000)	-57.9%	24,000
Power, Heat & Water	391,704	429,700	397,400	(32,300)	-7.5%	408,300	10,900	2.7%	420,250
	<u>1,487,976</u>	<u>1,619,165</u>	<u>1,676,799</u>	<u>57,634</u>	<u>3.6%</u>	<u>1,640,696</u>	<u>(36,103)</u>	<u>-2.2%</u>	<u>1,651,889</u>
Net	<u>680,124</u>	<u>829,003</u>	<u>934,589</u>	<u>105,586</u>	<u>12.7%</u>	<u>882,946</u>	<u>(51,643)</u>	<u>-5.5%</u>	<u>877,289</u>

Analysis of Operating Budget Changes

- Revenues have been reduced as there are no special events scheduled. The 2016 Budget included \$31,000 for the Boston Pizza Cup.
- Revenues from providing janitorial services to Augustana Fitness Centre and Physio have been removed as they are providing their own services. The resources previously supporting this program have been redeployed to provide some janitorial support at other City owned facilities.
- Contracted services has been increased for increased repairs and maintenance throughout the facility. Also included in this area is the lease costs related to the solar panel project (\$25,000).
- Assets < \$10,000 include \$80,000 for compressor overhauls, and \$15,000 for motor control centres for compressor breakers.

	2015	2016	2017	Change 2016 to 2017		2018	Change 2017 to 2018		2019
				Dollar	Per Cent		Dollar	Per Cent	
RUDY SWANSON PARK	Actual	Budget	Budget	Change	Change	Budget	Change	Change	Forecast
Financing									
Rentals	-	-	-	-		-	-		-
Expenditures									
Salaries & Benefits	43,597	47,513	48,734	1,221	2.6%	48,920	186	0.4%	49,168
Materials & Supplies	13,778	8,770	12,740	3,970	45.3%	12,985	245	1.9%	13,230
Equipment Charges	18,748	20,000	20,000	-	0.0%	20,000	-	0.0%	20,000
Power, Heat & Water	9,248	11,275	11,730	455	4.0%	12,110	380	3.2%	12,465
Assets < \$10,000		9,000	-	(9,000)	-100.0%	8,000	8,000		-
Skate Board Park	10,568	10,501	12,616	2,115	20.1%	12,708	92	0.7%	12,830
Community Events Sign	696	2,851	2,381	(470)	-16.5%	2,406	25	1.0%	46,437
	96,635	109,910	108,201	(1,709)	-1.6%	117,129	8,928	8.3%	154,130
Net	96,635	109,910	108,201	(1,709)	-1.6%	117,129	8,928	8.3%	154,130

Analysis of Operating Budget Changes

- No significant variances.

				Change 2016 to 2017			Change 2017 to 2018		
	2015	2016	2017	Dollar	Per Cent	2018	Dollar	Per Cent	2019
Stoney Creek Centre	Actual	Budget	Budget	Change	Change	Budget	Change	Change	Forecast
Financing									
Rentals	18,341	15,800	16,590	790	5.0%	17,400	810	4.9%	17,500
	<u>18,341</u>	<u>15,800</u>	<u>16,590</u>	<u>790</u>	<u>5.0%</u>	<u>17,400</u>	<u>810</u>	<u>4.9%</u>	<u>17,500</u>
Expenditures									
Salaries & Benefits	36,286	30,205	30,783	578	1.9%	31,241	458	1.5%	31,856
Contracted Services	763	-	-	-		-	-		-
Materials & Supplies	6,172	4,643	4,735	92	2.0%	4,830	95	2.0%	4,920
Equipment Charges	1,141	1,500	1,500	-	0.0%	1,500	-	0.0%	1,500
Assets < \$10,000		28,500	-	(28,500)	-100.0%	9,000	9,000		-
Power, Heat & Water	6,369	8,670	8,280	(390)	-4.5%	8,485	205	2.5%	8,745
	<u>50,731</u>	<u>73,518</u>	<u>45,298</u>	<u>(28,220)</u>	<u>-38.4%</u>	<u>55,056</u>	<u>9,758</u>	<u>21.5%</u>	<u>47,021</u>
Net	32,390	57,718	28,708	(29,010)	-50.3%	37,656	8,948	31.2%	29,521

Analysis of Operating Budget Changes

- 2018 Assets < \$10,000 include \$6,500 for lighting retrofit.
- No significant operating variance

