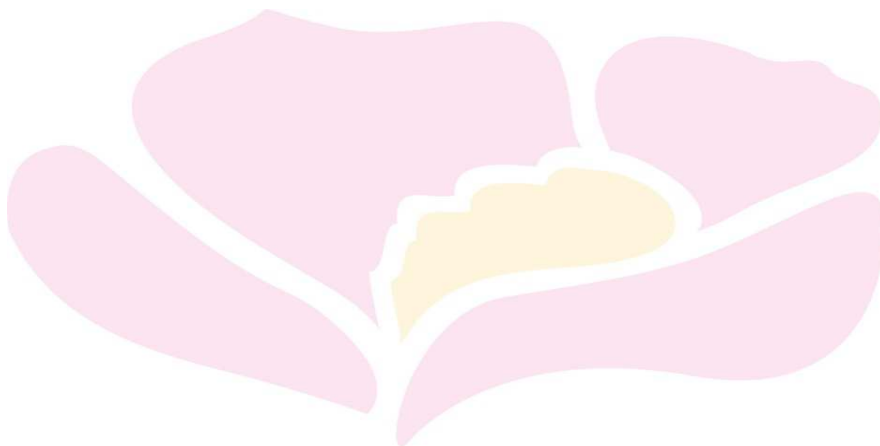




2016 Operating Plan

Approved December 7, 2015



2016 Operating Budget Contents

General Operating Summary	2
Revenue & Expense Summary	3
General Operating Revenues	4
General Operating Expenses	6
General + Utility Operating Revenues	8
General + Utility Operating Expenses	10
 <u>General Operating Fund</u>	
Fiscal Services	12
Mayor & Council	14
Local Governance	15
Common Services	17
Office of the City Manager	18
Corporate & Protective Services	19
IT Services	22
Fire Protection	25
Financial Services	27
Assessment	29
City Centre Camrose	30
Police Protection	31
Engineering Services	33
Planning & Development	35
Safety Codes Inspections	37
Public Works	38
Economic Development	41
Regional Business Development	42
Property Management	43
Community Services Summary	44
Community Services Administration	45
Cemeteries	47
Parks	48
Golf Course	51
Cultural Services	54
Facilities	56
 <u>Utility Operating Fund</u>	
Utilities - Water System	67
Utilities - Sanitary Sewer System	72
Utilities - Solid Waste Services	74
Utilities - Landfill	75
Utilities - Recycling	77

2016 OPERATING BUDGET

	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
GENERAL GOVERNMENT					
City Council Legislative	409,557	361,793	387,606	25,813	7.1%
Office of the City Manager	398,532	404,639	420,052	15,413	3.8%
Fiscal Services	(894,377)	(757,087)	(1,183,610)	(426,523)	-56.3%
Local Governance	1,711,852	1,788,334	1,869,685	81,351	4.5%
Common Services	710,303	972,570	971,865	(705)	-0.1%
Financial Services	828,350	796,333	761,546	(34,787)	-4.4%
Assessment	364,382	378,556	372,585	(5,971)	-1.6%
Corp & Protective Services	975,363	1,182,128	1,304,083	121,955	10.3%
Economic Development	288,234	290,593	314,507	23,914	8.2%
City Centre	(1,206)	-	-	-	
Property Management	(15,837)	(700)	(31,130)	(30,430)	-4347.1%
	<u>4,775,153</u>	<u>5,417,159</u>	<u>5,187,189</u>	<u>(229,970)</u>	<u>-4.2%</u>
IT Operating Services	<u>683,826</u>	<u>789,094</u>	<u>939,394</u>	<u>150,300</u>	<u>19.0%</u>
Fire Protection	<u>1,154,674</u>	<u>1,231,277</u>	<u>1,291,474</u>	<u>60,197</u>	<u>4.9%</u>
Police Protection	<u>4,018,220</u>	<u>4,276,213</u>	<u>4,431,061</u>	<u>154,848</u>	<u>3.6%</u>
ENGINEERING SERVICES					
Engineering Office	639,207	602,032	699,185	97,153	16.1%
Planning & Development	527,868	569,804	625,208	55,404	9.7%
Building Inspection	(166,905)	50,783	45,168	(5,615)	-11.1%
Public Works	3,864,281	3,749,876	4,126,583	376,707	10.0%
Equipment Pool	(9,622)	(130,000)	(60,000)	70,000	53.8%
Net Engineering Services	<u>4,854,829</u>	<u>4,842,495</u>	<u>5,436,144</u>	<u>593,649</u>	<u>12.3%</u>
COMMUNITY SERVICES					
Cemeteries	41,814	27,367	34,511	7,144	26.1%
Administration	434,951	478,872	453,511	(25,361)	-5.3%
Parks	1,407,659	1,497,741	1,546,668	48,927	3.3%
Golf Course	105,544	150,429	292,706	142,277	94.6%
Cultural Services	255,317	263,581	293,842	30,261	11.5%
Facilities					
Community Centre	98,627	132,278	180,085	47,807	36.1%
Aquatic Centre	500,822	543,484	515,264	(28,220)	-5.2%
Max Maclean Arena	179,679	188,707	229,491	40,784	21.6%
Camrose Recreation Centre	575,977	761,565	829,003	67,438	8.9%
Rudy Swanson Park	82,019	98,479	109,910	11,431	11.6%
Stoney Creek Centre	20,741	31,547	57,718	26,171	83.0%
Kinsmen Park	160,402	180,311	192,316	12,005	6.7%
Playfields	25,596	48,461	40,271	(8,190)	-16.9%
Bill Fowler Centre	43,159	41,256	54,376	13,120	31.8%
Mirror Lake Centre	94,554	117,445	118,429	984	0.8%
General Equipment	71,694	130,525	42,890	(87,635)	-67.1%
	<u>1,853,270</u>	<u>2,274,058</u>	<u>2,369,753</u>	<u>95,695</u>	<u>4.2%</u>
Total Community Services	<u>4,098,555</u>	<u>4,692,048</u>	<u>4,990,991</u>	<u>298,943</u>	<u>6.4%</u>
Transfer to Capital	1,507,300	1,787,000	1,719,600	(67,400)	-3.8%
Operating Surplus	910,306	-	-	-	
Total Operating	<u>22,002,863</u>	<u>23,035,286</u>	<u>23,995,853</u>	<u>960,567</u>	<u>4.2%</u>
Reduction for Projected Revenue Growth		420,000			
Total Tax Levy		<u>23,455,286</u>	<u>23,995,853</u>	<u>540,567</u>	<u>2.30%</u>

A \$100,000 increase/decrease will impact the levy by +/- 0.43%

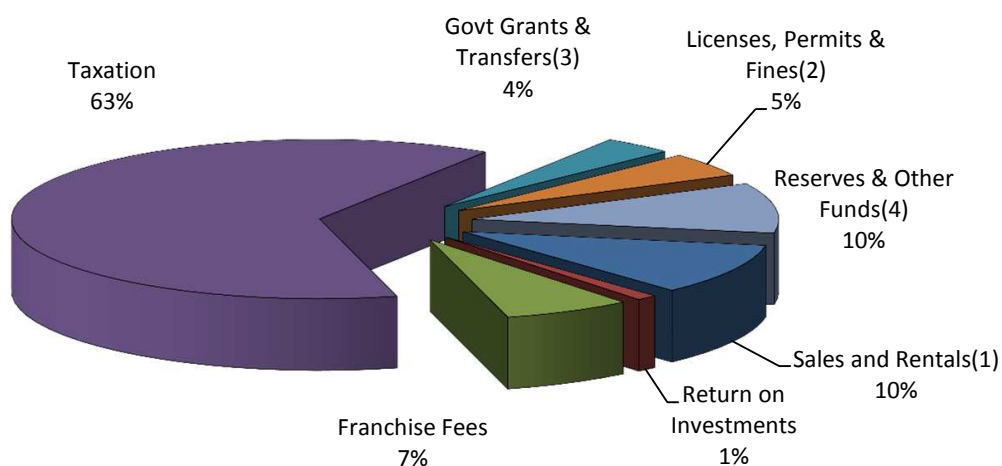
2016 OPERATING BUDGET

	2015 Budget			Change In Levy	2016 Budget		
	Costs	Revenues	Levy		Levy	Revenues	Costs
General Operating							
Mayor & Council	361,793	-	361,793	25,812	387,606	16,000	403,606
Office of the City Manager	404,639		404,639	15,413	420,052		420,052
Corporate & Protective Services	1,485,753	303,625	1,182,128	121,955	1,304,083	262,500	1,566,583
Information Technology	1,117,894	328,800	789,094	150,301	939,394	439,400	1,378,794
Fire Services	1,466,277	235,000	1,231,277	60,197	1,291,474	254,500	1,545,974
Police Services	6,280,713	2,004,500	4,276,213	154,847	4,431,060	2,057,000	6,488,060
Financial Services	1,222,489	47,600	1,174,889	(40,758)	1,134,131	48,125	1,182,256
Economic Development	358,043	68,150	289,893	(6,516)	283,377	98,150	381,527
Engineering Services	883,732	281,700	602,032	97,153	699,185	184,500	883,685
Building & Development Services	1,365,587	745,000	620,587	49,790	670,376	634,550	1,304,926
Public Works Office	871,346	111,500	759,846	25,110	784,957	115,000	899,957
Roads	1,901,297	158,000	1,743,297	237,553	1,980,850	158,000	2,138,850
Signals & Lights	1,085,750	200,000	885,750	140,300	1,026,050	100,000	1,126,050
Fleet Management and Purchasing	1,945,000	2,075,000	(130,000)	70,000	(60,000)	2,100,000	2,040,000
Storm Water	218,000	-	218,000	(21,000)	197,000	40,000	237,000
Airport	306,081	163,100	142,981	(5,254)	137,727	135,763	273,490
Community Services Office	543,872	65,000	478,872	(25,360)	453,511	75,000	528,511
Cemeteries	180,117	152,750	27,367	7,144	34,511	179,000	213,511
Parks	1,543,391	45,650	1,497,741	48,927	1,546,668	50,000	1,596,668
Facilities	4,207,848	1,933,789	2,274,059	95,695	2,369,754	1,972,740	4,342,494
Golf	1,072,929	922,500	150,429	142,277	292,706	848,600	1,141,306
Arts & Culture	320,900	123,469	197,431	96,411	293,842	95,316	389,158
Fiscal Services	2,092,347	2,849,434	(757,087)	(426,523)	(1,183,610)	4,024,214	2,840,604
Local Governance	1,804,484	-	1,804,484	(184,799)	1,619,685	-	1,619,685
Common Services	973,570	1,000	972,570	(705)	971,865	1,000	972,865
Public Transit	50,000	-	50,000	200,000	250,000	60,000	310,000
City Centre Camrose	70,000	70,000	-	-	-	80,000	80,000
Transfer to Capital	1,787,000		1,787,000	(67,400)	1,719,600		1,719,600
Total General Operating	35,920,853	12,885,567	23,035,286	960,567	23,995,853	14,029,358	38,025,211
<u>Utility Operating</u>							
Water	5,997,750	5,997,750	-	-	-	6,526,781	6,526,781
Sanitary Sewer	3,383,293	3,383,293	-	-	-	3,626,708	3,626,708
Solid Waste Management	1,027,300	1,027,300	-	-	-	1,334,754	1,334,754
Camrose Regional Landfill	1,581,860	1,581,860	-	-	-	1,051,200	1,051,200
Recycling	780,680	780,680	-	-	-	811,480	811,480
Total Utility Operating	12,770,883	12,770,883	-	-	-	13,350,923	13,350,923
Total Operating	48,691,736	25,656,450	23,035,286	960,567	23,995,853	27,380,281	51,376,134

General Operating Revenues

Revenue by Object	2015 Budget	2016 Budget	Change 2015 to 2016	
			Dollar Change	Per Cent Change
Fines ²	901,500	901,000	(500)	-0.1%
Franchise & Concession Contracts ¹	1,547,882	2,555,392	1,007,510	65.1%
Government Transfers ³	483,369	485,869	2,500	0.5%
Grants ³	720,900	843,900	123,000	17.1%
Internal Items ⁴	2,361,250	2,426,600	65,350	2.8%
Licenses & Permits ²	722,500	732,400	9,900	1.4%
Other Revenue ¹	82,703	78,900	(3,803)	-4.6%
Penalties ²	210,000	210,000	-	0.0%
Rentals ¹	1,235,663	1,319,158	83,495	6.8%
Return on Investments	383,774	414,660	30,886	8.0%
Sales & User Charges ¹	2,166,973	2,128,017	(38,956)	-1.8%
Sales to Other Governments ¹	356,000	417,000	61,000	17.1%
Transfers From ⁴	1,643,053	1,436,462	(206,591)	-12.6%
Other Taxation (CCC)	70,000	80,000	10,000	14.3%
Sub-total	12,885,567	14,029,358	1,143,791	8.9%
Municipal Levy	23,035,286	23,995,853	960,567	4.2%
Total	35,920,853	38,025,211	2,104,358	5.9%

