CITY OF FORT SASKATCHEWAN
AGENDA

Regular Council Meeting
Monday, November 23, 2015 - 9:00 AM
Council Chambers – City Hall

1. **Call to Order**

2. **2016 Budget** — Jeremy Emann (attachment)

3. **Adjournment**

2016 Budget Deliberations

Taking Care of Business

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FORT SASKATCHEWAN
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Message from the City Manager

Inspiration comes in many different forms. It encourages us to excel in our day-to-day activities and deliver services that make us a first-class city and regional hub. Team Fort Sask embraces our role in achieving our vision of "Engaged People, Thriving Community" and I am pleased to once again share a budget that meets the needs of today while planning for tomorrow.

The City is very successful in meeting the needs of the community especially in a complex and complicated high growth environment, and constant interactions with a multitude of external organizations. During this time we have begun to explore opportunities to further enhance Fort Saskatchewan. Enhancements which revolve around how we will grow, what we need for recreation and parks in the future, when to expand transit, how to expand waste diversion, and the means of sharing our rich history.

The budget binder is like an iceberg; it represents only the tip of what it actually takes to bring all the moving parts together in a manner that is understandable and readable. This document represents what our organization needs in order to address growth and inflation with opportunities to expand services.

Budget deliberations are about continuing the conversation of how we best meet the needs of our community looking through the lens of fiscal reality.

I look forward to the conversation.

Kelly Kloss
City Manager

Message from the Chief Financial Officer

I am pleased to present the City of Fort Saskatchewan's 2016 municipal budget. The *Municipal Government Act* (MGA) requires City Council to adopt and approve operating and capital budgets each calendar year.

The budget is a major component of the accountability cycle and plays a key role in ensuring the City's long-term financial sustainability. It represents the City's overall plan for identifying services and allocating appropriate resources to fund them.

Municipal staff have dedicated significant time and effort developing the 2016 budget that maintains service levels and prioritizes new initiatives according to the strategic goals and principles outlined in the 2014-2017 Corporate Strategic Plan. These goals and principles help guide the budget process and provide clarity in identifying initiatives that will strengthen the local economy, accommodate for growth, ensure excellence in government and further enhance the community.

The objectives of the 2016 budget are to:

- Adequately fund services and infrastructure;
- Identify growth opportunities and challenges;
- Diversify municipal revenue sources;
- Manage expenditures efficiently and control costs;
- Provide for contingencies by mitigating risks;
- Maintain sufficient reserves for future use; and
- Use debt strategically and responsibly.

In light of the recent challenges facing the Alberta economy, we took a conservative approach to developing the 2016 budget with an emphasis on maintaining essential services and incorporating some key initiatives to better position the City now and for the future.

On behalf of the Financial Services department, we look forward to working with Mayor and Councillors and City departments during the upcoming budget deliberations.

Sincerely,

Jeremy Emann CPA, CA
Chief Financial Officer
City of Fort Saskatchewan

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2016 Proposed Budget Document Reader's Guide

The budget document describes how the City of Fort Saskatchewan plans to meet the public services and infrastructure needs of its residents.

The City of Fort Saskatchewan's proposed budget document is arranged into 10 key sections:

- 2014-2017 Strategic Plan Update
- Multi-Year Budgeting
- Budget in Brief
- Human Resources
- Division and Department Budgets
- Utility Budget
- 2016-2025 Capital Plan
- Grants to Organizations
- Reserve Summary
- Debt Management

2014-2017 Strategic Plan Update – provides a strategy map and status update for each of the corporate strategic goals.

Multi-Year Budgeting – provides a discussion on multi-year budgeting and considerations to the barriers for implementing a multi-year budget in the future.

Budget in Brief - provides a high level overview of the Proposed Operating and Capital Budgets and Utility Rates.

Human Resources – provides information on each of the departments' requests for additional staffing and the cost of living increase for 2016.

Division and Department Budgets - provides detailed information about each Divisional Department including:

- Department Overview
- Proposed Budget
- Operating Budget Requests
- Capital Plan Requests *(1)*
- Fees and Charges Overview and a Summary of Fees *(1)*

(1) Only applicable for departments with Capital Plan Requests and Fees and Charges

Utility Budget - provides an overview about the proposed 2016 Utility Budget and Utility Rates for water, wastewater and solid waste. Also included is a rate comparison to municipalities within the region and an analysis of the changes in utility rates between 2015 and 2016. You will also find the Utilities Proposed Budget, detailed Operations Budget Request, Capital Budget Requests and Fees and Charges.

2016-2025 Capital Plan - presents the 2016 Proposed Capital Plan Overview and 10 Year Capital Plan (2016-2025). Provided are summaries of the 2016 proposed capital projects by asset categories and by funding sources. Also provided is a report of the projects planned for the next 10 years. Each capital budget request is supported within the appropriate department.

Grants to Organizations - identifies support to community organizations, not-for-profit groups, boards and committees. Also included is a list of grant-in-kind support and non-financial support that the City provides to various organizations.

Reserve Summary - provides information about each reserve and the projected amount available at the end of December 31, 2016.

Debt Management - provides information about the City's current debt status and the impact of future proposed debenture funding.