	2015	2016	2017	Change 2016 to 2017		2018	Change 2017 to 2018		2019
	Actual	Budget	Budget	Dollar Change	Per Cent Change	Budget	Dollar Change	Per Cent Change	Forecast
KINSMEN PARK									
Financing									
Sales & User Charges	19,514	21,100	20,800	(300)	-1.4%	21,600	800	3.8%	22,475
Contribution from County	4,695	5,547	4,000	(1,547)	-27.9%	4,000	-	0.0%	4,000
	<u>24,209</u>	<u>26,647</u>	<u>24,800</u>	<u>(1,847)</u>	<u>-6.9%</u>	<u>25,600</u>	<u>800</u>	<u>3.2%</u>	<u>26,475</u>
Expenditures									
Salaries & Benefits	127,209	135,213	133,398	(1,815)	-1.3%	135,447	2,049	1.5%	138,011
Materials & Supplies	21,640	20,000	20,420	420	2.1%	20,840	420	2.1%	21,267
Equipment Charges	26,407	32,000	30,000	(2,000)	-6.3%	30,000	-	0.0%	30,000
Assets < \$10,000		-	7,500	7,500		3,500	(4,000)	-53.3%	
Power, Heat & Water	26,022	31,750	29,995	(1,755)	-5.5%	30,730	735	2.5%	31,640
	<u>201,278</u>	<u>218,963</u>	<u>221,313</u>	<u>2,350</u>	<u>1.1%</u>	<u>220,517</u>	<u>(796)</u>	<u>-0.4%</u>	<u>220,918</u>
Net	177,069	192,316	196,513	4,197	2.2%	194,917	(1,596)	-0.8%	194,443

Analysis of Operating Budget Changes

- Assets < \$10,000 - \$7,500 to re-lamp Kin Park. In 2018, \$3,500 has been added to refurbish the entryway sign.

PLAYFIELDS	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	40,759	41,015	43,080	2,065	5.0%	45,200	2,120	4.9%	47,450
Contribution from County	5,086	5,547	2,700	(2,847)	-51.3%	2,700	-	0.0%	2,700
	<u>45,845</u>	<u>46,562</u>	<u>45,780</u>	<u>(782)</u>	<u>-1.7%</u>	<u>47,900</u>	<u>2,120</u>	<u>4.6%</u>	<u>50,150</u>
Expenditures									
Salaries & Benefits	47,148	57,303	58,780	1,477	2.6%	59,544	764	1.3%	60,575
Materials & Supplies	22,109	15,780	16,005	225	1.4%	16,320	315	2.0%	16,650
Contracted Services	6,100	5,250	5,350	100	1.9%	5,450	100	1.9%	5,575
Assets < \$10,000		-	4,000	4,000		3,500	(500)	-12.5%	
Equipment Charges	7,502	8,500	8,500	-	0.0%	8,500	-	0.0%	8,500
	<u>82,859</u>	<u>86,833</u>	<u>92,635</u>	<u>5,802</u>	<u>6.7%</u>	<u>93,314</u>	<u>679</u>	<u>0.7%</u>	<u>91,300</u>
Net	<u>37,014</u>	<u>40,271</u>	<u>46,855</u>	<u>6,584</u>	<u>16.3%</u>	<u>45,414</u>	<u>(1,441)</u>	<u>-3.1%</u>	<u>41,150</u>

Analysis of Operating Budget Changes

- No significant changes

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
MIRROR LAKE CENTRE									
Financing									
Rentals	9,216	8,000	8,000	-	0.0%	8,000	-	0.0%	8,000
Expenditures									
Salaries & Benefits	36,966	40,062	39,951	(111)	-0.3%	39,906	(45)	-0.1%	39,472
Contracted Services	759	757	772	15	2.0%	800	28	3.6%	815
Materials & Supplies	47,983	37,100	37,100	-	0.0%	37,100	-	0.0%	37,100
Equipment Charges	7,451	11,500	9,000	(2,500)	-21.7%	9,000	-	0.0%	9,000
Power, Heat & Water	32,178	37,010	34,500	(2,510)	-6.8%	35,605	1,105	3.2%	36,660
	125,337	126,429	121,323	(5,106)	-4.0%	122,411	1,088	0.9%	123,047
Net	116,121	118,429	113,323	(5,106)	-4.3%	114,411	1,088	1.0%	115,047

Analysis of Operating Budget Changes

- No significant variances

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
BILL FOWLER CENTRE									
Financing									
Rentals	1,720	3,100	3,100	-	0.0%	3,100	-	0.0%	3,100
	1,720	3,100	3,100	-	0.0%	3,100	-	0.0%	3,100
Expenditures									
Salaries & Benefits	16,835	14,701	14,966	265	1.8%	15,176	210	1.4%	15,457
Materials & Supplies	20,399	19,100	19,500	400	2.1%	19,890	390	2.0%	20,300
Equipment Charges	1,794	1,500	1,500	-	0.0%	1,500	-	0.0%	1,500
Assets < \$10,000		10,000	-	(10,000)	-100.0%	5,000	5,000		6,000
Power, Heat & Water	10,273	12,175	13,140	965	7.9%	13,530	390	3.0%	13,930
	49,301	57,476	49,106	(8,370)	-14.6%	55,096	5,990	12.2%	57,187
Net	47,581	54,376	46,006	(8,370)	-15.4%	51,996	5,990	13.0%	54,087