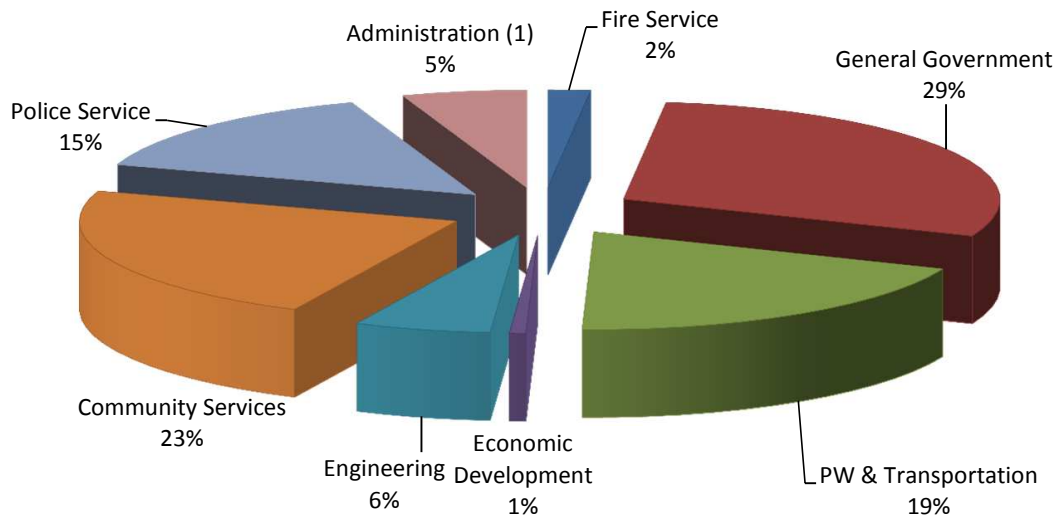
2016 Budget Revenues - Summary by Object



General Operating Revenues

Revenues by Department	2015 Budget	2016 Budget	Change 2015 to 2016	
			Dollar Change	Per Cent Change
<u>Operating</u>				
General Government	2,920,434	4,121,214	1,200,780	41.1%
Corporate & Protective Services ⁽¹⁾	632,425	701,900	69,475	11.0%
Financial Services ⁽¹⁾	47,600	48,125	525	1.1%
Fire Department	235,000	254,500	19,500	8.3%
Engineering Services	1,026,700	819,050	(207,650)	-20.2%
Public Works & Transportation	2,707,600	2,708,763	1,163	0.0%
Economic Development	68,150	98,150	30,000	44.0%
Community Services	3,243,158	3,220,656	(22,502)	-0.7%
Police Service	2,004,500	2,057,000	52,500	2.6%
Total Operating	12,885,567	14,029,358	1,143,791	8.9%
Municipal Levy	23,035,286	23,995,853	960,567	4.2%
Total Revenue	35,920,853	38,025,211	2,104,358	5.9%

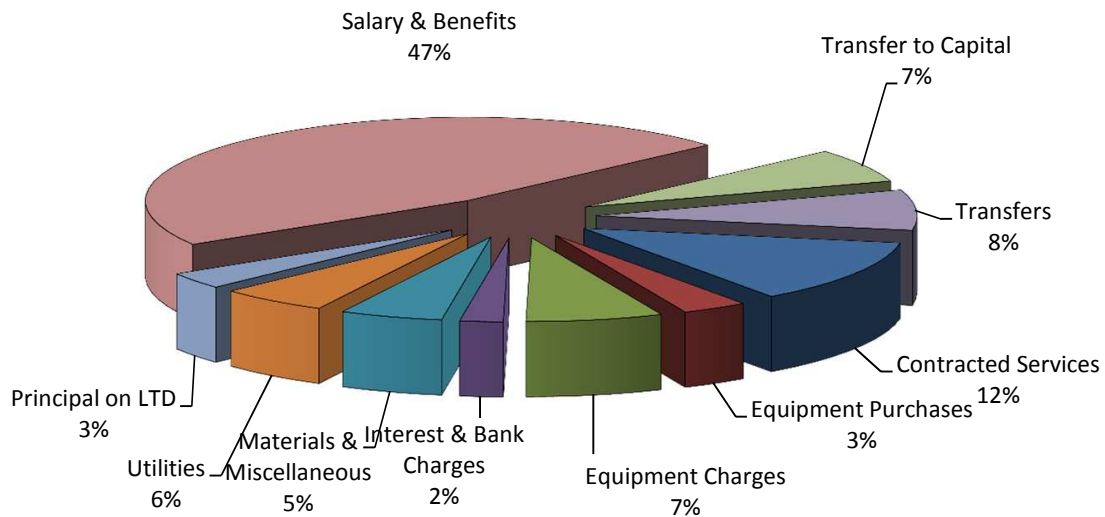
2016 Budget Revenues - Summary by Department



General Operating Expenses

Expenses by Object	2015 Budget	2016 Budget	Change 2015 to 2016	
			Dollar Change	Per Cent Change
Contracted Services	4,307,973	4,692,165	384,192	8.9%
Equipment Purchases	1,065,975	1,257,220	191,245	17.9%
Equipment Charges	2,497,100	2,604,604	107,504	4.3%
Interest & Bank Charges	812,081	820,891	8,810	1.1%
Materials & Miscellaneous	1,931,907	1,955,981	24,074	1.2%
Utilities	2,056,200	2,072,515	16,315	0.8%
Principal on LTD	1,195,463	1,209,938	14,475	1.2%
Salary & Benefits	17,286,620	17,948,912	662,292	3.8%
Transfer to Capital	1,787,000	2,499,600	712,600	39.9%
Transfers	2,980,534	2,963,385	(17,149)	-0.6%
Total	35,920,853	38,025,211	2,104,358	5.9%

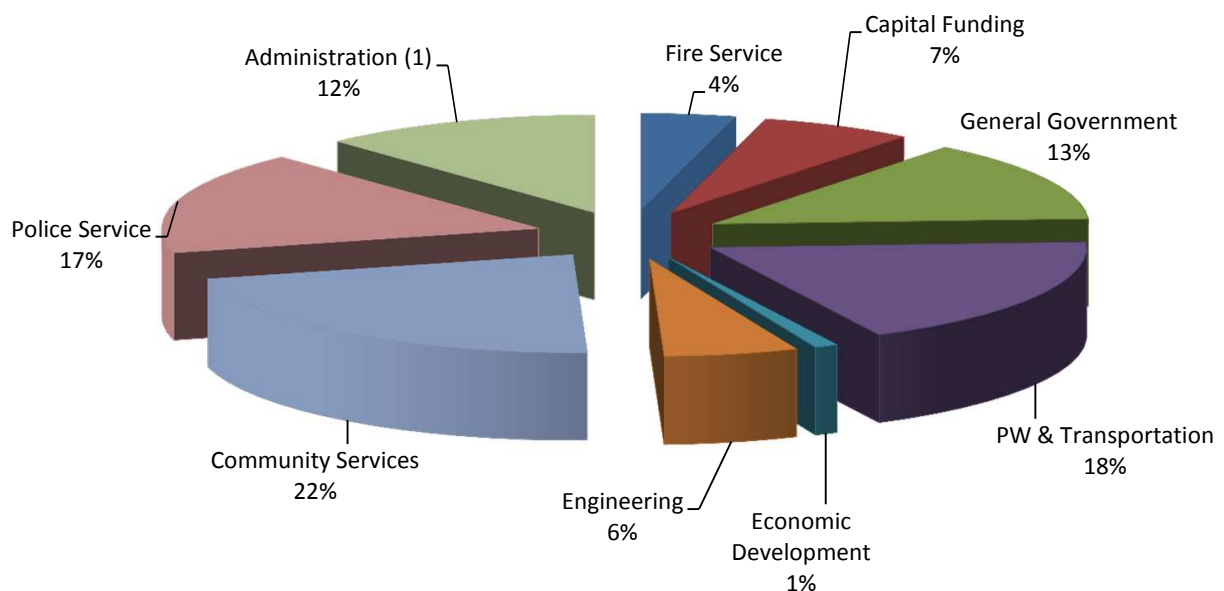
2016 Budget Expenses - Summary by Object



General Operating Expenses

Expenses by Department	2015 Budget	2016 Budget	Change 2015 to 2016	
			Dollar Change	Per Cent Change
<u>Operating</u>				
General Government	5,322,442	5,136,759	(185,683)	-3.5%
Capital Funding	1,787,000	2,499,600	712,600	39.9%
City Manager's Department ⁽¹⁾	404,639	420,052	15,413	3.8%
Corporate & Protective Services ⁽¹⁾	2,353,665	2,945,378	591,713	25.1%
Financial Services ⁽¹⁾	1,391,328	1,182,256	(209,072)	-15.0%
Fire Department	1,466,276	1,545,974	79,698	5.4%
Engineering Services	2,249,318	2,188,611	(60,707)	-2.7%
Public Works & Transportation	6,327,476	7,025,347	697,871	11.0%
Economic Development	468,938	381,527	(87,411)	-18.6%
Community Services	7,869,058	8,211,647	342,589	4.4%
Police Service	6,280,713	6,488,060	207,347	3.3%
Total Operating	35,920,853	38,025,211	2,104,358	5.9%

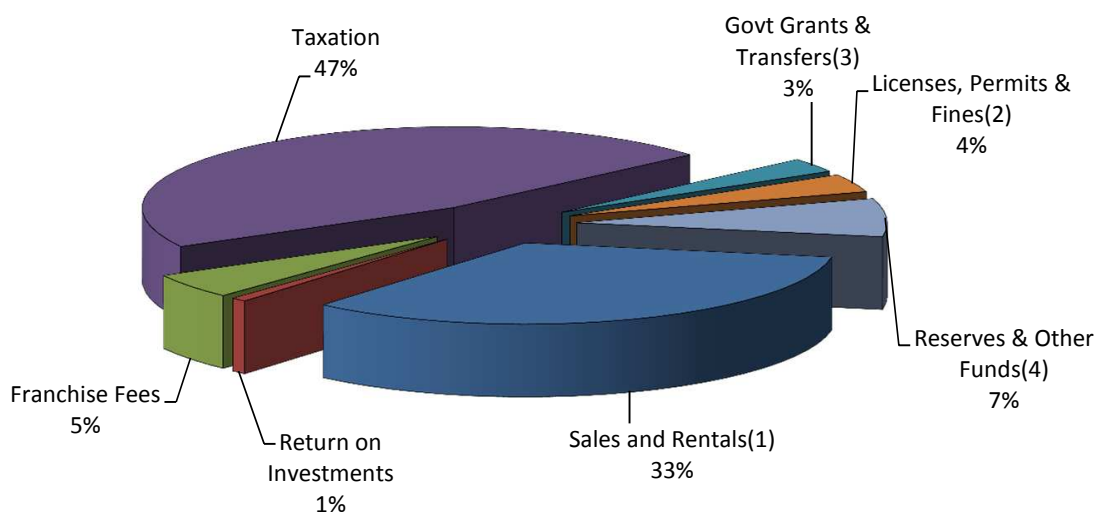
2016 Budget Expenses - Summary by Department



General + Utility Operating Revenues

Revenue by Object	2015 Budget	2016 Budget	Change 2015 to 2016	
			Dollar Change	Per Cent Change
Fines ²	901,500	901,000	(500)	-0.1%
Franchise & Concession Contracts ¹	1,547,882	2,555,392	1,007,510	65.1%
Government Transfers ³	535,339	540,869	5,530	1.0%
Grants ³	720,900	843,900	123,000	17.1%
Internal Items ⁴	2,361,250	2,426,600	65,350	2.8%
Licenses & Permits ²	722,500	732,400	9,900	1.4%
Other Revenue ¹	82,703	78,900	(3,803)	-4.6%
Penalties ²	234,638	235,500	862	0.4%
Rentals ¹	1,655,976	1,757,440	101,464	6.1%
Return on Investments	383,774	414,660	30,886	8.0%
Sales & User Charges ¹	13,748,367	14,814,350	1,065,983	7.8%
Sales to Other Governments ¹	448,568	512,808	64,240	14.3%
Transfers From ⁴	2,243,053	1,486,462	(756,591)	-33.7%
Other Taxation (CCC)	70,000	80,000	10,000	14.3%
Sub-total	25,656,450	27,380,281	1,723,831	6.7%
Municipal Levy	23,035,286	23,995,853	960,567	4.2%
Total	48,691,736	51,376,134	2,684,398	5.5%

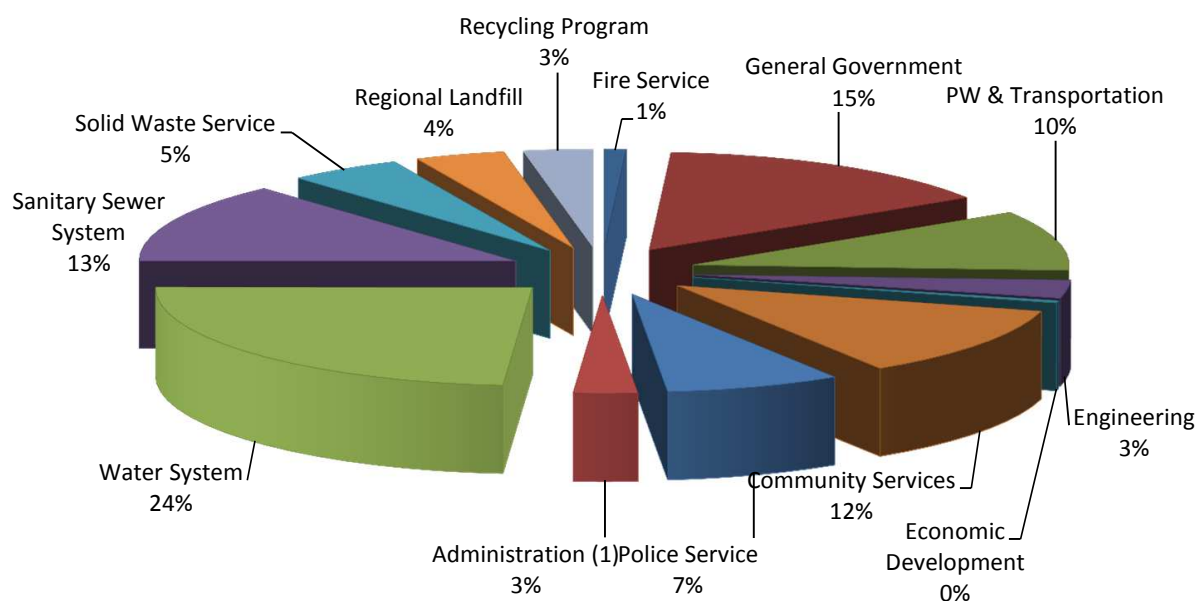
2016 Budget Revenues - Summary by Object