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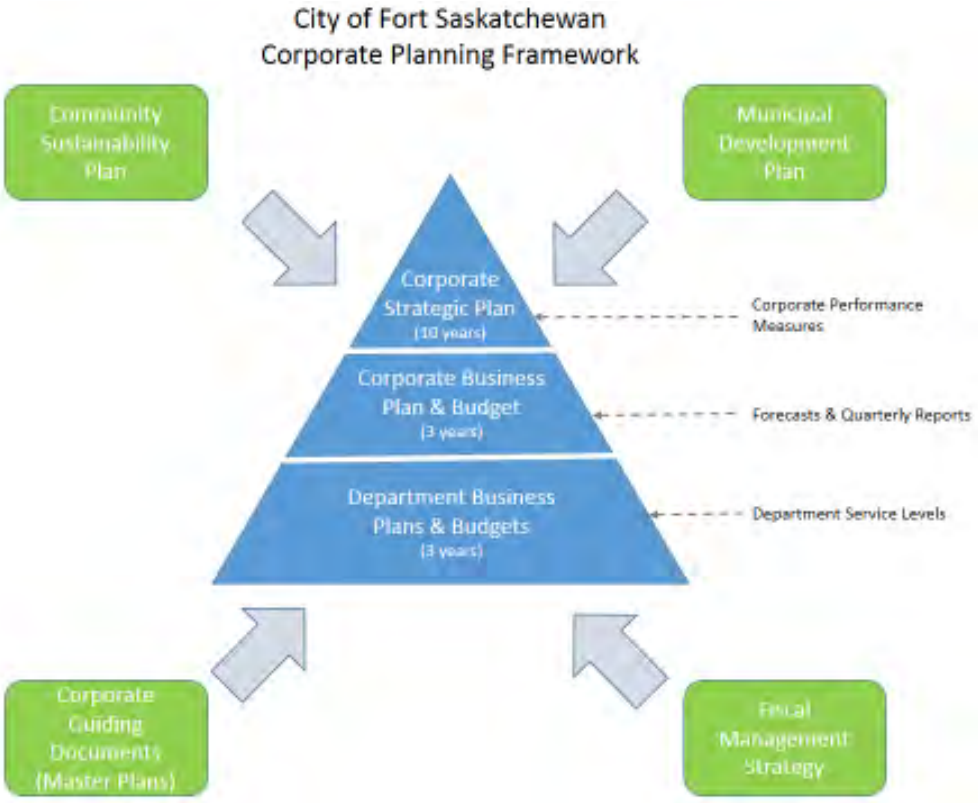
2014-2017 Strategic Plan

Corporate Planning Framework

A number of strategic documents guide the activities of the City of Fort Saskatchewan – some of them broader in scope, such as the Community Sustainability Plan (which was developed by citizens and is intended to guide the community as a whole), while others are focused on specific service areas (such as Department Business Plans and the Historic Precinct Site Master Plan).

Each of these documents work in concert to provide direction to the City in terms of priorities and initiatives to be undertaken. The chart included below indicates the relationship between each of these plans.

This chart is aspirational for the City, in that we do not currently have in place a long term Corporate Strategic Plan, multi-year Department Business Plans, or a system for measuring and reporting against key performance indicators or service levels. However, it is the City's intent that each of these components be developed and in place over the coming years.



Strategy Map and Status Update

The 2014-17 Strategic Plan identified a number of priority goals, as follows:

1. **Position for Growth:** Ensure the long-term sustainability of our community as a preferred location to live, work and play; as a regional service centre; and as a gateway to Alberta's Industrial Heartland.
2. **Strong, Diverse Economy:** Promote the development of economic opportunities and attractions and diversification of the industrial and commercial tax base.
3. **Vibrant and Thriving Community:** Continue to improve and enhance our services and facilities through quality land development to foster a liveable and safe community.
4. **Excellence in Government:** Be a best-in-class sustainable municipality that delivers high quality, open, and transparent services and communications.

Included below is a summary of the strategies and key activities that have been undertaken during 2014-2015 in support of these goals, and progress achieved to date.

GOAL 1: POSITION FOR GROWTH

1.1 Complete a municipal growth study, which will provide a blueprint for the future growth of the City.

Activity	Status Update
1.1.1 **Draft Growth Study** - Conduct a review to project the City's future growth over the next 50 years, as well as the land base and other requirements to accommodate such growth	1.1.1 **Draft Growth Study** - Draft study completed and presented to Council for information; to be finalized based upon results from public consultation
1.1.2 **Financial Impact Assessment** - Analyze and report on the financial impacts associated with growth projected under the draft Growth Study	1.1.2 **Financial Impact Assessment** - Analysis complete and draft FIA prepared as part of the Growth Study
1.1.3 **Public Consultation** - Develop and implement a public consultation plan for the growth strategy	1.1.3 **Public Consultation** - Public consultation undertaken in Q3 2015, with findings to be reported to Council later in Q4 2015

1.2 Undertake a process to annex new land based upon the results from the growth study.

Activity	Status Update
1.2.1 **Annexation Process** - Undertake a formal process to annex land, should such a process be deemed necessary	1.2.1 **Annexation Process** - Following finalization of the Growth Study and completion of the public consultation process, Council will determine next steps

1.3 Incorporate future growth requirements in planning and development of commercial and residential areas, and of new and enhanced facilities, programs and services.

Activity	Status Update
1.3.1 **Developer Signs** - Implementation of a Residential Way-Finding Signage Program	1.3.1 **Developer Signs** - The Residential Way-Finding Signage Program is now fully implemented
1.3.2 **Land Use Bylaw Refresh** - Development and approval of an amendment to the Land Use Bylaw C10-13	1.3.2 **Land Use Bylaw Refresh** - An amended Land Use Bylaw was approved by Council in August, 2015
1.3.3 **Joint Transportation Planning** - Complete a joint transportation study in partnership with Strathcona County, Sturgeon County and the City of Edmonton	1.3.3 **Joint Transportation Planning** - The City is currently working with Strathcona County, Sturgeon County and the City of Edmonton on a joint transportation planning study to help undertake detailed design for a new south bridge crossing
1.3.4 **New RCMP Building** - Complete construction of a new facility to house RCMP and Municipal Enforcement staff	1.3.4 **New RCMP Building** - The new facility is now operational and open to the public
1.3.5 **New Public School** - Work with representatives from the Province and the developer to support this project proceeding on schedule	1.3.5 **New Public School** - A Development Agreement has been finalized that will define servicing requirements to accommodate the school, and construction has commenced
1.3.6 **Recreation and Parks Master Plan** - Incorporate population projections and future growth requirements in development of RPMP Update	1.3.6 **Recreation and Parks Master Plan** - Population projections from the draft Growth Study have been taken into consideration and a draft plan has been completed; to be considered by Council in Q4 2015

1.4 Develop and implement a land management strategy.

Activity	Status Update
1.4.1 **Land Management Program** - Establish a program and staff resources to coordinate lease agreements and manage land held by the City	1.4.1 **Land Management Program** - Program resources to be discussed as part of the 2016 budget deliberations

1.5 Collaborate with other municipalities in the development of local and regional initiatives and marketing of the region.