Analysis of Operating Budget Changes

- No significant variances

FACILITIES - GENERAL & OPERATING PROJECTS	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Transfer from Reserve	31,789			-			-		
	31,789	-	-	-		-	-		-
Expenditures									
Salaries & Benefits	-	-	-	-		-	-		-
Materials & Supplies	6,586	8,890	9,005	115	1.3%	9,120	115	1.3%	9,260
Equipment Charges	-	-	-	-		-	-		-
Contracted Services	15,764	11,500	11,500	-	0.0%	11,500	-	0.0%	11,500
Operating Projects	33,650	10,000	15,000	5,000	50.0%	25,000	10,000	66.7%	55,000
Assets <10000	51,401	12,500	11,000	(1,500)	-12.0%	3,500	(7,500)	-68.2%	3,500
Transfer to Reserve	52,900	-	-	-		-	-		-
	160,301	42,890	46,505	3,615	8.4%	49,120	2,615	5.6%	79,260
Net	128,512	42,890	46,505	3,615	8.4%	49,120	2,615	5.6%	79,260

Analysis of Operating Budget Changes

- Operating Projects – Includes \$15,000 annually for furnace replacement program. In 2018, \$10,000 has been added for hazardous waste removal (undertaken every three years)

Water System

Overview

The City water supply, pumping and distribution system provides water for residential and commercial use as well as for fire protection. The system serves a population of approximately 18,500 people, including all residents and businesses in the city limits and a number of customers in the Village of Bittern Lake, the residential subdivision of Braim, the Ervick subdivision, and the Hamlet of Ohaton, plus the newly commissioned Cargill canola crushing facility. Service goals include:

- Providing water that is aesthetically pleasing, and which meets or exceeds Provincial and Canadian water quality standards and objectives.
- Providing water continuously at adequate pressure and in sufficient quantity to satisfy the requirements for domestic and commercial use and fire protection.
- Identifying and implementing improvements to the water system through long range planning, monitoring, improved operation, capital works and new technology so that the system remains sustainable in the long term.
- Participating in the Battle River Watershed Management and Water Conservation programs through a variety of public education and incentive-based initiatives.

Components of the water system include:

Dried Meat Lake and Battle River - Water is drawn from Dried Meat Lake, which is a part of the Battle River. A dam structure, installed in 1973, stabilizes the lake levels providing more water storage. The river/lake water has very high nutrient levels, warm temperatures, significant weed growth and algal blooms. The weir was upgraded in the fall of 2009 to provide 600mm of additional depth, thereby increasing available storage in the lake.

Ponoka, Wetaskiwin, Gwynne, Bittern Lake, Lacombe and Camrose all discharge their treated wastewater into the Battle River upstream of Dried Meat Lake. Dried Meat Lake is one of the most challenging water sources serving a large community in Alberta. Currently, it is the only supply reasonably available. Although there are ongoing discussions with the Province regarding alternate water sources such as the North Saskatchewan River, it is not anticipated that this will be a viable source for the City at this time.

Withdrawal License – The City's existing license to withdraw water from Driedmeat Lake will serve the Camrose region for at least fifteen to twenty years, or longer if water restrictions are imposed. Prior to the approval for the Cargill facility, the City received notification from the Province that additional water would be allocated to the City. This additional license would be contingent on a number of conditions, most of which the City has already completed.

Watershed Protection – A watershed is the area of land that catches precipitation and drains into a larger body of water. In the City's case it includes land that drains to the Battle River and all of its tributaries as well as Dried Meat Lake. It is critical that the watershed be protected.

The City of Camrose is challenged with the fact that 97% of the watershed impacting the City's water intake is outside of its jurisdiction and direct control.

Methods used to try to improve the protection of the watershed include:

- Cooperation with Camrose County including funding joint water quality improvement projects such as off stream watering and riparian inventories. Currently, the City and County are working through the development of a source water protection plan for Driedmeat Lake which will help guide watershed protection actions by both the City and County over the coming years.
- Participation in the Provincial Water for Life Strategy, and the Battle River Watershed Alliance.
- Educational programs targeted at the public.

Intake – The water intake, intake pumping station and collector well pumping station are located at Driedmeat Lake and are used to screen out fish and weeds from the raw lake water, and pump water from the lake to the water treatment plant. The City recently completed construction of a new pumping station at the lake, which will allow the City to decommission two existing pumping stations starting in 2017.

Water Treatment Plant – The plant was commissioned in 1988 and is one of the most sophisticated in the Province. A new Granular Carbon Contactor (GAC) facility was commissioned in 2009 which helps reduce organic carbon levels in the treated water allowing more efficient disinfection while using less chlorine. It has also reduced taste and odor issues with the treated water.

Reservoir Storage – The City has three water storage reservoirs: one at the Water Treatment Plant and two in Rudy Swanson Park under the tennis courts. Due to capacity issues and an aging infrastructure, the reservoir at the Water Treatment Plant will be decommissioned within the next 10 years.