General + Utility Operating Revenues

Revenues by Department	2015 Budget	2016 Budget	Change 2015 to 2016	
			Dollar Change	Per Cent Change
<u>Operating</u>				
General Government	2,920,434	4,121,214	1,200,780	41.1%
Corporate & Protective Services ⁽¹⁾	632,425	701,900	69,475	11.0%
Financial Services ⁽¹⁾	47,600	48,125	525	1.1%
Fire Department	235,000	254,500	19,500	8.3%
Engineering Services	1,026,700	819,050	(207,650)	-20.2%
Public Works & Transportation	2,707,600	2,708,763	1,163	0.0%
Economic Development	68,150	98,150	30,000	44.0%
Community Services	3,243,158	3,220,656	(22,502)	-0.7%
Police Service	2,004,500	2,057,000	52,500	2.6%
Total Operating	12,885,567	14,029,358	1,143,791	8.9%
Municipal Levy	23,035,286	23,995,853	960,567	4.2%
Total Operating + Levy Revenue	35,920,853	38,025,211	2,104,358	5.9%
<u>Utilites</u>				
Water System	5,997,750	6,526,781	529,031	8.8%
Sanitary Sewer System	3,383,293	3,626,708	243,415	7.2%
Solid Waste Service	1,027,300	1,334,754	307,454	29.9%
Regional Landfill	1,581,860	1,051,200	(530,660)	-33.5%
Recycling Program	780,680	811,480	30,800	3.9%
Total Utilites	12,770,883	13,350,923	580,040	4.5%
Total Revenue	48,691,736	51,376,134	2,684,398	5.5%

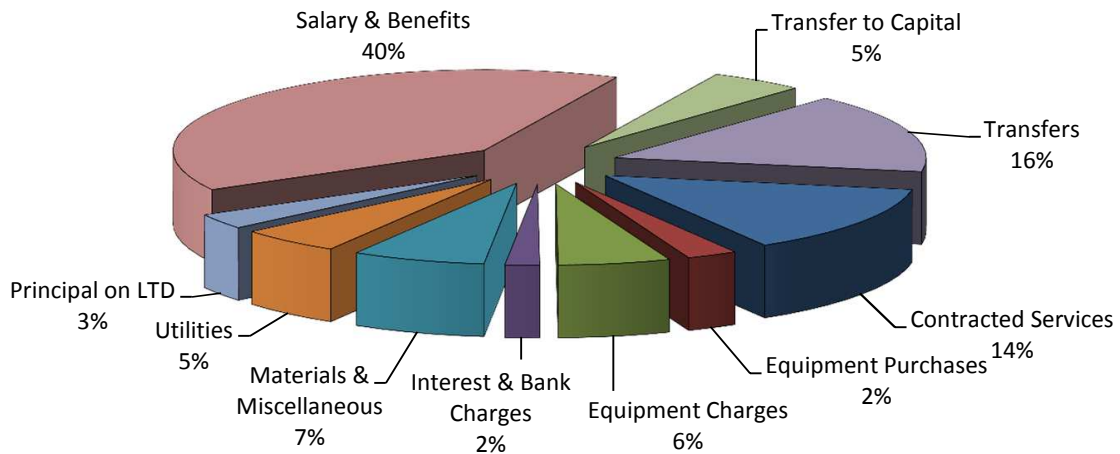
2016 Budget Revenues - Summary by Department



General + Utility Operating Expenses

Expenses by Object	2015 Budget	2016 Budget	Change 2015 to 2016	
			Dollar Change	Per Cent Change
Contracted Services	6,544,033	7,030,284	486,251	7.4%
Equipment Purchases	1,421,327	1,347,720	(73,607)	-5.2%
Equipment Charges	2,904,100	2,977,604	73,504	2.5%
Interest & Bank Charges	921,273	917,871	(3,402)	-0.4%
Materials & Miscellaneous	4,211,673	3,548,557	(663,116)	-15.7%
Utilities	2,703,650	2,722,170	18,520	0.7%
Principal on LTD	1,537,973	1,565,961	27,988	1.8%
Salary & Benefits	19,762,791	20,582,500	819,709	4.1%
Transfer to Capital	1,787,000	2,499,600	712,600	39.9%
Transfers	6,897,916	8,183,867	1,285,951	18.6%
Total	48,691,736	51,376,134	2,684,398	5.5%

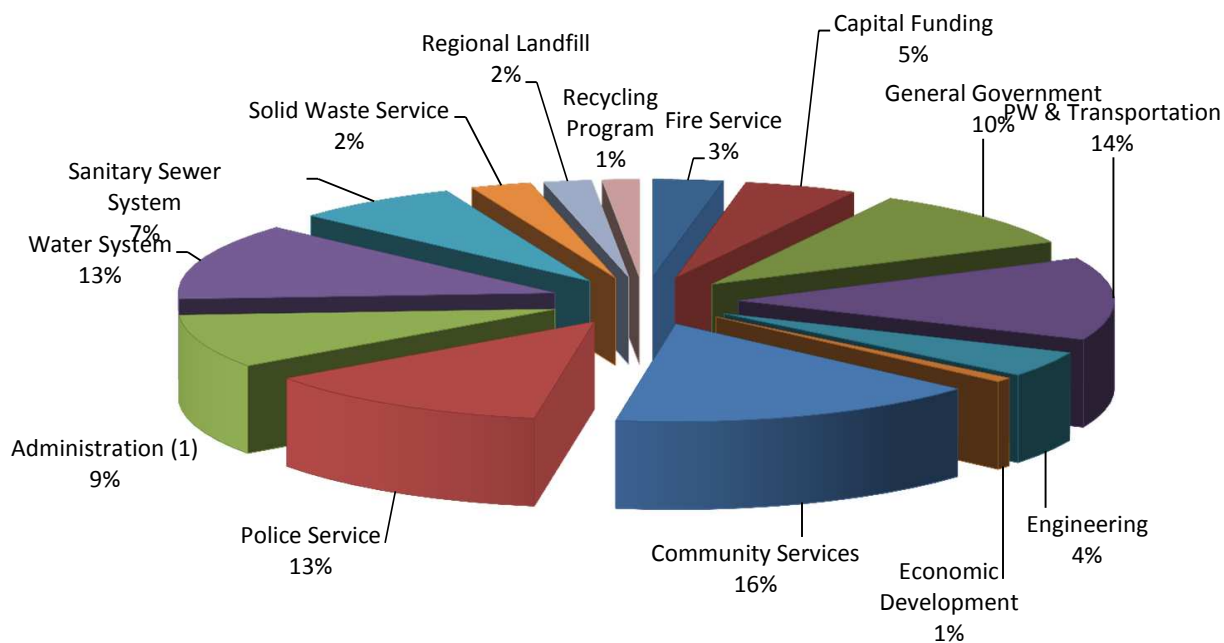
2016 Budget Expenses - Summary by Object



General + Utility Operating Expenses

Expenses by Department	2015 Budget	2016 Budget	Change 2015 to 2016	
			Dollar Change	Per Cent Change
Operating				
General Government	5,322,442	5,136,759	(185,683)	-3.5%
Capital Funding	1,787,000	2,499,600	712,600	39.9%
City Manager's Department ⁽¹⁾	404,639	420,052	15,413	3.8%
Corporate & Protective Services ⁽¹⁾	2,353,665	2,945,378	591,713	25.1%
Financial Services ⁽¹⁾	1,391,328	1,182,256	(209,072)	-15.0%
Fire Department	1,466,276	1,545,974	79,698	5.4%
Engineering Services	2,249,318	2,188,611	(60,707)	-2.7%
Public Works & Transportation	6,327,476	7,025,347	697,871	11.0%
Economic Development	468,938	381,527	(87,411)	-18.6%
Community Services	7,869,058	8,211,647	342,589	4.4%
Police Service	6,280,713	6,488,060	207,347	3.3%
Total Operating	35,920,853	38,025,211	2,104,358	5.9%
Utility				
Water System	5,997,750	6,526,781	529,031	8.8%
Sanitary Sewer System	3,383,293	3,626,708	243,415	7.2%
Solid Waste Service	1,027,300	1,334,754	307,454	29.9%
Regional Landfill	1,581,860	1,051,200	(530,660)	-33.5%
Recycling Program	780,680	811,480	30,800	3.9%
Total Utilities	12,770,883	13,350,923	580,040	4.5%
Total Expenses	48,691,736	51,376,134	2,684,398	5.5%

2016 Budget Expenses - Summary by Department



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.

FISCAL SERVICES	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Penalties	213,076	210,000	210,000	-	0.0%
Franchise Fees	1,534,392	1,547,882	2,555,392	1,007,510	65.1%
Franchise Fees - City Utilities	479,325	582,778	584,162	1,384	0.2%
Return on Investments	816,734	383,774	414,660	30,886	8.0%
Other Revenue	47,000	-	-	-	
Grants	138,819	-	135,000	135,000	
Transfer from Reserve	3,107,263	125,000	125,000	-	0.0%
	<u>6,336,609</u>	<u>2,849,434</u>	<u>4,024,214</u>	<u>1,174,780</u>	<u>41.2%</u>
Expenditures					
Bad Debts/Collection Costs	12,189	62,703	57,400	(5,303)	-8.5%
Debenture Principal	4,009,608	1,195,463	1,209,938	14,475	1.2%
Debenture Interest	1,346,198	764,681	773,266	8,585	1.1%
Other Expenditures	38,822	69,500	50,000	(19,500)	-28.1%
Sick Leave Accrual Adjustment	(146,865)	-	-	-	
Transfer to Reserves	182,280	-	750,000	750,000	
	<u>5,442,232</u>	<u>2,092,347</u>	<u>2,840,604</u>	<u>748,257</u>	<u>35.8%</u>
Net	<u>(894,377)</u>	<u>(757,087)</u>	<u>(1,183,610)</u>	<u>(426,523)</u>	<u>-56.3%</u>

Analysis of Operating Budget Changes

- In 2015, Council approved the increase of franchise fees with the intent of using the additional revenue to support a more aggressive road maintenance and rehabilitation program. In the 2016 Budget, franchise fee revenue is up \$1,007,510. Of this increased revenue, \$750,000 has been budgeted as a transfer to reserves supporting road capital projects, and the remaining increase in franchise fee revenue supporting additional maintenance expenditures in the operating budget.

- Grants – MSI operating grant. This grant funding was not included in the 2015 Budget due to the uncertainty around the program.
- Debenture Principal and Interest – Is up due to an additional \$1.4 million debenture and a \$1.0 million line of credit required to fund the Loughheed Performing Arts Centre.

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.

MAYOR & COUNCIL	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Transfer from Reserves	1,000	-	16,000	16,000	
	<u>1,000</u>	<u>-</u>	<u>16,000</u>	<u>16,000</u>	
Expenditures					
Salaries and Benefits	224,281	232,893	241,206	8,313	3.6%
Contracted Services	163,319	110,300	142,000	31,700	28.7%
Materials & Supplies	8,357	14,400	15,000	600	4.2%
Assets < \$10,000	4,200	4,200	5,400	1,200	28.6%
Transfer to Reserve	10,400	-	-	-	
	<u>410,557</u>	<u>361,793</u>	<u>403,606</u>	<u>41,813</u>	11.6%
Net	<u>409,557</u>	<u>361,793</u>	<u>387,606</u>	<u>25,813</u>	7.1%

Analysis of Operating Budget Changes

- Includes transfer from reserve revenue for training.
- Contracted services includes an increase of \$12,000 for audit fees, and \$20,000 for other Council priorities.

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, Chamber of Commerce Visitor Information, and the Rose City Handi-van Society.
- 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.