Activity	Status Update
1.5.1 **Regional Marketing Strategy** - Support the Capital Region Board in developing a regional marketing strategy and brand	1.5.1 **Regional Marketing Strategy** - A draft framework has been developed and is currently under consideration by members of the Capital Region Board; discussions are ongoing to ensure these activities align with the City's own marketing strategy and brand
1.5.2 **Waste Minimization Action Committee** - Collaborate on waste management program best practices and regional waste diversion and reduction	1.5.2 **Waste Minimization Action Committee** - Utility Services continues to participate in the Capital Region Waste Minimization Action Committee Technical Group

Activity	Status Update
1.5.3 **Transit** - Collaborate with other municipalities regarding development and implementation of local and regional transit	1.5.3 **Transit** - Assessment of Local Transit Pilot Project is in final stages; presentation to Council in Q4 2015
1.5.4 **Advocacy Strategy** - Develop and implement an advocacy strategy for Council and Administration	1.5.4 **Advocacy Strategy** - Preliminary format developed; draft strategy to be provided to Council by Q2 2016

1.6 Actively participate in initiatives of the Alberta's Industrial Heartland Association and Capital Region Board.

Activity	Status Update
1.6.1 **AIHA Marketing and Promotion** - Support development and implementation of a marketing and promotion strategy	1.6.1 **AIHA Marketing and Promotion** - A marketing and promotion strategy was presented to and approved by AIHA's Board of Directors; participated in investment attraction activities organized by AIHA
1.6.2 **Support to CRB** - Support activities undertaken by the Capital Region Board and other regional collaborative partnerships	1.6.2 **Support to CRB** - Provided City representation at Board and Task Force Committee meetings, and on development of the CRB Housing Strategy; the CRB Housing Assessment Tool has been applied to Fort Saskatchewan, which provides information regarding current housing needs; Fort Saskatchewan hosted the CRB Housing Symposium on October 1, 2015

1.7 Continue to support development of a long-term solution to issues regarding transportation corridors in and around the city.

Activity	Status Update
1.7.1 **Regional Transportation Network** - Participate in completion of a regional transportation network study	1.7.1 **Regional Transportation Network** - We are currently undertaking a regional transportation network study (South Bridge) with Strathcona and Sturgeon Counties, the City of Edmonton, and Alberta Transportation
1.7.2 **Signal Timing** - Review and modification of signal timing	1.7.2 **Signal Timing** - Signal timing has been reviewed and modified as appropriate; work with contractors is ongoing to ensure signal timing is set up to best suit the needs of residents and outside users of the transportation corridor
1.7.3 **Transportation Master Plans** - Complete development of the Southfort Transportation Master Plan	1.7.3 **Transportation Master Plans** - The Southfort Transportation Master Plan is complete

1.8 Identify local strategies to address traffic issues within the city.

Activity	Status Update
1.8.1 **Traffic Calming** - Develop a traffic calming policy and procedure	1.8.1 **Traffic Calming** - Traffic calming policy and procedures are currently under development
1.8.2 **Traffic Safety Working Group** - Lead a Traffic Safety Working Group	1.8.2 **Traffic Safety Working Group** - The Traffic Safety Working Group continues to meet on an ongoing basis

Activity	Status Update
within the City, bringing together representatives from internal departments and community partners as required	
1.8.3 **Signal Lights** - Ensure smooth traffic flow through ongoing review of timing and phasing of all signal lights	1.8.3 **Signal Lights** - Work with contractors is ongoing to ensure signal timing is set up to best suit the needs of residents and outside users of the transportation corridor

1.9 Develop and implement a cemetery master plan.

Activity	Status Update
1.9.1 **Cemetery Master Plan** - Complete development of a master plan	1.9.1 **Cemetery Master Plan** - Work on this initiative is scheduled to begin in 2017

1.10 Review results from the transit pilot program and implement a program based on the findings.

Activity	Status Update
1.10.1 **Transit Pilot Program** - Review and assess results from the pilot program and develop an ongoing strategy	1.10.1 **Transit Pilot Program** - Assessment of Local Transit Pilot Project is in final stages; presentation to Council in Q4 2015

GOAL 2: STRONG, DIVERSE ECONOMY

2.1 Expand development of our general, medium and heavy industrial parks, and commercial and retail land.

Activity	Status Update
2.1.1 **Community and Industrial Profile** - Develop a Community and Industrial Profile to highlight opportunities in the City	2.1.1 **Community and Industrial Profile** - A Community and Industrial Profile is currently under development
2.1.2 **Lead Generation** - Continue to promote the city to commercial and industrial business	2.1.2 **Lead Generation** - Meetings with commercial and industrial realtors and brokers are ongoing, and a lead generation firm has been engaged to assist with attraction efforts
2.1.3 **Marketing and Communications** - Develop communication materials and tools	2.1.3 **Marketing and Communications** - A new section has been developed for the website dedicated to Economic Development, and a marketing video is currently under development that will include profiles for the community and for retail, commercial and industrial opportunities
2.1.4 **Area Structure Plan** - Amend the ASP for the Josephburg Road North Industrial Area to allow for alternate servicing	2.1.4 **Area Structure Plan** - The Josephburg Road North Industrial Area Structure Plan (JRNI-ASP) received CRB approval and was presented to and approved by Council

2.2 Work with existing businesses and the Chamber of Commerce to attract, retain and grow businesses and industry.

Activity	Status Update
2.2.1 **Support and Incentive Programs** - Review existing incentive programs offered by the City and develop a plan for renewal	2.2.1 **Support and Incentive Programs** - A review has been completed of existing incentive programs offered by the City and a plan is currently being developed to expand the support offered
2.2.2 **Business Licence Bylaw** - Review and revise the existing Bylaw	2.2.2 **Business Licence Bylaw** - A revised Bylaw has been drafted and will be presented to Council during Q4 2015
2.2.3 **Business Visits** - Conduct business visits in partnership with the Chamber of Commerce to identify and assess issues related to the overall health of the business community in the City	2.2.3 **Business Visits** - Business visits are being conducted on an ongoing basis

2.3 Develop and implement a new Economic Development Master Plan.

Activity	Status Update
2.3.1 **Economic Development Master Plan** - Complete development of a master plan	2.3.1 **Economic Development Master Plan** - A 3-year work plan based on the City Strategic Plan has been developed, and a full review and update of the existing Master Plan is scheduled for 2016

2.4 Conduct ongoing studies of existing and preferred future retail and professional services operating within the city, and develop a strategy for business attraction and retention.