Pumping Stations – The City maintains two main pumping stations and one booster station that are used to pump water from reservoirs into the distribution system at flow rates to meet demand and maintain constant pressure. The pump station located adjacent to the Water Treatment Plant will likely be decommissioned at the same time as the adjacent reservoir. A booster pumping station is located at the entrance to Duggan Park which boosts pressure to the Duggan Park area and provides the necessary pressure to transfer water to Bittern Lake and Ervick Junction. This station will require upgrading sometime within the next 10 years to increase capacity required for municipal residential growth in the west, northwest and southwest areas of the City.

Distribution System – The distribution system consists of approximately 150 km of pipelines, 1,230 valves, 650 fire hydrants, and more than 6,800 service connections to customers.

Water Meters – Water meters measure consumption. Most meters are read every two months, but high consumption meters such as in some industrial and institutional applications, are read monthly. A seven year Meter Replacement Program was recently completed to

replace aging meters with modern “radio read” systems. This allows for more efficient, regular and accurate reading of all City meters.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
TOTAL WATER									
Revenues									
Water General	6,585,322	6,526,781	6,703,112	176,331	2.7%	6,622,437	(80,675)	-1.2%	6,823,671
Water Treatment Plant	-	-	-	-	-	-	-	-	-
Total	6,585,322	6,526,781	6,703,112	176,331	2.7%	6,622,437	(80,675)	-1.2%	6,823,671
Expenditures									
Water General	4,977,170	4,865,850	5,098,836	232,986	4.8%	4,970,691	(128,145)	-2.5%	5,158,505
Water Treatment Plant	1,608,152	1,660,931	1,604,276	(56,655)	-3.4%	1,651,746	47,470	3.0%	1,665,166
Total	6,585,322	6,526,781	6,703,112	176,331	2.7%	6,622,437	(80,675)	-1.2%	6,823,671
Net	-	-	-	-	-	-	-	-	-

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
WATER GENERAL									
Financing									
Sales & User Charges	5,808,020	5,932,822	6,002,822	70,000	1.2%	6,002,822	-	0.0%	6,212,923
Penalties	26,622	25,500	25,500	-	0.0%	25,500	-	0.0%	26,393
Hydrant Rentals	446,551	433,782	433,782	-	0.0%	433,782	-	0.0%	448,964
Sales to Other Governments	216,630	84,677	86,008	1,331	1.6%	87,333	1,325	1.5%	90,391
Custom Work	87,499	50,000	45,000	(5,000)	-10.0%	45,000	-	0.0%	45,000
Special Projects	-	-	-	-	-	-	-	-	-
Transfer from Reserves	-	-	110,000	110,000	-	28,000	(82,000)	-74.5%	-
Total	6,585,322	6,526,781	6,703,112	176,331	2.7%	6,622,437	(80,675)	-1.2%	6,823,671
Expenditures									
Salaries & Benefits	1,158,387	1,332,049	1,357,311	25,262	1.9%	1,402,522	45,211	3.3%	1,444,857
Contracted Services	215,156	269,000	289,900	20,900	7.8%	297,900	8,000	2.8%	302,900
Materials & Supplies	201,996	262,500	251,000	(11,500)	-4.4%	251,000	-	0.0%	253,000
Equipment Charges	134,167	180,000	160,000	(20,000)	-11.1%	165,000	5,000	3.1%	165,000
Heat, Light & Water	197,807	197,065	229,320	32,255	16.4%	234,280	4,960	2.2%	241,175
Assets < \$10,000	40,363	47,500	43,000	(4,500)	-9.5%	23,000	(20,000)	-46.5%	23,000
Plans, Reports & Studies	16,962	-	100,000	100,000	-	-	(100,000)	-100.0%	20,000
Provision for Allowances	18,064	15,000	15,000	-	0.0%	15,000	-	0.0%	15,000
Debtenture Principal	107,289	112,419	117,795	5,376	4.8%	123,428	5,633	4.8%	129,330
Debtenture Interest	87,130	81,990	76,605	(5,385)	-6.6%	70,962	(5,643)	-7.4%	65,049
Custom Work	44,527	46,400	42,000	(4,400)	-9.5%	42,000	-	0.0%	42,000
Conservation	18,726	22,000	34,000	12,000	54.5%	50,000	16,000	47.1%	22,000
Water - Project Work	105,059	-	-	-	-	-	-	-	-
Franchise Fee	327,580	360,500	367,000	6,500	1.8%	366,000	(1,000)	-0.3%	374,000
Transfer to Operating	30,000	30,000	30,000	-	0.0%	30,000	-	0.0%	30,000
Transfer to Reserves	2,273,957	1,909,427	1,985,905	76,478	4.0%	1,899,599	(86,306)	-4.3%	2,031,194
Total	4,977,170	4,865,850	5,098,836	232,986	4.8%	4,970,691	(128,145)	-2.5%	5,158,505
Net	(1,608,152)	(1,660,931)	(1,604,276)	56,655	3.4%	(1,651,746)	(47,470)	-3.0%	(1,665,166)