	2014	2015	2016	Change 2015 to 2016	
	Actual	Budget	Budget	Dollar Change	Per Cent Change
LOCAL GOVERNANCE					
Financing					
Transfer from Reserve	151,500	-	-	-	
	<u>151,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Expenditures					
City Support Services*	17,426	23,500	22,500	(1,000)	-4.3%
Fee for Service	169,953	144,246	146,278	2,032	1.4%
Community Assistance	163,250	141,450	114,520	(26,930)	-19.0%
Commitments	1,505,723	1,417,138	1,326,387	(90,751)	-6.4%
Council Committees	7,000	12,000	10,000	(2,000)	-16.7%
Public Transit Initiatives	-	50,000	250,000	200,000	400.0%
	<u>1,863,352</u>	<u>1,788,334</u>	<u>1,869,685</u>	<u>81,351</u>	<u>4.5%</u>
Net	<u>1,711,852</u>	<u>1,788,334</u>	<u>1,869,685</u>	<u>81,351</u>	<u>4.5%</u>

*Includes wages, materials, and equipment charges

FEE FOR SERVICE	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Camrose Ski Club ⁽¹⁾	21,500	15,000	16,000	1,000	6.7%
Railway Museum	23,175	28,968	30,000	1,032	3.6%
Visitor Information - Chamber	34,478	39,478	39,478	-	0.0%
Rose City Handivan Society	90,800	60,800	60,800	-	0.0%
	<u>169,953</u>	<u>144,246</u>	<u>146,278</u>	<u>2,032</u>	<u>1.4%</u>

⁽¹⁾ Includes \$6,500 assistance for snow machine (2014)

COMMUNITY ASSISTANCE	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Community Events	68,000	40,000	52,000	12,000	30.0%
Japan Friendship Society	2,500	2,500	2,500	-	0.0%
Founders Day	10,000	10,200	-	(10,200)	-100.0%
Main Street Program	24,750	29,750	-	(29,750)	-100.0%
Tourism Camrose	50,000	51,000	52,020	1,020	2.0%
Parade/Train - Chamber	8,000	8,000	8,000	-	0.0%
	<u>163,250</u>	<u>141,450</u>	<u>114,520</u>	<u>(26,930)</u>	<u>-19.0%</u>

COMMITMENTS	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Camrose Lodge Authority	365,000	321,213	234,587	(86,626)	-27.0%
Camrose Public Library	482,078	507,252	508,390	1,138	0.2%
Parkland Regional Library	129,645	139,673	142,139	2,466	1.8%
C.D.S.S.	110,000	110,000	102,271	(7,729)	-7.0%
Lougheed Performing Arts Centre	331,500	250,000	250,000	-	0.0%
School Resource Officer	37,500	39,000	39,000	-	0.0%
Centra Cam Building Fund	50,000	50,000	50,000	-	0.0%
	<u>1,505,723</u>	<u>1,417,138</u>	<u>1,326,387</u>	<u>(90,751)</u>	<u>-6.4%</u>

COUNCIL COMMITTEES	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Social Development Committee	7,000	5,000	5,000	-	0.0%
Green Action Committee		4,500	2,500	(2,000)	-44.4%
CTAC		2,500	2,500	-	0.0%
	<u>7,000</u>	<u>12,000</u>	<u>10,000</u>	<u>(2,000)</u>	<u>-16.7%</u>

PUBLIC TRANSIT INITIATIVES	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Public Transit Pilot - Bus Program			80,000	80,000	
CTAC - Taxi Subsidy Program		50,000	50,000	-	0.0%
Public Transit - Contingency			120,000	120,000	
	<u>-</u>	<u>50,000</u>	<u>250,000</u>	<u>200,000</u>	<u>400.0%</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.

	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
COMMON SERVICES					
Financing					
Sales & User Charges	2,998	1,000	1,000	-	0.0%
	<u>2,998</u>	<u>1,000</u>	<u>1,000</u>	<u>-</u>	<u>0.0%</u>
Expenditures					
Salaries & Benefits	1,793	15,250	14,500	(750)	-4.9%
Contracted Services	273,407	421,470	470,410	48,940	11.6%
Insurance	366,363	425,600	347,400	(78,200)	-18.4%
Materials & Supplies	49,303	57,500	59,500	2,000	3.5%
Equipment Charges	725	3,750	3,750	-	0.0%
Transfer to Reserve	21,410	-	-	-	
Power, Heat & Water	300	50,000	77,305	27,305	54.6%
	<u>713,301</u>	<u>973,570</u>	<u>972,865</u>	<u>(705)</u>	<u>-0.1%</u>
Net	<u>710,303</u>	<u>972,570</u>	<u>971,865</u>	<u>(705)</u>	<u>-0.1%</u>

Analysis of Operating Budget Changes

- Contracted Services - Janitorial services for City Hall increased \$19,000, and licensing and maintenance fees for the Financial software (Bellamy) have increased \$19,000.

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 General 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	2014 Actual	2015 Budget	2016 Budget	<u>Change 2015 to 2016</u>	
				Dollar Change	Per Cent Change
Financing	-	-	-	-	
Expenditures					
Salaries & Benefits	384,196	379,364	393,577	14,213	3.7%
Contracted Services	11,386	21,525	22,675	1,150	5.3%
Assets < \$10,000	2,950	3,750	3,800	50	1.3%
	<u>398,532</u>	<u>404,639</u>	<u>420,052</u>	<u>15,413</u>	<u>3.8%</u>
Net	<u>398,532</u>	<u>404,639</u>	<u>420,052</u>	<u>15,413</u>	<u>3.8%</u>

Staff Complement	2015	2016
Permanent (Full time equivalents)	2.6	2.6
Casual (Number of positions)	-	-
Total	<u>2.6</u>	<u>2.6</u>

Analysis of Operating Budget Changes

- No significant changes

Corporate & Protective Services Department

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, Communications, and Records Management. On the protective side, the Department provides direction and support to the Fire Chief and By-Law Enforcement and liaisons with the Police Service and Alberta Health Services EMS. Support is also provided to the City Manager's role as Director of Disaster Services and coordination of municipal services for large concerts.

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.

By-Law 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	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Manager, Corporate & Protective Services	180,998	183,321	212,143	28,822	15.7%
Human Resources	279,118	353,963	379,094	25,131	7.1%
Records Management	139,043	144,656	167,477	22,821	15.8%
Legislative Services	126,495	144,835	149,477	4,642	3.2%
Health & Safety	38,350	100,930	125,665	24,735	24.5%
Communications	75,250	81,145	91,203	10,058	12.4%
Payroll	160,546	168,838	178,794	9,956	5.9%
By-law Services	(66,486)	(40,252)	(45,937)	(5,685)	-14.1%
Animal & Pest Control	42,049	44,692	46,167	1,475	3.3%
Net	975,363	1,182,128	1,304,083	121,955	10.3%

CORPORATE AND PROTECTIVE SERVICES	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	17,927	15,000	15,000	-	0.0%
Licenses & Permits	167,754	170,000	173,000	3,000	1.8%
Other Revenue	76,204	15,000	10,000	(5,000)	-33.3%
Transfer from Reserve	49,583	61,125	22,500	(38,625)	-63.2%
Animal Control	47,441	42,500	42,000	(500)	-1.2%
	358,909	303,625	262,500	(41,125)	-13.5%
Expenditures					
Salaries & Benefits	1,004,132	1,031,351	1,053,517	22,166	2.1%
Contracted Services	184,182	317,010	360,900	43,890	13.8%
Materials & Supplies	20,989	31,450	36,899	5,449	17.3%
Equipment Charges	8,984	8,250	10,500	2,250	27.3%
Assets < \$10,000	6,300	5,500	11,600	6,100	110.9%
Transfer to Reserve	20,195	5,000	5,000	-	0.0%
Animal Control	89,490	87,192	88,167	975	1.1%
	1,334,272	1,485,753	1,566,583	80,830	5.4%
Net	975,363	1,182,128	1,304,083	121,955	10.3%

Staff Complement	2015	2016
Permanent (Full time equivalents)	10.5	11.5
Casual (Number of positions)	2.0	2.0
Total	12.5	13.5

Analysis of Operating Budget Changes

- Manager, Corporate & Protective Services – 2016 Budget up due to organizational changes
- Human Resources – Increase in contracted services for management development and customer service training (\$24,000 increase)
- Records Management – 2015 Budget included \$66,000 of reserve funding. 2016 Budget has no reserve funding.
- Legislative Services – Includes E-Census in 2016 for \$36,000. 2015 Budget included \$20,000 for by-election expenses.
- Health & Safety – WCB Rebate revenue is \$10,000 less in 2016 Budget. The Health & Safety term position has been included as a new full time position.
- Communications – No significant changes
- Payroll – No significant changes
- By-law – No significant changes
- Animal & Pest Control – No significant changes

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 as well as wired and wireless connectivity, 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.

				Change 2015 to 2016	
	2014	2015	2016	Dollar	Per Cent
IT SERVICES	Actual	Budget	Budget	Change	Change
Financing					
Sales & User Charges	2,475	-	-	-	
	2,475	-	-	-	
Expenditures					
Salaries & Benefits	399,705	432,794	517,494	84,700	19.6%
Contracted Services	170,244	254,200	315,800	61,600	24.2%
Equipment Charges	10,620	9,600	9,600	-	0.0%
Materials & Supplies	-	45,000	45,000	-	0.0%
Assets < \$10,000	105,732	47,500	51,500	4,000	8.4%
	686,301	789,094	939,394	150,300	19.0%
Net	683,826	789,094	939,394	150,300	19.0%

Staff Complement	2015	2016
Permanent (Full time equivalents)	6.0	7.0
Casual (Number of positions)	-	-
Total	<u>6.0</u>	<u>7.0</u>

Analysis of Operating Budget Changes

- Includes the addition of a Junior Systems Analyst.
- Contracted services includes \$30,000 for Camrose Police Service Tower Certification (CSA requirement).
- Also included in contracted services is \$15,000 to perform a Network Security Audit.
- \$20,000 has been included for travel and training in support of the Enterprise Management System.

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	2014 Actual	2015 Budget	2016 Budget	<u>Change 2015 to 2016</u>	
				Dollar Change	Per Cent Change
Financing					
Revenue-Annual Charges	184,100	183,400	251,600	68,200	37.2%
Transfer from Reserves	149,017	145,400	133,400	(12,000)	-8.3%
	<u>333,117</u>	<u>328,800</u>	<u>385,000</u>	<u>56,200</u>	<u>17.1%</u>
Expenditures					
Computer Equipment	115,370	145,400	133,400	(12,000)	-8.3%
Transfer to Reserve	217,747	183,400	251,600	68,200	37.2%
	<u>333,117</u>	<u>328,800</u>	<u>385,000</u>	<u>56,200</u>	<u>17.1%</u>
Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	

Analysis of Operating Budget Changes

- In 2016, Police Protection has joined the computer replacement program. The computer replacement revenue and expense related to the Police computer equipment are \$55,000.

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.

	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
FIRE PROTECTION					
Financing					
Fire Calls	80,403	60,000	85,000	25,000	41.7%
Sales & User Charges	7,521	2,000	1,000	(1,000)	-50.0%
Contribution from County	141,878	167,000	164,500	(2,500)	-1.5%
Transfer From Reserve	-	-	3,000	3,000	
Provincial Grants	-	-	-	-	
Other Revenue	6,171	6,000	1,000	(5,000)	-83.3%
	<u>235,973</u>	<u>235,000</u>	<u>254,500</u>	<u>19,500</u>	<u>8.3%</u>
Expenditures					
Salaries & Benefits	595,122	607,610	654,250	46,640	7.7%
Contracted Services	141,481	156,857	165,993	9,136	5.8%
Hydrant Rental	317,347	348,610	366,041	17,431	5.0%
Materials & Supplies	71,290	67,000	67,500	500	0.7%
Equipment Charges	39,008	50,000	51,000	1,000	2.0%
Power, Heat & Water	35,486	40,200	38,490	(1,710)	-4.3%
Assets < \$10,000	15,913	21,000	27,700	6,700	31.9%
Transfer to Reserves	175,000	175,000	175,000	-	0.0%
	<u>1,390,647</u>	<u>1,466,277</u>	<u>1,545,974</u>	<u>79,697</u>	<u>5.4%</u>
Net	<u>1,154,674</u>	<u>1,231,277</u>	<u>1,291,474</u>	<u>60,197</u>	<u>4.9%</u>

Staff Complement	2015	2016
Permanent (Full time equivalents)	3.9	3.9
Casual (Number of positions)	40.0	40.0
Total	<u>43.9</u>	<u>43.9</u>

Analysis of Operating Budget Changes

- Volunteer Firefighters – Proposed revision to stand by pay agreement. Impact +\$35,000.

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 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, cash receipting, and general ledger maintenance and adjustments.
- Investment of City funds, managing the City's debt requirements, 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 Department as well as the Camrose Public Library, Camrose and District Handi-van, and Camrose Centennial Museum.
- Property assessment and taxation.

Financial Services	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Other Revenue	48,217	47,600	48,125	525	1.1%
	<u>48,217</u>	<u>47,600</u>	<u>48,125</u>	<u>525</u>	<u>1.1%</u>
Expenditures					
Salaries & Benefits	841,725	806,008	768,246	(37,762)	-4.7%
Contracted Services	21,542	25,325	29,125	3,800	15.0%
Assets < \$10,000	13,300	12,600	12,300	(300)	-2.4%
	<u>876,567</u>	<u>843,933</u>	<u>809,671</u>	<u>(34,262)</u>	<u>-4.1%</u>
Net	<u>828,350</u>	<u>796,333</u>	<u>761,546</u>	<u>(34,787)</u>	<u>-4.4%</u>

Staff Complement	2015	2016
Permanent (Full time equivalents)	10.8	10.8
Casual (Number of positions)	-	-
Total	<u>10.8</u>	<u>10.8</u>

Analysis of Operating Budget Changes

- Salaries have been reduced in 2016 as a result of the reorganization within the Financial Services area.
- Included in salaries is an amount related to the ongoing compensation review.

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	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Other Revenue	250	-	-	-	
	<u>250</u>	<u>-</u>	<u>-</u>	<u>-</u>	
Expenditures					
Salaries & Benefits	328,450	331,107	325,360	(5,747)	-1.7%
Contracted Services	13,799	23,264	23,225	(39)	-0.2%
Materials & Supplies	11,680	13,635	13,600	(35)	-0.3%
Purchase from Other Gov'ts	1,158	1,250	1,300	50	4.0%
Assets < \$10,000	3,300	3,300	3,100	(200)	-6.1%
Equipment Charges	6,245	6,000	6,000	-	0.0%
	<u>364,632</u>	<u>378,556</u>	<u>372,585</u>	<u>(5,971)</u>	<u>-1.6%</u>
Net	<u>364,382</u>	<u>378,556</u>	<u>372,585</u>	<u>(5,971)</u>	<u>-1.6%</u>

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

Analysis of Operating Budget Changes

- In 2016, the summer casual position will not be filled. It is reviewed annually, and filled in years where necessary.

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.