Activity	Status Update
2.4.1 **Retail Analysis** - Complete a retail analysis to assist with identification of retail/commercial targets and prospects	2.4.1 **Retail Analysis** - A retail analysis has been completed and the results are being used to assist Economic Development in identifying potential companies for targeted attraction efforts
2.4.2 **Industrial Land Strategy** - Complete development of an industrial land strategy	2.4.2 **Industrial Land Strategy** - Development of this strategy is complete
2.4.3 **Development Profiles** - Undertake development of Community, Commercial, Industrial and Business Profiles to highlight opportunities in the City	2.4.3 **Development Profiles** - A Community Profile has been completed, and Commercial, Industrial and Business Profiles are now underway
2.4.4 **Office Space Inventory** - Undertake a study to create an inventory and classification of available office space in the City	2.4.4 **Office Space Inventory -** An inventory of vacant and available office space in the City is now being compiled

2.5 Support establishment of post-secondary training centres.

Activity	Status Update
2.5.1 **Identify Training Needs** - Identify areas where training is required, to determine what training centres are appropriate to attract to the city	2.5.1 **Identify Training Needs** - Discussions are ongoing with local industry to determine the post-secondary training needs of the city and the region

GOAL 3: VIBRANT AND THRIVING COMMUNITY

3.1 Review and update the Recreation, Culture and Parks Master Plan.

Activity	Status Update
3.1.1 **Public Consultation** - Conduct surveys and focus group sessions	3.1.1 **Public Consultation** - Results from the surveys and focus group sessions have been incorporated into the Master Plan Update
3.1.2 **Facility Assessments** - Conduct review of current facilities to identify requirements for improvement and enhancement	3.1.2 **Facility Assessments** - Completed a technical lifecycle study of current indoor recreation facilities to provide relevant data on infrastructure deficiencies and facility lifecycles; developed conceptual expansion ideas for the various facilities including construction estimates
3.1.3 **Master Plan Update** - Provide implementation recommendations based upon the top ranked community priorities, current utilization rates and enrollments, and costs associated with investments in the top recreation priorities	3.1.3 **Master Plan Update** - A draft plan is complete, and will be considered by Council in Q4 2015

3.2 Develop new and expand existing recreation facilities and programs.

Activity	Status Update
3.2.1 **Facility Assessments** - Conduct review of current facilities to identify requirements for improvement and enhancement	3.2.1 **Facility Assessments** - Completed a technical lifecycle study of current indoor recreation facilities to provide relevant data on infrastructure deficiencies and facility lifecycles; developed conceptual expansion ideas for the various facilities including construction estimates
3.2.2 **Outdoor Fitness Gym** - Install an outdoor fitness gym at Pryce Alderson Park	3.2.2 **Outdoor Fitness Gym** - The grand opening of the Kinette Outdoor Fitness Gym took place in September
3.2.3 **DCC** - Expand capacity and complete renovations for key facilities at the Dow Centennial Centre	3.2.3 **DCC** - Several enhancement and renovation projects have been completed at the DCC, such as: • Relocation and addition of equipment within the Apple Fitness Centre and the ATB Family Leisure Zone • Repainting in several areas • Renovations to the HVAC system and ice plant • Upgrades to the audio visual equipment in DCC banquet rooms

Activity	Status Update
3.2.4 **Harbour Pool** - Review and revise operational hours and swim schedule	3.2.4 **Harbour Pool** - A review was completed and changes to expand service levels will be brought forward for Council consideration as part of the 2016 budget deliberation process

3.3 Promote sustainability through infill development.

Activity	Status Update
3.3.1 **Fort Station** - Work with the mall developer to facilitate development on the Fort Station site	3.3.1 **Fort Station** - Planning and Development continues to work with the mall developer to facilitate commercial redevelopment and residential infill development
3.3.2 **Old Hospital Site** - Develop and implement plans to bring this site to market	3.3.2 **Old Hospital Site** - Subdivision application has been approved; the next step will include redistricting to bring the site to market
3.3.3 **Density Targets** - Continue to promote development of higher density products throughout the city	3.3.3 **Density Targets** - Council has approved changes to the maximum residential building height; Fort Saskatchewan continues to progress towards achieving an overall density target of 25-30 du/ndrha, and have increased our density by 26% over the past 15 years

3.4 Implement initial phases of the Historic Precinct Site Master Plan.

Activity	Status Update
3.4.1 **Heritage Centre** - Develop and implement a plan for a new Heritage Centre	3.4.1 **Heritage Centre** - Council has been presented with a number of options for development of the Fort Heritage Precinct, which will be discussed further during budget deliberations in conjunction with recommendations regarding the Recreation and Parks Master Plan
3.4.2 **Site Accessibility** - Provide additional access to the site through enhanced trails, lights and signage	3.4.2 **Site Accessibility** - Culture Services received confirmation of a federal grant for 50% of the cost of enhancing accessibility to the Fort Heritage Precinct site by adding new trails, lights and welcome signs; this project will be discussed as part of the 2016 Culture Services budget presentation
3.4.3 **Museum Collection** - Relocate the museum collection to a secure location	3.4.3 **Museum Collection** - As part of the 2016 budget presentation, Culture Services will bring forward a new capital project to relocate the museum collection to City Hall, enhance parking at the Warden's House and add a new public washroom on the Fort Heritage Precinct Site

3.5 Develop a strategy to support hosting of special events.

Activity	Status Update
3.5.1 **Special Event Policy** - Develop a policy regarding managing and servicing special events within the community	3.5.1 **Special Event Policy** - A new administrative policy and process was developed to bring clarity to managing and servicing community special events, and to clarify the practice related to employees volunteering at City events outside of regular hours

3.6 Explore opportunities to increase accessible and affordable housing within the community.

Activity	Status Update
3.6.1 **Habitat for Humanity** - Identify a preferred site for a future Habitat for Humanity project	3.6.1 **Habitat for Humanity** - A consulting group has been engaged to provide an assessment of a preferred site

3.7 Review results from the pilot program for curbside collection and implement a city-wide program based on the findings.

Activity	Status Update
3.7.1 **Organics Pilot Program** - Review and assess results from the pilot program and develop an ongoing strategy	3.7.1 **Organics Pilot Program** - Phase 1 of Waste Management Implementation Plan is underway; report to Council anticipated in Q1 2016

GOAL 4: EXCELLENCE IN GOVERNMENT

4.1 Analyse our current financial policies and develop a strategy to ensure that future financial requirements are planned and provided for.