Staff Complement (Water & Sanitary Sewer)

	2015	2016	2017	2018
Permanent (Full time equivalents)	18.0	18.0	18.0	18.0
Casual (Number of positions)	4.0	4.0	4.0	4.0
Total	22.0	22.0	22.0	22.0

Analysis of Operating Budget Changes

- Sales & User Charges – Included in the 2017 and 2018 Budgets is no change to water rates. With the economy struggling, maintaining rates at their current levels is a priority.
- Sales & User Charges – In 2016 the City budgeted for a new revenue stream (\$325,000) to be received from Cargill resulting from the raw water & associated wastewater agreement. In 2017, this revenue stream has been increased to \$395,000 due to consumption being greater than anticipated.
- Transfer from reserves – includes \$100,000 to fund the potable water reservoir study, and \$10,000 funding for the various watershed protection studies.

	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
WATER TREATMENT PLANT									
Expenditures									
Salaries & Benefits	341,900	407,000	409,000	2,000	0.5%	416,000	7,000	1.7%	423,000
Contracted Services	9,434	12,000	12,000	-	0.0%	12,000	-	0.0%	12,250
Assets < \$10,000	112,325	4,000	4,000	-	0.0%	4,000	-	0.0%	4,000
Materials & Supplies	933,080	1,001,876	936,876	(65,000)	-6.5%	971,876	35,000	3.7%	971,876
Equipment Charges	29,670	35,000	35,000	-	0.0%	35,000	-	0.0%	35,000
Heat, Light & Water	181,743	201,055	207,400	6,345	3.2%	212,870	5,470	2.6%	219,040
Net	<u>1,608,152</u>	<u>1,660,931</u>	<u>1,604,276</u>	<u>(56,655)</u>	<u>-3.4%</u>	<u>1,651,746</u>	<u>47,470</u>	<u>3.0%</u>	<u>1,665,166</u>

Analysis of Operating Budget Changes

- Materials - Over the last three years we have worked hard as a Utility to optimize the chemical dosage process and GAC usage. The reduction in the materials budgets is driven by the success of the optimization.
- No significant operating changes.

Sanitary Sewer System

Overview

The sanitary sewer system provides service to residential, institutional, commercial and industrial customers in Camrose. A system of pipes moves sanitary wastewater to the Wastewater Treatment Facility on the south boundary of Camrose. Service goals include:

- Collecting residential, commercial and industrial wastewater in the city and delivering it to wastewater treatment facilities in a safe, sustainable, and environmentally responsible manner minimizing sanitary overflows to the environment or basement backups.
- Producing a treated wastewater effluent that is biologically and physically safe for the environment and which meets the requirements of Alberta Environment's issued operating approval.

Components of the sanitary sewer system include:

Collection System – The sanitary collection is a system of approximately 149km of pipelines varying in size from 200mm (8") to 1,500mm (60"), as well as approximately 6,600 service connections. The sanitary sewer system is designed so that all of the sanitary waste collected from homes and businesses flows "downhill", by gravity, to the main pump station at the treatment facility south of Camrose. Due to age and capacity constraints, the main trunk sewer running from north to south through the Camrose Creek requires replacement. The City recently replaced the trunk sewer within Jubilee Park. Over the coming years, the City will be reviewing the condition & capacity for upstream sections of the trunk sewer to determine the best method for upgrading / rehabilitating those sections. Many other components of the distribution system are also at an age where maintenance is required. Continual flushing, cleaning, repairs and monitoring are required to prevent blockages and basement flooding. There are also some properties that are not serviceable by gravity and require pumping stations to lift the wastewater to a downstream gravity sewer.

Wastewater Treatment Facility – Camrose uses an aeration treatment process which enhances the natural bacterial breakdown of the nutrients in the water and significantly reduces the odour associated with most sewage treatment systems. After the water has been completely treated, it is stored in a system of lagoons. Alberta Environment allows discharge of the treated water to Camrose Creek twice per year, once in the spring and once in the fall.

The City's Wastewater Treatment Facility operates under an approval from Alberta Environment. This current approval will expire in August 1, 2022, by which point the City will be required to upgrade its treatment facility. Preliminary design for these upgrades is ongoing and is anticipated to be complete by early 2017. The City anticipates that the new facility will provide additional nutrient removal and disinfection, resulting in water which meets recreational water quality guidelines. Construction of the new facility is expected to begin sometime in 2018 with a total projected cost of \$40 million.