CITY CENTRE CAMROSE	2014 Actual	2015 Budget	2016 Budget	<u>Change 2015 to 2016</u>	
				Dollar Change	Per Cent Change
Financing					
Business Revitalization Zone Tax	73,853	70,000	80,000	10,000	14.3%
Expenditures	72,647	70,000	80,000	10,000	14.3%
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, maintains 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 whose 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 strategies that support a City of Camrose goal, "Ensure Camrose remains a safe and secure community".

	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Police Service					
Financing					
Sales to Other Governments	42,009	35,000	40,000	5,000	14.3%
Sales & User Charges	326,480	302,000	353,000	51,000	16.9%
Licenses & Permits	80,849	81,000	81,000	-	0.0%
Fines	853,794	900,000	900,000	-	0.0%
Provincial Transfers	577,404	560,500	553,000	(7,500)	-1.3%
	<u>1,880,536</u>	<u>1,878,500</u>	<u>1,927,000</u>	<u>48,500</u>	<u>2.6%</u>
Expenditures					
Salaries & Benefits	5,135,988	5,315,147	5,509,806	194,659	3.7%
Contracted Services	349,990	393,500	408,000	14,500	3.7%
Materials & Supplies	200,767	216,566	212,945	(3,621)	-1.7%
Equipment Charges	89,749	111,000	104,000	(7,000)	-6.3%
Power, Heat & Water	53,159	63,500	57,885	(5,615)	-8.8%
Bank Charges & Interest	10,083	10,000	9,225	(775)	-7.8%
Assets < \$10,000	19,095	35,000	55,200	20,200	57.7%
D.A.R.E and S.R.O.	-	-	-	-	
Net Police Dog	10,125	10,000	1,000	(9,000)	-90.0%
Transfer to Reserves	29,800	-	-	-	
	<u>5,898,756</u>	<u>6,154,713</u>	<u>6,358,061</u>	<u>203,348</u>	<u>3.3%</u>
Net Police Service	<u>4,018,220</u>	<u>4,276,213</u>	<u>4,431,061</u>	<u>154,848</u>	<u>3.6%</u>

Staff Complement

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

Analysis of Operating Budget Changes

- Financing – Increases due to revenue from Cell phone levy fees.
- Salaries and Benefits – increases based on contracts, approved salary increases and grid movements by personnel.
- Contracted Services – Increase to reflect recruit training costs.
- Assets – Increase to reflect participation in the computer replacement program.

Infrastructure and Planning Department

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.

ENGINEERING SERVICES	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Engineering Office	639,207	602,032	699,185	97,153	16.1%
Planning & Development	527,868	569,804	625,208	55,404	9.7%
Safety Code Inspections	(166,905)	50,783	45,168	(5,615)	-11.1%
Public Works	3,864,281	3,749,876	4,126,583	376,707	10.0%
Equipment Pool	(9,622)	(130,000)	(60,000)	70,000	53.8%
Net Engineering Services	<u>4,854,829</u>	<u>4,842,495</u>	<u>5,436,144</u>	<u>593,649</u>	<u>12.3%</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.

ENGINEERING SERVICES	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Other Revenue	3,969	1,700	4,500	2,800	164.7%
Transfer from Reserve	-	280,000	180,000	(100,000)	-35.7%
	<u>3,969</u>	<u>281,700</u>	<u>184,500</u>	<u>(97,200)</u>	<u>-34.5%</u>
Expenditures					
Salaries & Benefits	397,423	365,932	373,685	7,753	2.1%
Contracted Services	94,358	215,600	213,000	(2,600)	-1.2%
Materials & Supplies	27,181	30,000	25,000	(5,000)	-16.7%
Equipment Charges	14,199	14,500	16,500	2,000	13.8%
Assets < \$10,000	42,515	257,700	255,500	(2,200)	-0.9%
Transfer to Reserves	67,500	-	-	-	
	<u>643,176</u>	<u>883,732</u>	<u>883,685</u>	<u>(47)</u>	<u>0.0%</u>
Net	<u>639,207</u>	<u>602,032</u>	<u>699,185</u>	<u>97,153</u>	<u>16.1%</u>

Staff Complement	2015	2016
Permanent (Full time equivalents)	8.5	8.4
Casual (Number of positions)	2.0	1.0
Total	<u>10.5</u>	<u>9.4</u>

Analysis of Operating Budget Changes

- 2015 Transfer from Reserves was funding for Strategic Plan Initiatives - \$130,000 for Transportation Master Plan (TMP), and \$150,000 for the Asset Management initiatives (\$100,000 funding from reserves, and \$50,000 from utility operating). The TMP was not completed in 2015. In 2016, \$130,000 is the funding for the TMP work to be completed this year, and \$50,000 is utility funding for the second year of Asset Management initiatives.
- Salaries have been reduced as a result of an internal reorganization, but have been increased with the addition of a new Engineering/Project Management position.

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, 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.

	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
PLANNING & DEVELOPMENT					
Financing					
Sales & User Charges	27,785	16,500	11,150	(5,350)	-32.4%
Licenses & Permits	70,808	55,000	61,400	6,400	11.6%
Transfer from Reserve	56,831	180,000	75,000	(105,000)	-58.3%
	<u>155,424</u>	<u>251,500</u>	<u>147,550</u>	<u>(103,950)</u>	<u>-41.3%</u>
Expenditures					
Salaries & Benefits	527,358	533,704	560,658	26,954	5.1%
Contracted Services	47,069	84,600	53,900	(30,700)	-36.3%
Materials & Supplies	7,522	8,500	8,500	-	0.0%
Assets < \$10,000	83,943	194,500	149,700	(44,800)	-23.0%
Transfer to Reserve	17,400	-	-	-	
	<u>683,292</u>	<u>821,304</u>	<u>772,758</u>	<u>(48,546)</u>	<u>-5.9%</u>
Net	<u>527,868</u>	<u>569,804</u>	<u>625,208</u>	<u>55,404</u>	<u>9.7%</u>

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

Analysis of Operating Budget Changes

- 2015 Transfer from Reserves was funding for Strategic Plan Initiatives - \$30,000 for review of offsite levies, and \$150,000 for the City and Enevoid Quarter Area Structure Plans (ASP's). The ASP's were not completed in 2015. In 2016, \$75,000 is the funding for the ASP work to be completed this year.
- Contracted services in 2015 Budget included \$30,000 related to the offsite levy review.
- Assets < \$10,000. 2015 Budget - \$150,000 for ASP's, and \$40,000 for other studies
- Assets < \$10,000. 2016 Budget - \$75,000 Glenn Quarter ASP, \$10,000 East Gateway ASP, \$60,000 for Downtown Action Plan

Building 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.
- Provide inspection services in the building, plumbing, gas, HVAC (heating and ventilation) and electrical disciplines.

SAFETY CODE INSPECTIONS	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	34,815	34,000	27,000	(7,000)	-20.6%
Permits	607,016	459,500	460,000	500	0.1%
	<u>641,831</u>	<u>493,500</u>	<u>487,000</u>	<u>(6,500)</u>	<u>-1.3%</u>
Expenditures					
Salaries & Benefits	366,569	473,383	463,868	(9,515)	-2.0%
Contracted Services	75,693	41,200	39,200	(2,000)	-4.9%
Materials & Supplies	11,576	10,000	10,000	-	0.0%
Equipment Charges	14,988	14,400	14,400	-	0.0%
Assets < \$10,000	4,600	5,300	4,700	(600)	-11.3%
Transfer to Reserves	1,500	-	-	-	
	<u>474,926</u>	<u>544,283</u>	<u>532,168</u>	<u>(12,115)</u>	<u>-2.2%</u>
Net	<u>(166,905)</u>	<u>50,783</u>	<u>45,168</u>	<u>(5,615)</u>	<u>-11.1%</u>

Staff Complement	2015	2016
Permanent (Full time equivalents)	5.0	5.0
Casual (Number of positions)	-	-
Total	<u>5.0</u>	<u>5.0</u>

Analysis of Operating Budget Changes

- No significant changes

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.
- Management of city wide fleet maintenance including capital equipment purchases.
- Maintenance of streets, alleys, bridges and sidewalks, traffic control devices and the Camrose Municipal Airport.
- Operation and maintenance of the City's storm sewer 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.

PUBLIC WORKS	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	269,110	265,900	237,400	(28,500)	-10.7%
Rentals	28,462	29,700	34,363	4,663	15.7%
Street Light Contract Payout	3,032,277	-	-	-	
Transfer from Reserve	9,500	200,000	140,000	(60,000)	-30.0%
Grants	136,679	137,000	137,000	-	0.0%
	<u>3,476,028</u>	<u>632,600</u>	<u>548,763</u>	<u>(83,837)</u>	<u>-13.3%</u>
Expenditures					
Salaries & Benefits	1,715,174	1,643,326	1,807,905	164,579	10.0%
Contracted Services	355,479	299,950	339,650	39,700	13.2%
Materials & Supplies	566,961	576,000	597,446	21,446	3.7%
Equipment Charges	973,726	965,000	1,000,100	35,100	3.6%
Assets < \$10,000	32,593	26,850	26,915	65	0.2%
Power, Heat & Water	627,028	865,950	899,230	33,280	3.8%
Transfer to	3,069,348	5,400	4,100	(1,300)	-24.1%
	<u>7,340,309</u>	<u>4,382,476</u>	<u>4,675,346</u>	<u>292,870</u>	<u>6.7%</u>
Net	<u>3,864,281</u>	<u>3,749,876</u>	<u>4,126,583</u>	<u>376,707</u>	<u>10.0%</u>
General Equipment	<u>(9,622)</u>	<u>(130,000)</u>	<u>(60,000)</u>	<u>70,000</u>	<u>53.8%</u>
Total Net	<u>3,854,659</u>	<u>3,619,876</u>	<u>4,066,583</u>	<u>446,707</u>	<u>12.3%</u>

Staff Complement	2015	2016
Permanent (Full time equivalents)	25.0	26.0
Casual (Number of positions)	16.0	18.0
Total	<u>41.0</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. By 2017, the City will be seeing the full impact of the new street lighting rates.
- 2016 Transfer from Reserve – includes \$100,000 subsidy from street light payout and \$40,000 of carry-forward funding for storm sewers.
- Included in salaries - an additional full time position and two additional summer casuals. This aligns with the increased emphasis on the road maintenance.
- General Equipment – Maintenance expenses for fleet increased by \$70,000

	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
PUBLIC WORKS					
PW Office	819,425	779,346	794,857	15,511	2.0%
Small Tools	22,888	21,500	24,500	3,000	14.0%
Custom Work	(3,305)	(10,500)	(1,500)	9,000	85.7%
Custom Work Ambulance	(34,684)	(30,500)	(32,900)	(2,400)	-7.9%
Public Works Office	804,324	759,846	784,957	25,111	3.3%
General Equipment	(9,622)	(130,000)	(60,000)	70,000	53.8%
Storm Sewers	184,475	218,000	197,000	(21,000)	-9.6%
Roads					
Road Maintenance Grant	(136,679)	(137,000)	(137,000)	-	0.0%
On-call Standby Wages	24,187	27,000	28,000	1,000	3.7%
Street Repair	437,233	447,500	561,000	113,500	25.4%
Grading	269,651	284,000	320,000	36,000	12.7%
Street & Sidewalk Contracts	59,685	39,000	49,000	10,000	25.6%
Sidewalks	51,838	58,250	60,250	2,000	3.4%
Street Cleaning	312,147	284,000	300,600	16,600	5.8%
Snow Removal	857,172	730,024	786,039	56,015	7.7%
Gravel & Sand	(14,908)	(15,000)	(15,000)	-	0.0%
Bridge Maintenance	1,129	11,500	11,500	-	0.0%
Railway Crossings	47,616	45,000	42,000	(3,000)	-6.7%
	1,909,071	1,774,274	2,006,389	232,115	13.1%
Signals & Lights					
Traffic Control	180,767	179,250	189,750	10,500	5.9%
Traffic Signal	30,986	46,000	45,000	(1,000)	-2.2%
Street Lighting	590,357	602,000	735,300	133,300	22.1%
Decorative Lights & Banners	14,487	13,500	14,000	500	3.7%
	816,597	840,750	984,050	143,300	17.0%
Airport	137,221	142,981	137,727	(5,254)	-3.7%
Public Washrooms	12,593	14,025	16,460	2,435	17.4%
Total	3,854,659	3,619,876	4,066,583	446,707	12.3%

Analysis of Operating Budget Changes

- Street Repair now also includes Tarring and Crack Sealing expenses. The additional two summer casual positions and 50% of new full time expenses have been allocated to this service. The remainder of the new full time employee has been allocated to Grading (\$10,000), Street Cleaning (\$10,000), and Snow Removal (\$15,000).
- Street Lighting has been increased due to the increase in franchise fees. The reserve funding for Street Lighting has been reduced by \$100,000.

Economic Development

Overview

One of the City's strategic pillars focuses on community economic development. In partnership with Council, Administration, and the Camrose community, the Economic Development 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 Economic Development 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.

ECONOMIC DEVELOPMENT	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Net	288,234	290,593	314,507	23,914	8.2%

Staff Complement	2015	2016
Permanent (Full time equivalents)	1.0	1.0
Casual (Number of positions)	-	1.0
Total	1.0	2.0

Analysis of Operating Budget Changes

- 2016 Budget includes the addition of a summer casual position. Impact +\$11,500. Emphasis will be on client interviews, tourism work, and support for other Economic Development initiatives.
- 2016 Budget includes \$91,800 for advertising, and \$24,500 for promotion/marketing campaigns, of which, \$10,000 is targeted for professional business marketing materials.