Activity	Status Update
4.1.1 **Financial Policies** - Review and update current financial policies and procedures	4.1.1 **Financial Policies** - Review and revision of current financial policies and procedures is currently underway, including substantive revisions to the corporate procurement policy and annual budget process
4.1.2 **Utility Rate** - Review and revise the utility rate model	4.1.2 **Utility Rate** - Work on renewing this model is scheduled for 2016
4.1.3 **Facility Lifecycle** - Develop a complete facility lifecycle model to address and identify critical maintenance requirements	4.1.3 **Facility Lifecycle** - Work on developing this model is currently underway

4.2 Establish projects and programs that promote positive corporate culture, staff attraction and retention, good governance, efficiency in service, and safety.

Activity	Status Update
4.2.1 **Operational Efficiencies** - Conduct ongoing reviews of department activities to identify areas for operational improvements	4.2.1 **Operational Efficiencies** - A number of initiatives have been undertaken across departments to improve efficiency and effectiveness of service delivery; some of the areas where changes have been made include: • Use of foot counters to increase efficiency of DCC staff scheduling • A program to address excessive water collecting in residential weeping tile systems • Improved service levels and efficiencies by bringing Animal Control services in house

Activity	Status Update
	• Reduced overlap between Protective Services and Planning and Development on matters relating to land use and community standards • Improvements to wording for Harbour Pool job postings • Improved efficiency in online permitting through development of an online application system • Improved civilian oversight of law enforcement in the community through collaborative efforts between Protective Services and the Policing Committee
4.2.2 **Health and Safety** - Initiatives to address OHS concerns and support COR certification	4.2.2 **Health and Safety** - Healthy and Safety policies and procedures have been updated and posted on the intranet; supervisor training has been completed and hazard assessments undertaken by the majority of departments; regular reporting provided to Leadership Team; Infrastructure Management is currently developing an action plan to address the findings from the internal OHS audit
4.2.3 **Department Reviews** - Complete a review of two departments per year	4.2.3 **Department Reviews** - A review has been conducted of People Services, and is currently underway for Protective Services and Legislative Services
4.2.4 **Policies and Procedures** - Review and update key corporate policies and procedures	4.2.4 **Policies and Procedures** - A number of policies and procedures have been or are currently being developed, including: • Snow clearing • Special events • Project Management • Purchasing
4.2.5 **Progress Reporting** - Implement automated progress reporting and provide training to Directors and General Managers	4.2.5 **Progress Reporting** - A licence has been secured for an automated reporting tool and preliminary data entered; full implementation and training of key staff members to commence in 2016
4.2.6 **Performance Dashboards** - Develop and implement a dashboard to report progress towards achievement of performance targets internally, to Council, and to the public	4.2.6 **Performance Dashboards** - Service levels and targets to be incorporated in automated progress reporting to be implemented in 2016, as department business plans are completed

4.3 Continue to develop and maintain strong relationships with our neighbouring municipalities and civic organizations.

Activity	Status Update
4.3.1 **Regional Alliances** - Support knowledge sharing through professional networks within the region	4.3.1 **Regional Alliances** - Regular meetings held with colleagues within the capital region to share knowledge and build on best practices, via groups such as the Capital Region Corporate Planners Alliance, Capital Region

Activity	Status Update
	Government Relations Alliance, and other professional networks
4.3.2 **Benchmarking Indoor Pools** - Participate in development of an online benchmarking and data analytics tool	4.3.2 **Benchmarking Indoor Pools** - Harbour Pool is currently looking into joining an initiative lead by the Alberta Recreation and Parks Association, which would provide a tool to measure pool management, finances, programming, procedures and staffing compared to other facilities
4.3.3 **FCSS Networks** - Collaborate with local community groups and neighbouring municipalities on shared FCSS matters	4.3.3 **FCSS Networks** - Work is ongoing with groups such as the Edmonton Evergreen Family Violence Committee and Inter City Forum on Social Policy
4.3.4 **CRISP** - Participate in the Capital Region Intersection Safety Partnership	4.3.4 **CRISP** - Continue to collaborate with regional neighbours on traffic safety initiatives
4.3.5 **Transit and Public Works** - Collaborate with neighbouring municipalities on matters related to transit and public works	4.3.5 **Transit** - Benchmarking and networking is on-going with adjacent municipalities

4.4 Ensure multi-year plans are in place for all departments, aligned with strategic priorities and the operating and capital budget processes.

Activity	Status Update
4.4.1 **Department Business Plans** - Support departments to develop 3 year department business plans	4.4.1 **Department Business Plans** - A draft template for department business plans has been developed, which will be introduced in 2016 along with other measures to support development of multi-year plans and budgets
4.4.2 **Department Service Levels** - Assist departments in identifying priority service levels and targets	4.4.2 **Department Service Levels** - Preliminary discussions to take place during 2016 budget deliberations and priority service levels to be included in department business plans in 2016
4.4.3 **Corporate Business Plan** - Perform annual review and revision of the Corporate Business Plan	4.4.3 **Corporate Business Plan** - Priority goals and strategies validated by Council in Feb 2015 and included in 2014-17 Strategic Plan; to be reviewed and updated as required in early 2016 and a corporate-wide action plan developed in conjunction with department business plans

Taking Care of Business

Multi-Year Budgeting

Overview

Multi-year budgeting provides a longer term funding framework linked to the implementation of Council's Strategic Plan and other longer-term priorities. Benefits of multi-year budgeting include the following:

- Alignment of longer-term goals and objectives with longer-term funding plans;
- Greater certainty is provided to taxpayers about the future direction of the City and taxes;
- Improved accountability and transparency over spending plan changes; and
- Provides certainty to the community in terms of long range tax increase.

That being said, multi-year budgets are more the exception rather than the rule in municipalities. The challenges with implementing multi-year budgeting includes:

a. It requires a higher level of sophistication, time commitment, and support;
b. Can be difficult in projecting years ahead, which often requires the need to overestimate future needs creating a less efficient budget;
c. An unstable economy could result in a mass revision of the future projected years, which is an inefficient use of resources;
d. Developing multi-year budgets requires substantial effort to predict future years and until a few cycles of such budgets are experienced the odds of changes are high. This can result in a less than efficient process. Essentially a multi-year budget represents a higher service level and as such additional resources are needed;
e. A greater emphasis is required on research and analysis of trends, economic projections and understanding legal and political obligations and commitments;
f. Requirement for a strong commitment to the strategic plan and multi-year action plans with deviations being the exception not the rule;
g. Reluctance to focus on the long term as there can be a feeling of giving up immediate control; and
h. Although the concept is quite straight forward, realistically, the process to develop an effective multi-year budget takes time and first a solid strategic direction and administrative foundation is needed to move in that direction.