SANITARY SEWER	2015	2016	2017	Change 2016 to 2017		2018	Change 2017 to 2018		2019
	Actual	Budget	Budget	Dollar Change	Per Cent Change	Budget	Dollar Change	Per Cent Change	Forecast
Financing									
Sales & User Charges	3,615,902	3,626,708	3,711,708	85,000	2.3%	3,711,708	-	0.0%	3,841,108
Expenditures									
Salaries & Benefits	638,082	742,379	754,989	12,610	1.7%	775,656	20,667	2.7%	794,755
Contracted Services	120,933	136,450	149,000	12,550	9.2%	155,425	6,425	4.3%	161,850
Materials & Supplies	105,060	157,500	156,000	(1,500)	-1.0%	116,000	(40,000)	-25.6%	121,000
Equipment Charges	112,954	120,000	120,000	-	0.0%	120,000	-	0.0%	120,000
Assets < \$10,000	-	20,000	20,000	-	0.0%	20,000	-	0.0%	20,000
Heat, Light & Water	224,513	245,035	276,700	31,665	12.9%	282,325	5,625	2.0%	290,630
Debenture Principal	-	-	-	-	-	-	-	-	-
Debenture Interest	-	-	-	-	-	-	-	-	-
Franchise Fee	111,739	130,600	133,000	2,400	1.8%	132,000	(1,000)	-0.8%	136,000
Transfer to Operating	20,000	20,000	20,000	-	0.0%	20,000	-	0.0%	20,000
Transfer to Reserves	2,282,621	2,054,744	2,082,019	27,275	1.3%	2,090,302	8,283	0.4%	2,176,873
	3,615,902	3,626,708	3,711,708	85,000	2.3%	3,711,708	-	0.0%	3,841,108
Net	-	-	-	-	-	-	-	-	-

Analysis of Operating Budget Changes

- Sales & User Charges – Included in 2017 and 2018 Budgets is no change to wastewater rates. With the economy struggling, maintaining rates at their current levels is a priority.
- Sales & User Charges – In 2016 the City budgeted for a new revenue stream (\$125,000) to be received from Cargill resulting from the raw water & associated wastewater agreement. In 2017, this revenue stream has been increased to \$210,000 due to consumption being greater than anticipated.
- The wastewater treatment plant upgrade is a major capital project estimated at \$40M to be constructed between 2018-2020, with design being completed by late 2017 or early 2018.
- No significant operating changes.

Solid Waste Services

Solid Waste Services refers to the regulation, collection and disposal of all post-consumer solid wastes including residential waste collection, waste disposal, and the Camrose recycling program. These services are managed by Engineering Services.

Waste Collection

Overview

The City of Camrose contracts residential waste collection and disposal to an independent contractor. Customers pay for the service as a monthly fee on their utility bill. Commercial, institutional, industrial and high density residential (greater than a four-plex) properties do not receive this service. A contract is in place until May 2022. The Waste Collection and Disposal By-law describes the level of service provided to single family dwelling units up to and including 4-plex units.

In 2016, the utility transitioned from manual collection to automated collection of residential solid waste and yard waste. Camrose residents generally transitioned to the automated collection process with very few issues.

WASTE COLLECTION	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	1,035,094	1,124,709	1,094,711	(29,998)	-2.7%	1,124,894	30,183	2.8%	1,144,197
Recovery of fees	-	210,045	206,086	(3,959)	-1.9%	206,086	-	0.0%	206,086
	<u>1,035,094</u>	<u>1,334,754</u>	<u>1,300,797</u>	<u>(33,957)</u>	<u>-2.5%</u>	<u>1,330,980</u>	<u>30,183</u>	<u>2.3%</u>	<u>1,350,283</u>
Expenditures									
Salaries & Benefits	27,070	53,924	54,928	1,004	1.9%	56,646	1,718	3.1%	58,493
Contracted Services	840,930	952,594	924,350	(28,244)	-3.0%	961,302	36,952	4.0%	977,144
Materials & Supplies	1,083	15,000	1,500	(13,500)	-90.0%	1,523	23	1.5%	1,550
Assets < \$10,000	-	7,500	7,500	-	0.0%	7,500	-	0.0%	7,500
Equipment Charges	1,433	2,500	2,500	-	0.0%	2,500	-	0.0%	2,500
Franchise Fee	78,346	93,062	89,200	(3,862)	-4.1%	92,650	3,450	3.9%	94,250
Debenture Principal	-	199,526	194,532	(4,994)	-2.5%	196,996	2,464	1.3%	199,491
Debenture Interest	-	10,553	11,983	1,430	13.6%	9,519	(2,464)	-20.6%	7,024
Transfer to Reserves	86,232	95	14,304	14,209	0.0%	2,344	(11,960)	-83.6%	2,331
	<u>1,035,094</u>	<u>1,334,754</u>	<u>1,300,797</u>	<u>(33,957)</u>	<u>-2.5%</u>	<u>1,330,980</u>	<u>30,183</u>	<u>2.3%</u>	<u>1,350,283</u>
Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		<u>-</u>	<u>-</u>		<u>-</u>

Analysis of Operating Budget Changes

- Sales & User Charges – Included in 2017 and 2018 Budgets is no change to waste collection rates. With the economy struggling, maintaining rates at their current levels is a priority.
- Contracted Services – the reduction in this budget more accurately reflects the automated collection expenses, which were lower than anticipated in 2016.