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, the Dog Pound, 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	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Rentals- External Leases	15,817	14,600	14,600	-	0.0%
Internal Storage Revenue	43,450	43,450	43,450	-	0.0%
Rental Revenue	59,267	58,050	58,050	-	0.0%
Expenditures					
Salaries & Benefits	1,818	2,000	2,000	-	0.0%
Insurance	1,993	2,000	1,900	(100)	-5.0%
Taxes	2,877	3,000	3,000	-	0.0%
Internal Storage Expenses	33,550	33,550	33,550	-	0.0%
Assets < \$10,000	2,838	5,000	5,000	-	0.0%
Materials & Supplies	213	-	-	-	-
Power, Heat & Water	15,047	16,200	17,570	1,370	8.5%
	58,336	61,750	63,020	1,270	2.1%
Net	(931)	3,700	4,970	1,270	34.3%

Analysis of Operating Budget Changes

- Internal storage – revenue and offsetting costs are shown to identify storage costs used by City departments. The result is a net revenue that is charged to the Animal Control area of the budget.

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	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Rental Revenue	27,166	10,100	40,100	30,000	297.0%
Expenditures					
Salaries & Wages	781	700		(700)	-100.0%
Insurance	394	-		-	
Taxes	1,523	-		-	
Contracted Services	1,233	2,000	4,000	2,000	100.0%
Equipment Charges	595	-		-	
Power, Heat & Water	7,734	3,000		(3,000)	-100.0%
	12,260	5,700	4,000	(1,700)	-29.8%
Net	(14,906)	(4,400)	(36,100)	(31,700)	-720.5%

Analysis of Operating Budget Changes

- Rental Revenue – includes revenue for lease rentals, encroachment agreements and parking rentals. A new lease agreement has been signed for a City property resulting in a significant increase in this area.

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.

TOTAL COMMUNITY SERVICES	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Administration	434,951	478,872	453,511	(25,361)	-5.3%
Cemeteries	41,814	27,367	34,511	7,144	26.1%
Parks	1,407,659	1,497,741	1,546,668	48,927	3.3%
Golf Course	105,544	150,429	292,706	142,277	94.6%
Cultural Services	255,317	263,581	293,842	30,261	11.5%
Facilities					
Community Centre	98,627	132,278	180,085	47,807	36.1%
Aquatic Centre	500,822	543,484	515,264	(28,220)	-5.2%
Max Maclean Arena	179,679	188,707	229,491	40,784	21.6%
Camrose Recreation Centre	575,977	761,565	829,003	67,438	8.9%
Rudy Swanson Park	82,019	98,479	109,910	11,431	11.6%
Stoney Creek Centre	20,741	31,547	57,718	26,171	83.0%
Kinsmen Park	160,402	180,311	192,316	12,005	6.7%
Playfields	25,596	48,461	40,271	(8,190)	-16.9%
Bill Fowler Centre	43,159	41,256	54,376	13,120	31.8%
Mirror Lake Centre	94,554	117,445	118,429	984	0.8%
General Equipment	71,694	130,525	42,890	(87,635)	-67.1%
	1,853,270	2,274,058	2,369,753	95,695	4.2%
Total	4,098,555	4,692,048	4,990,991	298,943	6.4%

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.

				Change 2015 to 2016	
	2014	2015	2016	Dollar	Per Cent
ADMINISTRATION	Actual	Budget	Budget	Change	Change
Financing					
Other Revenue	153	-	-	-	
Transfer from Reserve	6,362	65,000	75,000	10,000	15.4%
	6,515	65,000	75,000	10,000	15.4%
Expenditures					
Salaries & Benefits	359,372	358,872	311,426	(47,446)	-13.2%
Contracted Services	12,215	14,100	15,200	1,100	7.8%
Materials & Supplies	14,267	19,400	19,400	-	0.0%
Power, Heat & Water	9,250	11,500	9,785	(1,715)	-14.9%
Assets < \$10,000	26,362	140,000	172,700	32,700	23.4%
Transfer to Reserves	20,000	-	-	-	
	441,466	543,872	528,511	(15,361)	-2.8%
Net	434,951	478,872	453,511	(25,361)	-5.3%

Staff Complement	2015	2016
Permanent (Full time equivalents)	<u>4.0</u>	<u>3.0</u>

Analysis of Operating Budget Changes

- A reorganization within Community Services in 2015 transitioned a salary out of this budget and into the Facilities Budgets. Throughout the various facilities, salaries appear higher as a result of the allocation of this position.
- Salaries and benefits also include \$43,000 for the impact of the proposed building maintenance team.
- Assets < \$10,000 include computer equipment replacement program expenses (\$22,700) and expenses budgeted for plan, reports & studies. In 2016, the studies include \$25,000 to complete the Cultural Master Plan (funded with carryforward reserves), \$50,000 to complete the Aquatics Feasibility Study (funded with carryforward reserves), and \$75,000 for a Leisure Master Plan.

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	2014 Actual	2015 Budget	2016 Budget	<u>Change 2015 to 2016</u>	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	135,630	152,750	151,000	(1,750)	-1.1%
Transfer from Reserve	-	-	28,000	28,000	
	<u>135,630</u>	<u>152,750</u>	<u>179,000</u>	<u>26,250</u>	<u>17.2%</u>
Expenditures					
Salaries & Benefits	110,780	121,142	124,771	3,629	3.0%
Contracted Services	675	775	800	25	3.2%
Cemetery - Continuous Runners			28,000	28,000	
Materials & Supplies	10,582	11,000	8,700	(2,300)	-20.9%
Power, Heat & Water	1,177	1,200	1,240	40	3.3%
Assets < \$10,000			-	-	
Equipment Charges	46,157	46,000	46,000	-	0.0%
Transfer to Reserves	8,073	-	4,000	4,000	
	<u>177,444</u>	<u>180,117</u>	<u>213,511</u>	<u>33,394</u>	<u>18.5%</u>
Net	<u>41,814</u>	<u>27,367</u>	<u>34,511</u>	<u>7,144</u>	<u>26.1%</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.

PARKS	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Community Services Shop	29,267	32,393	38,055	5,662	17.5%
General Equipment	47,919	62,801	79,555	16,754	26.7%
Parks-General	333,845	338,390	330,646	(7,744)	-2.3%
Outdoor Skate Areas	62,642	57,230	64,965	7,735	13.5%
Mirror Lake Park	180,759	176,283	191,639	15,356	8.7%
Jubilee Park	86,232	107,861	110,067	2,206	2.0%
Stoney Creek Park	85,108	87,174	94,288	7,114	8.2%
Boulevards	517,599	575,808	568,315	(7,493)	-1.3%
Nursery	20,852	24,368	25,506	1,138	4.7%
Swan Program	43,436	35,433	43,632	8,199	23.1%
Net	<u>1,407,659</u>	<u>1,497,741</u>	<u>1,546,668</u>	<u>48,927</u>	3.3%

TOTAL PARKS	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	7,565	10,000	10,500	500	5.0%
Rentals	-	2,650	2,700	50	1.9%
Internal Items	18,198	17,500	20,000	2,500	14.3%
Insurance Proceeds	1,200	-	-	-	
Other Income	7,927	2,100	3,400	1,300	61.9%
Provincial Grants and Transfers	13,400	13,400	13,400	-	0.0%
Transfer from Reserve	-	-	-	-	
	<u>48,290</u>	<u>45,650</u>	<u>50,000</u>	<u>4,350</u>	9.5%
Expenditures					
Salaries & Benefits	895,228	914,648	926,594	11,946	1.3%
Contracted Services	32,538	32,637	32,749	112	0.3%
Materials & Supplies	141,013	176,306	186,655	10,349	5.9%
Equipment Charges	353,326	378,500	381,500	3,000	0.8%
Assets < \$10,000	10,388	14,500	39,255	24,755	170.7%
Power, Heat & Water	23,456	26,800	29,915	3,115	11.6%
	<u>1,455,949</u>	<u>1,543,391</u>	<u>1,596,668</u>	<u>53,277</u>	3.5%
Net	<u>1,407,659</u>	<u>1,497,741</u>	<u>1,546,668</u>	<u>48,927</u>	3.3%

Staff Complement	2015	2016
Permanent (Full time equivalents)	10.0	10.0
Casual (Number of positions)	38.0	38.0
Total	<u>48.0</u>	<u>48.0</u>

Analysis of Operating Budget Changes

- Community Services shop includes \$6,000 for lighting retrofit in the non-routine maintenance budget.
- General equipment budget includes \$7,500 for a cab for equipment supporting winter operations, as well as \$4,500 for a walk behind aerator. Also included in this increase are various equipment used in operations including weed eaters, lawnmowers, water pumps, etc.
- Materials includes \$7,500 to replace the boards at St. Pat's rink, and \$5,000 for the green space naturalization business case.

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	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing - General					
Sales & User Charges	834,281	885,600	806,600	(79,000)	-8.9%
Expenditures - General					
Salaries & Benefits	20,960	25,181	29,201	4,020	16.0%
Bank Charges & Interest	21,391	20,000	21,000	1,000	5.0%
Contracted Services	235,604	239,800	225,400	(14,400)	-6.0%
Repairs & Maintenance	27,794	9,200	24,725	15,525	168.8%
Insurance	21,108	21,600	17,500	(4,100)	-19.0%
Materials & Supplies	5,776	8,550	8,900	350	4.1%
Equipment Charges	451	1,000	1,000	-	0.0%
Assets < \$10,000	8,500	49,800	35,000	(14,800)	-29.7%
Power, Heat & Water	32,652	34,800	35,090	290	0.8%
Transfer to Reserve	41,500	41,500	41,500	-	0.0%
	415,736	451,431	439,316	(12,115)	-2.7%
Net General	(418,545)	(434,169)	(367,284)	66,885	15.4%
Net Restaurant	(32,245)	(18,750)	500	24,250	-129.3%
Expenditures - Grounds					
Salaries & Benefits	376,941	397,373	403,905	6,532	1.6%
Contracted Services	2,493	2,600	2,650	50	1.9%
Materials & Supplies	96,768	113,000	114,000	1,000	0.9%
Equipment Charges	25,995	31,000	31,000	-	0.0%
Power, Heat & Water	22,430	20,600	28,185	7,585	36.8%
Transfer to Reserve	12,500		70,000	70,000	
Assets < \$10,000	19,207	38,775	9,750	(29,025)	-74.9%
Net Grounds	556,334	603,348	659,490	56,142	9.3%
Net Golf Course	105,544	150,429	292,706	142,277	94.6%

Staff Complement

	2015	2016
Permanent (Full time equivalents)	2.6	2.6
Casual (Number of positions)	10.0	10.0
Total	12.6	12.6

Analysis of Operating Budget Changes

- Revenues have been reviewed for the 2015 season, and the 2016 Budget revenues have been reduced to reflect the current environment.
- The clubhouse restaurant has a new tenant. Net restaurant profit for 2016 is offset by expenses budgeted to enhance the facility. This includes \$15,000 to replace carpet, and \$15,000 to replace lighting.
- Transfer to reserve of \$70,000 in the 2016 golf course budget is the annual expense it will incur as it is now part of the equipment replacement program. The program is designed to provide consistent funding each year with minimal variance in each year's budget. The Golf Course incurs an annual expense based on the total value of the equipment divided by the equipment's useful life. The operating budget for the golf course is higher as a result of this initiative, however, any municipal levy funding required in the capital budget to replace equipment will now be eliminated.

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.

CULTURAL SERVICES	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Chuck MacLean Arts Centre	150,651	150,931	155,400	4,469	3.0%
Canada Day Celebrations	10,834	15,000	14,577	(423)	-2.8%
Centennial Museum	61,006	66,150	83,665	17,515	26.5%
Railway Museum	-	2,000	2,000	-	0.0%
Camrose Public Library	29,106	21,100	29,600	8,500	40.3%
Community Groups	3,720	8,400	8,600	200	2.4%
	<u>255,317</u>	<u>263,581</u>	<u>293,842</u>	<u>30,261</u>	<u>11.5%</u>

Analysis of Operating Budget Changes

- Centennial Museum is now operating as a City facility. The 2015 Budget included a cash grant of \$34,800 for wages (recorded in local governance budget), and paid an additional \$31,350 of operating expenses on behalf of the museum for total funding of \$66,150. With total operating expenses now recorded for the museum of \$83,665, the net increase to the budget is \$17,515.

CHUCK MACLEAN ARTS CENTER	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	3,652	3,000	3,200	200	6.7%
Rentals	35,552	32,600	33,200	600	1.8%
Contribution from County	18,003	19,416	19,416	-	0.0%
	<u>57,207</u>	<u>55,016</u>	<u>55,816</u>	<u>800</u>	<u>1.5%</u>
Expenditures					
Salaries & Benefits	136,830	145,247	148,738	3,491	2.4%
Contracted Services	28,066	32,700	42,000	9,300	28.4%
Materials & Supplies	8,269	7,900	8,108	208	2.6%
Equipment Charges	1,184	1,500	1,500	-	0.0%
Power, Heat & Water	9,707	11,600	10,870	(730)	-6.3%
Operating Projects	22,349	-	-	-	
Assets < \$10,000	1,453	7,000	-	(7,000)	-100.0%
	<u>207,858</u>	<u>205,947</u>	<u>211,216</u>	<u>5,269</u>	<u>2.6%</u>
Net	<u>150,651</u>	<u>150,931</u>	<u>155,400</u>	<u>4,469</u>	<u>3.0%</u>

Staff Complement	2015	2016
Permanent (Full time equivalents)	1.0	1.0
Casual (Number of positions)	4.0	4.0
Total	<u>5.0</u>	<u>5.0</u>

Analysis of Operating Budget Changes

- Contracted services - rental rates for the facility have increased.