Background

Multi-year budgets have been discussed over the years but for many reasons never implemented. The closest to what could be referred to as a multi-year budget occurred in 2012. Prior to 2013 any additional unbudgeted assessment growth revenue that was realized after approval of the budget, was used to reduce the property tax rate. An alternative option would have been to use the revenue to address the challenges of unprecedented sustained community growth. The result was in 2012 the City found itself in a position of needing a 15% residential property tax increase to maintain service levels. In order to maintain service levels, but not have such an increase in one year, that 15% increase was spread over three

budgets (2012, 2013, and 2014). Unfortunately due to time constraints, no future analysis was given as to the need for further additional revenue in 2013 and 2014 to address growth and inflation.

For the 2013 budget a new approach was taken and it was agreed that any additional unbudgeted assessment growth revenue be allocated toward growth challenges. This allowed Council to maintain the residential tax increases set in 2012 while still addressing growth needs. This is still the current practice.

Barriers To Implementation

A number of barriers were encountered when considering a multi-year budget for 2016 including:

1. An understanding was not established on what a multi-year budget would look like.
2. Although a strategic plan exists, the timing of more substantive strategic priorities is not known at this time. Consideration will be given to a number of priorities during the 2016 budget deliberations such as transit, the recreation master plan, organics, and the growth study, however until those decisions are made future forecasting is difficult.
3. The level of financial sophistication and support within the City still needs to be enhanced to be successful in implementing a multi-year budget process. This includes a greater focus on multi-year department business plans, a longer term corporate business plan, and a longer term strategic direction, all of which would then inform a multi-year budget.
4. Our two largest departments, Infrastructure Management and Recreation, have grown in size and complexity to where dedicated financial expertise is needed to transition to a multi-year budgeting approach.
5. There was a need to prioritize staff resources toward other major projects in 2015 such as The Recreation and Parks Master Plan, Growth Study, Transit and Organics Pilot, strengthening the one-year budget process, and a number of inter-municipal initiatives.
6. Resources or funding was not allocated in the 2015 budget to explore the implementation of multi-year budgets.
7. Changes in the Provincial governing party resulting in uncertainty regarding future provincial budgets and municipal grants.
8. An understanding of residential and non-residential taxpayers' expectations for future tax increases, and Council's direction for how taxes should be assigned across these groups.

In an economic climate that has seen sustained high growth, the City of Fort Saskatchewan has done exceptionally well in meeting the needs of the community in a fiscally sound manner. Moving forward with a new initiative like multi-year budgeting requires a stronger foundation to prepare the City both politically and administratively.

Next Steps

As part of the 2016 budget deliberations, a budget request has been included to fully explore moving toward a multi-year budget.

Taking Care of Business

Budget in Brief

The 2016 Proposed Budget includes a municipal operating budget of $71.0 million and a capital budget of $10.1 million. This plan incorporates investment in renewal to maintain our community's assets, respond to growth and invest in services to enable continual improvement for residents.

The theme for the 2016 Proposed Budget is **Taking Care of Business**.

It represents investing in our current services, our citizens and positioning ourselves for growth. It is not an easy process. Every year difficult decisions will have to be made around what initiatives to fund, what the appropriate service levels should be, and how to move the City forward toward its goals.

Growth

The City of Fort Saskatchewan continues to face increased service demands as its population grows and demographics change.

Over the last five years the City has felt the pressures of being the 5th fastest growing community in Alberta with 5000-plus populations. The following chart outlines the City's growth over the last 5 years, which averages 5% a year.

Year	2010	2012	2013	2014	2015
Population	18,653	20,475	21,795	22,808	24,040
Percent Increase	6.78%	9.77%	6.45%	4.65%	5.40%

Operating Budget at a Glance

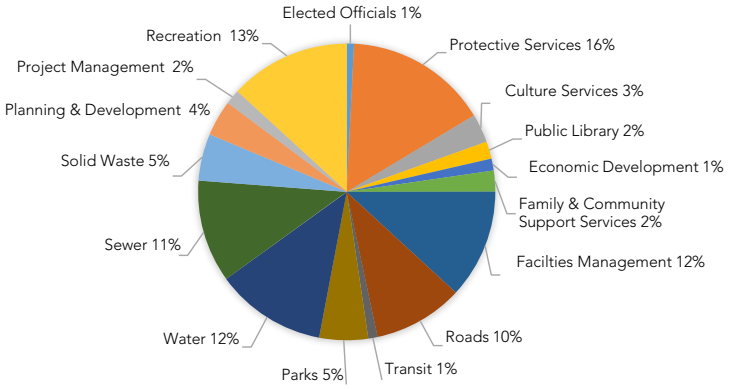
We are fortunate that as a growing community additional property tax revenue, due to growth, has been realized and can be used towards funding costs related to inflation and growth. Also for 2016, this additional property tax revenue allows us to fund some new initiatives.

Our operational requests are broken down into 3 categories: what is needed to fund inflation, growth and new initiatives.

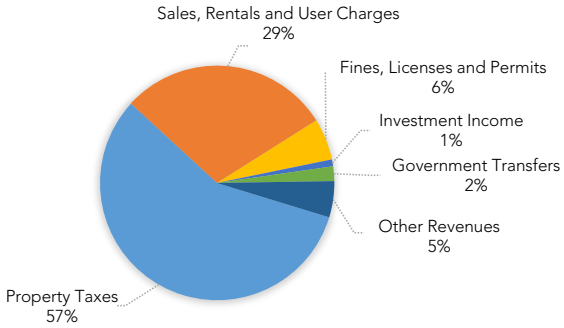
- **Inflation** – Increase in the cost to deliver existing service levels.
- **Growth** – Where additional resources are required to deliver existing service levels on a broader scale.
- **New initiatives** – Where improvements are being made to the level of service, or new programs or services being undertaken.
    - Development of a land management program
    - Expansion of the snow hauling program
    - Higher level of safety code inspections
    - Supporting Families First in their new facility

The following charts provide a snapshot of where the $71 million is allocated and how it is funded. For the purpose of the graphs, the numbers are rounded to the next higher percent. For example, elected officials was rounded to 1% from .79%.