Regional Landfill

Overview

The City of Camrose manages the landfill on behalf of the Camrose Regional Solid Waste Authority. The Authority is charged with providing an economical and environmentally safe manner for the disposal of solid waste generated within the Authority boundaries. The landfill operates under Regulations and Codes of Practice set by Alberta Environment. Service goals include:

- Continued cooperation with the Camrose Regional Solid Waste Authority that comprises council representation from the City (3 members), Camrose County (1 member) and the Village of Bittern Lake (1 member). The Authority is responsible for developing and approving the budget.
- Ensure the solid waste from the Camrose region is disposed in a fiscally responsible, sustainable, and environmentally safe manner.
- Continuing to look for sustainable ways to divert materials away from the permanent disposal area of the landfill.
- Ensure that all landfill operations are in accordance with the operating license issued by Alberta Environment.

Components of the Regional Landfill include:

- **Ownership** – The land on which the Regional Landfill is located is owned by the Province of Alberta and is leased to the City of Camrose.
- **Operations** – Through a public tender process, the operations of the landfill is contracted to a waste management company. The current contract expires in 2016. Administration is planning to publicly tender this work early in the new year.
- **Life Expectancy** – Based on the waste received each year and the expected site volume, it is estimated that the life span of the landfill will exceed 35 years. Through successful educational programs on recycling and waste reduction, it may be possible to extend the life span to 50 years or more.
- **Funding** – All operating and capital costs are recovered through tipping fees. Each year, funds are reserved for future costs associated with the closure of the current landfill site. These rehabilitation costs are reviewed on a regular basis to ensure reserves are adequately funded.
- **Household Hazardous Waste Roundup** – Twice per year the Landfill Authority sponsors a two-day event to collect household hazardous waste including chemicals and other toxic products to ensure proper disposal by residents. Once the roundup is complete, the material is properly managed by the Province. These hazardous materials do not enter the landfill. This service is available to all residents of the three contributing municipalities of the Waste Authority.

REGIONAL LANDFILL	2015 Actual	2016 Budget	2017 Budget	Change 2016 to 2017		2018 Budget	Change 2017 to 2018		2019 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	1,294,846	996,700	996,700	-	0.0%	996,700	-	0.0%	996,700
Investment Return Bank	36,905	-	-	-		-	-		-
Rentals	4,851	4,500	4,200	(300)	-6.7%	4,200	-	0.0%	4,200
Transfer From Reserves	-	50,000	650,000	600,000	1200.0%	50,000	(600,000)	-92.3%	600,000
	<u>1,336,602</u>	<u>1,051,200</u>	<u>1,650,900</u>	<u>599,700</u>	<u>57.0%</u>	<u>1,050,900</u>	<u>(600,000)</u>	<u>-36.3%</u>	<u>1,600,900</u>
Expenditures									
Salaries & Benefits	34,610	39,749	40,036	287	0.7%	41,254	1,218	3.0%	42,250
Contracted Services	402,049	454,000	475,000	21,000	4.6%	485,400	10,400	2.2%	494,800
Materials & Supplies	34,981	38,500	38,600	100	0.3%	40,100	1,500	3.9%	42,200
Equipment Charges	6,642	4,000	4,000	-	0.0%	4,000	-	0.0%	4,000
Heat, Light & Water	5,246	6,500	6,060	(440)	-6.8%	6,265	205	3.4%	6,455
Assets < \$10,000	1,600	6,500	6,500	-	0.0%	6,500	-	0.0%	6,500
Composting	35,900	40,000	42,000	2,000	5.0%	43,000	1,000	2.4%	44,000
Hazardous Materials	11,309	15,000	15,000	-	0.0%	15,000	-	0.0%	15,000
Cell Development	529,713	50,000	650,000	600,000	1200.0%	50,000	(600,000)	-92.3%	600,000
Transfer to Reserves	274,552	396,951	373,704	(23,247)	-5.9%	359,381	(14,323)	-3.8%	345,695
	<u>1,336,602</u>	<u>1,051,200</u>	<u>1,650,900</u>	<u>599,700</u>	<u>57.0%</u>	<u>1,050,900</u>	<u>(600,000)</u>	<u>-36.3%</u>	<u>1,600,900</u>
Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		<u>-</u>	<u>-</u>		<u>-</u>

Analysis of Operating Budget Changes

- As this budget is approved by the Camrose Regional Solid Waste Authority, the above has been presented for informational purposes only.

Recycling Program

Overview

The City of Camrose recycling program includes several educational initiatives, a concrete recycling program and management of the recycling drop-off depot which is operated by Centra Cam Vocational Training Association. The depot collects a large variety of products, such as paper and cardboard, tin, glass and electronic waste. Service goals include:

- Continued cooperation with the contractor for the recycling drop-off depot (Centra Cam Vocational Training Association) to ensure a successful recycling program.
- To reduce and divert waste disposal from the Camrose Regional Landfill.
- Educate and promote to the public the benefits of the recycling program.