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	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Community Centre	98,627	132,278	180,085	47,807	36.1%
Aquatic Centre	500,822	543,484	515,264	(28,220)	-5.2%
Max Maclean Arena	179,679	188,707	229,491	40,784	21.6%
Camrose Recreation Centre	575,977	761,565	829,003	67,438	8.9%
Rudy Swanson Park	82,019	98,479	109,910	11,431	11.6%
Stoney Creek Centre	20,741	31,547	57,718	26,171	83.0%
Kinsmen Park	160,402	180,311	192,316	12,005	6.7%
Playfields	25,596	48,461	40,271	(8,190)	-16.9%
Bill Fowler Centre	43,159	41,256	54,376	13,120	31.8%
Mirror Lake Centre	94,554	117,445	118,429	984	0.8%
General Equipment	71,694	130,525	42,890	(87,635)	-67.1%
Net	1,853,270	2,274,058	2,369,753	95,695	4.2%

Analysis of Operating Budget Changes

- Within the individual facilities there are some significant variances. The reorganization in 2015 resulted in the allocation of one position and related expenses throughout the various facilities, whereas it was previously budgeted for in the Community Services Admin area.
- In 2016, further review of operations has resulted in a full time equivalent (FTE) position being reduced to a 0.5 FTE in the Aquatic Centre.
- The general equipment budget shows a decrease of \$87,635. The 2015 General Equipment Budget included \$50,000 for a curling rink roof review, as well as \$55,000 for non-routine maintenance (assets < \$10,000) for all facilities. In 2016, expenses related to non-routine maintenance have been included throughout the respective facilities.
- Major repairs/operating projects are up \$90,000, and assets < \$10,000 are up 25,000.

	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
TOTAL FACILITIES					
Financing					
Sales & User Charges	1,145,330	1,186,227	1,176,347	(9,880)	-0.8%
Rentals	532,983	483,859	532,690	48,831	10.1%
Contribution from County	259,367	257,953	257,953	-	0.0%
Other Income	5,549	5,750	5,750	-	0.0%
	<u>1,943,229</u>	<u>1,933,789</u>	<u>1,972,740</u>	<u>38,951</u>	<u>2.0%</u>
Expenditures					
Salaries & Benefits	2,160,570	2,296,617	2,399,623	103,006	4.5%
Contracted Services	340,665	424,513	388,112	(36,401)	-8.6%
Materials & Supplies	258,545	283,817	280,973	(2,844)	-1.0%
Equipment Charges	157,725	191,800	190,300	(1,500)	-0.8%
Assets < \$10,000	83,779	113,550	228,500	114,950	101.2%
Power, Heat & Water	780,265	897,550	854,985	(42,565)	-4.7%
Transfer to Reserves	14,950	-	-	-	
	<u>3,796,499</u>	<u>4,207,847</u>	<u>4,342,493</u>	<u>134,646</u>	<u>3.2%</u>
Net	<u>1,853,270</u>	<u>2,274,058</u>	<u>2,369,753</u>	<u>95,695</u>	<u>4.2%</u>

Staff Complement*	2015	2016
Permanent (Full time equivalents)	22.4	23.4
Casual (Number of positions)	4.0	3.0
Total	<u>26.4</u>	<u>26.4</u>

* Staff Complement is for all facilities excluding the Aquatic Centre

Analysis of Operating Budget Changes

- Salaries have increased with the reorganization resulting in the allocation of a position previously budgeted in the Community Services Admin area. Further review of operations at the Aquatic Centre have resulted in the reduction of 0.5FTE in the 2016 Budget (illustrated in the aquatic centre staff complements).
- Rental revenue includes \$31,000 for the Boston Pizza Cup
- Contracted services are down in 2016 as 2015 Budget included \$50,000 for curling rink roof review.
- Major repairs/operating projects are up \$90,000, and assets < \$10,000 are up 25,000.

COMMUNITY CENTRE	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	72,375	66,900	69,170	2,270	3.4%
Rentals	169,463	162,310	169,540	7,230	4.5%
Contribution from County	29,397	16,642	16,642	-	0.0%
	<u>271,235</u>	<u>245,852</u>	<u>255,352</u>	<u>9,500</u>	<u>3.9%</u>
Expenditures					
Salaries & Benefits	260,751	258,043	288,582	30,539	11.8%
Contracted Services	41,065	38,937	42,570	3,633	9.3%
Equipment Charges	5,723	7,500	7,500	-	0.0%
Assets < \$10,000	-	-	31,000	31,000	
Power, Heat & Water	62,323	73,650	65,785	(7,865)	-10.7%
	<u>369,862</u>	<u>378,130</u>	<u>435,437</u>	<u>57,307</u>	<u>15.2%</u>
Net	<u>98,627</u>	<u>132,278</u>	<u>180,085</u>	<u>47,807</u>	<u>36.1%</u>

Analysis of Operating Budget Changes

- Assets < \$10,000 includes \$20,000 for Drill Hall structural analysis and \$7,500 for replacing the entrance doors at the Drill Hall.

AQUATIC CENTRE	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	357,519	375,050	373,850	(1,200)	-0.3%
Rentals	36,874	42,000	44,100	2,100	5.0%
Contribution from County	124,282	124,817	124,817	-	0.0%
	<u>518,675</u>	<u>541,867</u>	<u>542,767</u>	<u>900</u>	<u>0.2%</u>
Expenditures					
Salaries & Benefits	660,338	681,576	657,742	(23,834)	-3.5%
Contracted Services	105,510	114,950	117,050	2,100	1.8%
Materials & Supplies	94,751	92,800	94,100	1,300	1.4%
Equipment Charges	2,474	3,600	3,600	-	0.0%
Power, Heat & Water	91,229	105,000	96,960	(8,040)	-7.7%
Assets < \$10,000	29,985	48,300	61,500	13,200	27.3%
Summer Programs	(1,489)	(452)	(2,511)	(2,059)	-455.5%
Spray Park	30,499	39,577	29,590	(9,987)	-25.2%
Transfer to Reserve	6,200			-	
	<u>1,019,497</u>	<u>1,085,351</u>	<u>1,058,031</u>	<u>(27,320)</u>	<u>-2.5%</u>
Net	<u>500,822</u>	<u>543,484</u>	<u>515,264</u>	<u>(28,220)</u>	<u>-5.2%</u>

Staff Complement	2015	2016
Permanent (Full time equivalents)	6.0	5.5
Casual (Number of positions)	28.0	28.0
Total	<u>34.0</u>	<u>33.5</u>

Analysis of Operating Budget Changes

- Youth admissions revenue have been reduced by \$20,000 in the 2016 Budget. Growth in other revenues have offset this reduction.
- Salaries have been reduced for reduction of 1.0FTE. This is offset by the increase for cost of living.

MAX MACLEAN ARENA	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	107,706	126,290	116,250	(10,040)	-7.9%
Rentals	41,293	41,900	43,150	1,250	3.0%
Contribution from County	47,697	52,700	52,700	-	0.0%
	<u>196,696</u>	<u>220,890</u>	<u>212,100</u>	<u>(8,790)</u>	<u>-4.0%</u>
Expenditures					
Salaries & Benefits	160,589	173,904	188,641	14,737	8.5%
Contracted Services	2,462	2,653	2,700	47	1.8%
Materials & Supplies	50,902	52,540	53,590	1,050	2.0%
Equipment Charges	32,053	35,000	35,000	-	0.0%
Assets < \$10,000			20,000	20,000	
Power, Heat & Water	130,369	145,500	141,660	(3,840)	-2.6%
	<u>376,375</u>	<u>409,597</u>	<u>441,591</u>	<u>31,994</u>	<u>7.8%</u>
Net	<u>179,679</u>	<u>188,707</u>	<u>229,491</u>	<u>40,784</u>	<u>21.6%</u>

Analysis of Operating Budget Changes

- Assets < \$10,000 includes \$20,000 to paint the ice area in the curling rink.

CAMROSE RECREATION CENTRE	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	497,965	495,653	488,462	(7,191)	-1.5%
Rentals	251,658	211,500	249,000	37,500	17.7%
Contribution from County	47,696	52,700	52,700	-	0.0%
	<u>797,319</u>	<u>759,853</u>	<u>790,162</u>	<u>30,309</u>	<u>4.0%</u>
Expenditures					
Salaries & Benefits	753,804	816,389	867,880	51,491	6.3%
Contracted Services	190,244	200,730	208,285	7,555	3.8%
Equipment Charges	52,143	66,300	67,300	1,000	1.5%
Assets < \$10,000	-	-	46,000	46,000	
Power, Heat & Water	377,105	438,000	429,700	(8,300)	-1.9%
	<u>1,373,296</u>	<u>1,521,419</u>	<u>1,619,165</u>	<u>97,746</u>	<u>6.4%</u>
Net	<u>575,977</u>	<u>761,566</u>	<u>829,003</u>	<u>67,437</u>	<u>8.9%</u>

Analysis of Operating Budget Changes

- Includes \$31,000 for the Boston Pizza Cup.
- Assets < \$10,000 include \$8,500 for lexan board replacement, and \$12,000 for seat replacement at the Encana arena.
- Also included in the non-routine maintenance is \$17,000 for a domestic preheat initiative.

RUDY SWANSON PARK	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Rentals	-	-	-	-	
Expenditures					
Salaries & Benefits	36,578	43,817	47,513	3,696	8.4%
Materials & Supplies	8,160	8,720	8,770	50	0.6%
Equipment Charges	17,812	20,000	20,000	-	0.0%
Power, Heat & Water	10,298	13,500	11,275	(2,225)	-16.5%
Assets < \$10,000			9,000	9,000	
Skate Board Park	7,859	9,611	10,501	890	9.3%
Community Events Sign	1,312	2,831	2,851	20	0.7%
	<u>82,019</u>	<u>98,479</u>	<u>109,910</u>	<u>11,431</u>	<u>11.6%</u>
Net	<u>82,019</u>	<u>98,479</u>	<u>109,910</u>	<u>11,431</u>	<u>11.6%</u>

Analysis of Operating Budget Changes

- Assets < \$10,000 include \$6,000 for painting the building exterior, and \$3,000 for replacement of windows.

Stoney Creek Center	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Rentals	22,426	15,049	15,800	751	5.0%
	<u>22,426</u>	<u>15,049</u>	<u>15,800</u>	<u>751</u>	<u>5.0%</u>
Expenditures					
Salaries & Benefits	33,020	29,444	30,205	761	2.6%
Contracted Services	624		-	-	
Materials & Supplies	3,114	4,552	4,643	91	2.0%
Equipment Charges	1,274	4,000	1,500	(2,500)	-62.5%
Assets < \$10,000			28,500	28,500	
Power, Heat & Water	5,135	8,600	8,670	70	0.8%
	<u>43,167</u>	<u>46,596</u>	<u>73,518</u>	<u>26,922</u>	<u>57.8%</u>
Net	<u>20,741</u>	<u>31,547</u>	<u>57,718</u>	<u>26,171</u>	<u>83.0%</u>

Analysis of Operating Budget Changes

- Assets < \$10,000 include \$15,000 for replacing the showers with washrooms, \$7,500 for deck replacement, and \$6,000 for installation of heaters in the washrooms.

KINSMEN PARK	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	17,052	20,269	21,100	831	4.1%
Contribution from County	4,701	5,547	5,547	-	0.0%
	<u>21,753</u>	<u>25,816</u>	<u>26,647</u>	<u>831</u>	<u>3.2%</u>
Expenditures					
Salaries & Benefits	103,905	121,222	135,213	13,991	11.5%
Materials & Supplies	20,214	18,905	20,000	1,095	5.8%
Equipment Charges	27,147	32,000	32,000	-	0.0%
Assets < \$10,000			-	-	
Power, Heat & Water	30,889	34,000	31,750	(2,250)	-6.6%
	<u>182,155</u>	<u>206,127</u>	<u>218,963</u>	<u>12,836</u>	<u>6.2%</u>
Net	<u>160,402</u>	<u>180,311</u>	<u>192,316</u>	<u>12,005</u>	<u>6.7%</u>

Analysis of Operating Budget Changes

- No significant changes

PLAYFIELDS	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	36,446	39,065	41,015	1,950	5.0%
Contribution from County	5,594	5,547	5,547	-	0.0%
	<u>42,040</u>	<u>44,612</u>	<u>46,562</u>	<u>1,950</u>	<u>4.4%</u>
Expenditures					
Salaries & Benefits	46,411	56,103	57,303	1,200	2.1%
Materials & Supplies	13,619	23,470	15,780	(7,690)	-32.8%
Contracted Services		5,000	5,250	250	5.0%
Equipment Charges	7,606	8,500	8,500	-	0.0%
	<u>67,636</u>	<u>93,073</u>	<u>86,833</u>	<u>(6,240)</u>	<u>-6.7%</u>
Net	<u>25,596</u>	<u>48,461</u>	<u>40,271</u>	<u>(8,190)</u>	<u>-16.9%</u>

Analysis of Operating Budget Changes

- No significant changes

MIRROR LAKE CENTRE	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Rentals	9,216	8,000	8,000	-	0.0%
Expenditures					
Salaries & Benefits	26,886	33,827	40,062	6,235	18.4%
Contracted Services	760	743	757	14	1.9%
Materials & Supplies	28,843	36,375	37,100	725	2.0%
Equipment Charges	8,009	11,500	11,500	-	0.0%
Power, Heat & Water	39,272	43,000	37,010	(5,990)	-13.9%
	103,770	125,445	126,429	984	0.8%
Net	94,554	117,445	118,429	984	0.8%

Analysis of Operating Budget Changes

- Less expenses related to utilities due to City staff relocating to City Hall

BILL FOWLER CENTRE	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Rentals	2,053	3,100	3,100	-	0.0%
	2,053	3,100	3,100	-	0.0%
Expenditures					
Salaries & Benefits	14,709	11,831	14,701	2,870	24.3%
Materials & Supplies	17,418	18,725	19,100	375	2.0%
Equipment Charges	1,620	1,500	1,500	-	0.0%
Assets < \$10,000			10,000	10,000	
Power, Heat & Water	11,465	12,300	12,175	(125)	-1.0%
	45,212	44,356	57,476	13,120	29.6%
Net	43,159	41,256	54,376	13,120	31.8%

Analysis of Operating Budget Changes

- Assets < \$10,000 include \$5,000 for painting the interior, and \$5,000 for interior lighting retrofit.