Where does the $71.0 million go?



Where does the $71.0 million come from?

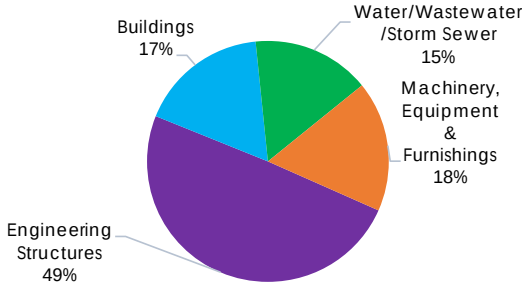


Capital Budget at a Glance

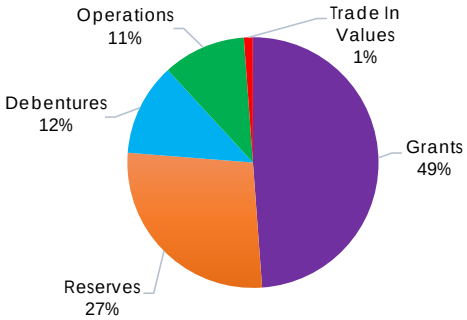
The 2016-2025 Capital Plan is a multi-year plan for investing in long term assets and consists of two components: the approval of the 2016 Capital Budget and 10 year capital plan.

For 2016 capital budget is being invested in Engineering Structures (49%), Buildings (17%), Waste/Wastewater/Storm Sewer (15%) and Machinery, Equipment and Furnishings (18%). This includes major projects such as Local Road and Neighbourhood Rehabilitation ($4.5mil), Sewer Service Relines ($1.2mil), City Hall Space Development ($850K), Fort Heritage Precinct Site Enchantments ($750K) and Fort Heritage Precinct Accessibility ($415K). The following charts provide a snapshot of where the $10.1 million is allocated and how it is funded.

Where does the $10.1 million go?



Where does the $10.1 million come from?



Major capital projects are categorized as follows:

- Heritage Precinct $1,225,200
- Road & Neighbourhood Rehabilitation $4,500,000
- City Hall Space Development $850,000
- Utility Projects $1,730,000
- Machinery, Equipment & Furnishings $1,763,300

What's not yet included in the 2016 Budget Binder?

The Operating and Capital budgets do not include the impacts of the Recreation and Parks Master Plan, Transit and Organics. These items will be added to the budget once they are finalized.

Where do your property taxes go?

As described in the charts below, the City collects property taxes for the Province to fund education, for Heartland Housing Foundation to fund seniors' housing and for municipal purposes. Chart 2 shows how every dollar collected for municipal purposes is allocated. For the purpose of the graph, the numbers are rounded to the next higher cent. For example, Elected Officials was rounded to $0.02 from $0.016.

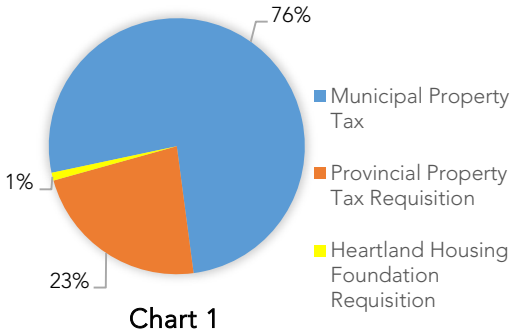


Chart 1

Chart 2

Where are we at with 2016?

All of our assessment growth numbers are not in yet. We anticipate more accurate numbers at the time of budget deliberations. However, to date we do know that we are able to use the additional 2015 growth funds realized of $1.6 million and the 2016 anticipated growth revenue of $1.38 million to fund the 2016 budget.

The current practice of collecting taxes is based on a formula of 60% from non-residential and 40% from residential properties.

Utility Rates at a Glance

Included in utilities is water, wastewater and solid waste. The City obtains its water from the Capital Region Northeast Water Commission and sends its wastewater to the Alberta Capital Region Wastewater Commission. For solid waste, the City enters into a contract with a solid waste provider which sends waste to a regional landfill facility. Primarily, the increases to water and waste water are "flow through" costs imposed to the City by the Commissions.

The City is currently reviewing an organic waste diversion program. However, the program is not anticipated to be finalized until the first quarter of 2016. As a result, the increase for solid waste does not reflect a full organic program.

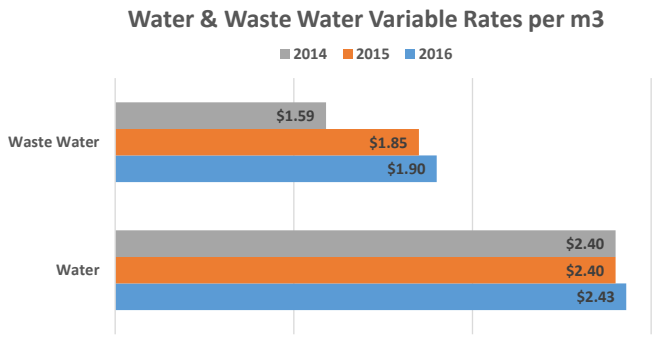
As outlined below, the average monthly utility bill will increase approximately $3.12/month or 3.5%.