Components of the Recycling Program include:

- **Operations** – The program began in 1992 with a small drop off shed near the current site. The program's success required building the current facility and an expansion of the building and site improvements in 2007-2008. Some additional operational and site improvements are being proposed in 2018 with the replacement of the cardboard baler, as well as the paving of additional portions of the facility's lot.
- **Funding** – Operating funds required are collected through a monthly fee on the City's utility bill. This fee ensures a consistent level of funding for the program. Additional revenue is collected from the sale of the recycled products. In 2015, the City and County entered into a new four-year recycling agreement which guaranteed the City with minimum revenues for the use of the facility by County residents.

Concrete Recycling – The City provides a fee-based disposal area for non-contaminated waste concrete. Concrete is crushed into a usable gravel material. This material is added to inventory and charged out to projects as it is used. All costs related to the disposal site including operation, maintenance, crushing, reclamation and overhead are recovered by the disposal charges as well as sale of useable product.

	2015	2016	2017	Change 2016 to 2017		2018	Change 2017 to 2018		2019
				Dollar	Per Cent		Dollar	Per Cent	
RECYCLING	Actual	Budget	Budget	Change	Change	Budget	Change	Change	Forecast
Financing									
Sales & User Charges	750,018	706,480	804,997	98,517	13.9%	769,872	(35,125)	-4.4%	769,872
Government Transfers	55,000	55,000	55,000	-	0.0%	55,000	-	0.0%	55,000
	<u>805,018</u>	<u>761,480</u>	<u>859,997</u>	<u>98,517</u>	<u>12.9%</u>	<u>824,872</u>	<u>(35,125)</u>	<u>-4.1%</u>	<u>824,872</u>
Expenditures									
Salaries & Benefits	34,379	34,487	35,822	1,335	3.9%	36,430	608	1.7%	37,087
Contracted Services	380,815	452,075	476,592	24,517	5.4%	481,613	5,021	1.1%	500,940
Materials & Supplies	23,035	16,500	13,500	(3,000)	-18.2%	13,500	-	0.0%	13,500
Equipment Charges	22,001	16,000	16,000	-	0.0%	16,000	-	0.0%	16,000
Assets < \$10,000	-	5,000	5,000	-	0.0%	5,000	-	0.0%	5,000
Debenture Principal	42,207	44,078	46,033	1,955	4.4%	23,776	(22,257)	-48.4%	-
Debenture Interest	6,312	4,437	2,480	(1,957)	-44.1%	479	(2,001)	-80.7%	-
Transfer to Centracam	179,417	185,700	192,196	6,496	3.5%	198,923	6,727	3.5%	205,885
Transfer to Reserves	116,852	3,203	72,374	69,171	2159.6%	49,151	(23,223)	-32.1%	46,460
	<u>805,018</u>	<u>761,480</u>	<u>859,997</u>	<u>98,517</u>	<u>12.9%</u>	<u>824,872</u>	<u>(35,125)</u>	<u>-4.1%</u>	<u>824,872</u>
Net	-	-	-	-		-	-		-

Analysis of Operating Budget Changes

- No significant changes – No change to recycling rates anticipated for 2017 and 2018.

	2015	2016	2017	Change 2016 to 2017		2018	Change 2017 to 2018		2019
	Actual	Budget	Budget	Dollar Change	Per Cent Change	Budget	Dollar Change	Per Cent Change	Forecast
RECYCLING-CONCRETE									
Financing									
Sales & User Charges	27,555	50,000	50,000	-	0.0%	50,000	-	0.0%	50,000
Transfer from Reserves	-	-	-	-		-	-		-
	<u>27,555</u>	<u>50,000</u>	<u>50,000</u>	<u>-</u>	<u>0.0%</u>	<u>50,000</u>	<u>-</u>	<u>0.0%</u>	<u>50,000</u>
Expenditures									
Salaries & Benefits	11,683	5,000	5,000	-	0.0%	5,000	-	0.0%	5,000
Materials & Supplies	- 6,247	4,300	4,300	-	0.0%	4,300	-	0.0%	4,300
Equipment Charges	8,480	4,500	4,500	-	0.0%	4,500	-	0.0%	4,500
Transfer to Reserves	13,639	36,200	36,200	-	0.0%	36,200	-	0.0%	36,200
	<u>27,555</u>	<u>50,000</u>	<u>50,000</u>	<u>-</u>	<u>0.0%</u>	<u>50,000</u>	<u>-</u>	<u>0.0%</u>	<u>50,000</u>
Net	-	-	-	-		-	-		-

Analysis of Operating Budget Changes

- Transfer to Reserves – Includes transfer to fund future crushing costs and reserves for future closure costs.