FACILITIES - GENERAL & OPERATING PROJECTS	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Expenditures					
Salaries & Benefits	555	-	-	-	
Materials & Supplies	7,752	8,775	8,890	115	1.3%
Equipment Charges	843	-	-	-	
Contracted Services		61,500	11,500	(50,000)	-81.3%
Operating Projects	40,126	5,000	10,000	5,000	100.0%
Assets <10000	13,668	55,250	12,500	(42,750)	-77.4%
Transfer to Reserve	8,750	-	-	-	
	<u>71,694</u>	<u>130,525</u>	<u>42,890</u>	<u>(87,635)</u>	-67.1%
Net	<u>71,694</u>	<u>130,525</u>	<u>42,890</u>	<u>(87,635)</u>	-67.1%

Analysis of Operating Budget Changes

- 2015 Budget for Contracted services included \$50,000 for curling rink roof review
- The 2015 Budget for Assets < \$10,000 included non-routine maintenance for all facilities excluding the Aquatic Centre. The budget for these items in 2016 has been recorded in

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, many of which the City has already completed. It is anticipated that the new license will be in effect sometime in early 2016.

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 is currently nearing completion of a new pumping station at the lake, which will allow the City to decommission two existing pumping stations.

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 require replacement within the next 10 years. Exact timing and capacity of the new reservoir is currently under review, although budgetary estimates have been included in the 10 year capital plan. The location of the new reservoir is yet to be determined but is anticipated to remain in the vicinity of the water treatment plant.

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 require replacement at approximately 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 is currently underway to replace aging meters with modern “radio read” systems. This will allow for more efficient, regular and accurate reading of all City meters. This replacement program is currently in its last stages of implementation and is expected to be complete by early 2016.

				Change 2015 to 2016	
	2014	2015	2016	Dollar	Per Cent
TOTAL WATER	Actual	Budget	Budget	Change	Change
Revenues					
Water General	6,082,976	5,997,750	6,526,781	529,031	8.8%
Water Treatment Plant	-	-	-	-	
Braim Water Services	1,197	-	-	-	
Ohaton Water Services	1,702	-	-	-	
Total	6,085,875	5,997,750	6,526,781	529,031	8.8%
Expenditures					
Water General	4,750,976	4,220,022	4,865,850	645,828	15.3%
Water Treatment Plant	1,332,063	1,777,728	1,660,931	(116,797)	-6.6%
Braim Water Services	1,350	-	-	-	
Ohaton Water Services	1,486	-	-	-	
Total	6,085,875	5,997,750	6,526,781	529,031	8.8%
Net	-	-	-	-	

				Change 2015 to 2016	
	2014	2015	2016	Dollar	Per Cent
WATER GENERAL	Actual	Budget	Budget	Change	Change
Financing					
Sales & User Charges	5,503,753	5,418,186	5,932,822	514,636	9.5%
Penalties	26,817	24,638	25,500	862	3.5%
Hydrant Rentals	374,760	419,113	433,782	14,669	3.5%
Sales to Other Governments	83,994	81,813	84,677	2,864	3.5%
Custom Work	93,652	54,000	50,000	(4,000)	-7.4%
	<u>6,082,976</u>	<u>5,997,750</u>	<u>6,526,781</u>	<u>529,031</u>	<u>8.8%</u>
Expenditures					
Salaries & Benefits	1,228,601	1,249,621	1,332,049	82,428	6.6%
Contracted Services	243,357	327,500	291,000	(36,500)	-11.1%
Materials & Supplies	240,034	269,000	262,500	(6,500)	-2.4%
Equipment Charges	178,654	210,000	180,000	(30,000)	-14.3%
Heat, Light & Water	174,093	192,850	197,065	4,215	2.2%
Assets < \$10,000	32,140	193,000	47,500	(145,500)	-75.4%
Provision for Allowances	9,918	20,000	15,000	(5,000)	-25.0%
Debenture Principal	102,393	300,303	112,419	(187,884)	-62.6%
Debenture Interest	92,035	102,880	81,990	(20,890)	-20.3%
Custom Work	38,292	46,400	46,400	-	0.0%
Water - Project Work	232,414	195,000	-	(195,000)	-100.0%
Franchise Fee	301,975	384,590	360,500	(24,090)	-6.3%
Transfer to Operating		30,000	30,000	-	0.0%
Transfer to Reserves	<u>1,877,070</u>	<u>698,878</u>	<u>1,909,427</u>	<u>1,210,549</u>	<u>173.2%</u>
	<u>4,750,976</u>	<u>4,220,022</u>	<u>4,865,850</u>	<u>645,828</u>	<u>15.3%</u>
Net	<u>(1,332,000)</u>	<u>(1,777,728)</u>	<u>(1,660,931)</u>	<u>116,797</u>	<u>6.6%</u>

Staff Complement (Water & Sanitary Sewer)

	2015	2016
Permanent (Full time equivalents)	18.0	18.0
Casual (Number of positions)	4.0	4.0
Total	<u>22.0</u>	<u>22.0</u>

Analysis of Operating Budget Changes

- Sales & User Charges – Total revenue in 2016 is expected to increase 3.5% from the 2015 Budget. A long term capital plan supporting water projects has been funded with water rates increasing 3.5% per annum.
- Sales & User Charges – 2016 Budget also includes a new revenue stream (\$325,000) from Cargill resulting from the raw water & associated wastewater agreement.
- Debenture Principal and Interest. 2015 Budget included principal and interest for a \$1.0M debenture for funding the Lake Station Project. The City was successful in receiving a competitive grant for this project. The debenture was not taken out and is reflected in the 2016 Budget.
- Water – Project work – expenses related to the water meter replacement program

WATER TREATMENT PLANT	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Expenditures					
Salaries & Benefits	349,715	387,000	407,000	20,000	5.2%
Contracted Services	8,846	13,100	12,000	(1,100)	-8.4%
Assets < \$10,000	4,051	130,752	4,000	(126,752)	-96.9%
Materials & Supplies	760,997	1,001,876	1,001,876	-	0.0%
Equipment Charges	29,639	35,000	35,000	-	0.0%
Heat, Light & Water	178,815	210,000	201,055	(8,945)	-4.3%
Net	<u>1,332,063</u>	<u>1,777,728</u>	<u>1,660,931</u>	<u>(116,797)</u>	-6.6%

Analysis of Operating Budget Changes

- 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 prior to the end of 2016. 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 2017 or 2018 with a total projected cost of \$40 million.

				Change 2015 to 2016	
	2014	2015	2016	Dollar	Per Cent
SANITARY SEWER	Actual	Budget	Budget	Change	Change
Financing					
Sales & User Charges	3,326,710	3,383,293	3,626,708	243,415	7.2%
Expenditures					
Salaries & Benefits	557,281	686,630	742,379	55,749	8.1%
Contracted Services	113,176	123,450	136,450	13,000	10.5%
Materials & Supplies	126,127	110,000	157,500	47,500	43.2%
Equipment Charges	108,527	125,000	120,000	(5,000)	-4.0%
Assets < \$10,000	-	20,000	20,000	-	0.0%
Heat, Light & Water	218,071	238,200	245,035	6,835	2.9%
Debenture Principal	337,204	-	-	-	
Debenture Interest	19,730	-	-	-	
Franchise Fee	101,250	115,500	130,600	15,100	13.1%
Transfer to Operating		20,000	20,000	-	0.0%
Transfer to Reserves	1,745,344	1,944,513	2,054,744	110,231	5.7%
	3,326,710	3,383,293	3,626,708	243,415	7.2%
Net	-	-	-	-	

Analysis of Operating Budget Changes

- Sales & User Charges – Total revenue in 2016 is expected to increase 3.5% from the 2015 Budget. A long term capital plan supporting sanitary sewer projects has been funded with rates increasing 3.5% per annum. The wastewater treatment plant upgrade is a major capital project estimated at \$40M to be constructed between 2017-2020.
- Sales & User Charges – 2016 Budget also includes a new revenue stream (\$125,000) to be received from Cargill resulting from the raw water & associated wastewater agreement.
- 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, a transfer will begin from manual collection to automated collection of residential solid waste and yard waste.

WASTE COLLECTION	2014 Actual	2015 Budget	2016 Budget	<u>Change 2015 to 2016</u>	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	994,416	1,027,300	1,124,675	97,375	9.5%
Recovery of fees	-	-	210,079	210,079	
	<u>994,416</u>	<u>1,027,300</u>	<u>1,334,754</u>	<u>307,454</u>	<u>29.9%</u>
Expenditures					
Salaries & Benefits	31,810	36,208	34,589	(1,619)	-4.5%
Contracted Services	805,805	855,050	952,594	97,544	11.4%
Materials & Supplies	5,211	15,000	15,000	-	0.0%
Assets < \$10,000	-	10,000	10,000	-	0.0%
Equipment Charges	2,008	2,500	2,500	-	0.0%
Franchise Fee	76,100	82,688	91,321	8,633	10.4%
Debenture Principal			199,526	199,526	
Debenture Interest			10,553	10,553	
Transfer to Reserves	73,482	25,854	18,671	(7,183)	-27.8%
	<u>994,416</u>	<u>1,027,300</u>	<u>1,334,754</u>	<u>307,454</u>	<u>29.9%</u>
Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	

Analysis of Operating Budget Changes

- Debenture Principal and Interest is related to a new City debenture taken out to purchase the collection totes (containers) for the automated collection of residential solid waste and yard waste. The costs related to this debenture will be recovered from users through an increase in solid waste rates.

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	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	1,129,229	980,660	991,700	11,040	1.1%
Investment Return Bank	39,798	-	-	-	
Rentals	871	1,200	4,500	3,300	275.0%
Transfer From Reserves		600,000	50,000	(550,000)	-91.7%
	<u>1,169,898</u>	<u>1,581,860</u>	<u>1,046,200</u>	<u>(535,660)</u>	<u>-33.9%</u>
Expenditures					
Salaries & Benefits	37,314	38,846	39,749	903	2.3%
Contracted Services	382,616	440,300	454,000	13,700	3.1%
Materials & Supplies	19,397	36,930	38,500	1,570	4.3%
Equipment Charges	5,671	4,000	4,000	-	0.0%
Heat, Light & Water	5,391	6,400	6,500	100	1.6%
Assets < \$10,000	1,600	1,600	1,500	(100)	-6.3%
Composting	47,486	40,000	40,000	-	0.0%
Hazardous Materials	10,221	15,000	15,000	-	0.0%
Cell Development	530,318	600,000	50,000	(550,000)	-91.7%
Transfer to Reserves	129,884	398,784	396,951	(1,833)	-0.5%
	<u>1,169,898</u>	<u>1,581,860</u>	<u>1,046,200</u>	<u>(535,660)</u>	<u>-33.9%</u>
Net	<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.
- **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.

RECYCLING	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	599,941	678,710	706,480	27,770	4.1%
Government Transfers	98,287	51,970	55,000	3,030	5.8%
	<u>698,228</u>	<u>730,680</u>	<u>761,480</u>	<u>30,800</u>	<u>4.2%</u>
Expenditures					
Salaries & Benefits	38,789	33,866	34,487	621	1.8%
Contracted Services	383,809	436,660	452,075	15,415	3.5%
Materials & Supplies	8,201	16,260	16,500	240	1.5%
Equipment Charges	17,998	15,000	16,000	1,000	6.7%
Assets < \$10,000	-	-	5,000	5,000	
Debenture Principal	40,415	42,207	44,078	1,871	4.4%
Debenture Interest	8,107	6,312	4,437	(1,875)	-29.7%
Transfer to Centracam	173,350	179,400	185,700	6,300	3.5%
Transfer to Reserves	27,559	975	3,203	2,228	228.5%
	<u>698,228</u>	<u>730,680</u>	<u>761,480</u>	<u>30,800</u>	<u>4.2%</u>
Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	

Analysis of Operating Budget Changes

- No significant changes – No change to recycling rates anticipated for 2016.

RECYCLING-CONCRETE	2014 Actual	2015 Budget	2016 Budget	Change 2015 to 2016	
				Dollar Change	Per Cent Change
Financing					
Sales & User Charges	27,934	50,000	50,000	-	0.0%
Transfer from Reserves	-	-	-	-	
	<u>27,934</u>	<u>50,000</u>	<u>50,000</u>	<u>-</u>	<u>0.0%</u>
Expenditures					
Salaries & Benefits	4,697	5,000	5,000	-	0.0%
Materials & Supplies	(7,354)	4,300	4,300	-	0.0%
Equipment Charges	2,680	4,500	4,500	-	0.0%
Transfer to Reserves	27,911	36,200	36,200	-	0.0%
	<u>27,934</u>	<u>50,000</u>	<u>50,000</u>	<u>-</u>	<u>0.0%</u>
Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	

Analysis of Operating Budget Changes

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