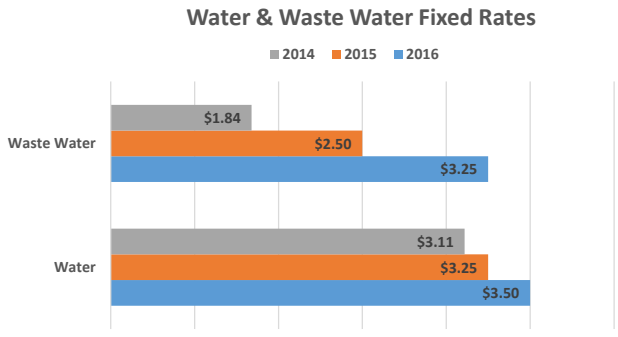
Average Monthly Residential Utility Bill

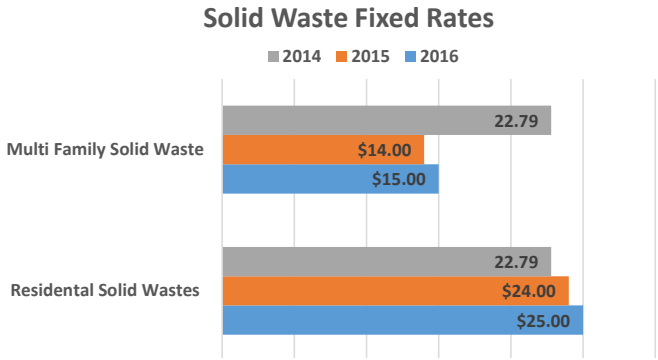
	2015 Approved Rates	2016 Proposed Rates	Increase	%
Water	$36.85	$37.52	$0.67	1.82%
Waste Water	$28.40	$29.85	$1.45	5.11%
Solid Waste	$24.00	$25.00	$1.00	4.17%
Total Monthly Bill	**$89.25**	**$92.37**	**$3.12**	3.50%

* Based on an average water consumption of 14m^3 per month

The following graphs depict the utility rates for water, waste water and solid waste for 2014 through to 2016.







Human Resources

Overview

An organization's ability to deliver services to citizens is highly dependent on the capacity of its workforce. Keeping and attracting the best people takes investment and many factors must be taken into account such as:

1. Being realistic as to the level of staffing needed to deliver municipal services and programs expected by residents especially in a period of explosive community and regional growth;
2. Having the capacity in the system for employees to be responsive to emerging needs, to plan for the future, to learn and grow, and have the space to recharge whether taking their vacations or being a participant in building Team Fort Sask;
3. Changing demographics;
4. Retention and attraction strategies especially in a region where competitors are close and commuting is a norm; and
5. Time to build the level of sophistication within the system so as to adjust to the change from being a small community to a regional center in a short period of time.

Background

The City has 267.1 full time equivalent (FTE) employees. FTE's are not the same thing as headcount or the number of positions and jobs in the City. Of the City's budget approximately 36% relates to compensation. At any given time there can be between 10 and 20 staff vacancies.

The number of actual employees is approximately 426 (varies by season) and is roughly broken down as follows:

➢ Non Union Permanent Full-time	88
➢ Non Union Permanent Part-time and casual	26
➢ CUPE Permanent Full-time	103
➢ CUPE Permanent Part-time	31
➢ Relief	103
➢ Temporary	25
➢ Paid on Call Fire Personnel	50

Growth

Over the last five years the City has felt the pressures of being the 5th fastest growing community in Alberta with 5,000-plus populations. What comes with this growth is a need to ensure our staffing levels are maintained to not only best serve our community but transition to address the complexities and sophistication that comes from now being a large regional urban center.

In evaluating staffing levels, each department first reviews if changes can be made in their area prior to considering additional staffing. This can include better utilizing technology, changing processes, garnering external resources, and in some cases discontinuing or altering certain services which no longer

contribute to meeting the City's strategic objectives or fiscal realities. Also in many cases services that could once be done off the "side of a desk" now need more focused, expert attention to do the work.

This being said, the approach taken is not to arbitrarily pick a number of how many additional staff are needed across the City but to reflect what is expected of each and what staffing level is needed department by department. The requests presented reflect this type of methodology.

Approach

During the 2015 budget deliberations members of Council commented that it would have been beneficial to see the bigger staffing picture in one place. For this reason all human resources requests are included in this one section and can be considered by Council in one sitting. This then provides an opportunity to understand the priorities of Council in delivering services to the community and set a human resources dollar amount in which the City Manager will allocate to departments accordingly.

The list that follows is not all of the requests originally submitted, as many did not make the list following the initial review by the Leadership Team. The list is intended to show where the human resources' dollars would be allocated if fully approved.

2016 Budget Changes

As with each year there are two main categories for consideration within the human resources section, namely: cost of living adjustments (COLA) for union and non-union, and increases to staffing with related programs.

It should be noted that dollar amounts include salaries as well as benefits and in the case of new programs other related program costs. The following is a financial summary of each of these categories with the supporting budget requests provided hereafter.

ITEM		AMOUNT
COLA: Union		$ 302,000
COLA: Non-Union		$ 299,151
	Sub-Total	$ 601,151
Staffing		$1,076,791
	Sub-Total	$1,677,942
RCMP (contracted services)		$ 73,000
	Total	$1,750,942

Request #	Department	Title	FTE	Amount
12-0081	Financial Services	Front Counter Support	1.00	68,250
12-0085	Corporate Communications	Communications Technician	1.00	96,850
12-0098	City Manager (ICS)	ICS Finance Analyst	1.00	136,072
12-0099	City Manager (ICS)	Land Management Program	1.00	165,372
21-0014	Protective Services	Police Administration & Training Leave Coverage	0.38	27,250
23-0007	Fire Services	Safety Codes Inspections	1.00	93,150
23-0013	Fire Services	Fire Fighting Hours Increase	0.00	30,000
61-0001	Planning	Intern Planner	0.50	36,850
61-0024	Planning	Casual Relief	0.25	9,100
72-0050	Infrastructure Management	Parks Positions	3.00	196,886
72-0058	Infrastructure Management	Relief Custodial	0.00	81,223
72-0059	Recreation	Recreation Development Supervisor	1.00	121,194
72-0067	Infrastructure Management	Parks Trail Maintenance	0.40	32,016
72-0068	Infrastructure Management	Parks Summer Trail Maintenance	0.33	19,172
72-0069	Recreation	Harbour Pool Service Level Increase	2.16	134,684
74-0036	Culture Services	Theatre Front of House Support	0.25	10,700
Grants/ Fees				(181,978)
Total Staffing				1,076,791
21-0005	Protective Services	RCMP Officer*		73,000
Total (Including RCMP Officer)				1,149,791

21-0005 - RCMP Officer starting in July 2016. Approving this commits the remaining $73,000 for 2017 budget.

*contracted services

2016 Operations

Budget Request

Front Counter Support Clerk II

Request #
12-0081

Division:	Office of the City Manager	**Budget Year:**	2016
Department:	Financial Services	**Category:**	Growth
Responsibility:	Financial Services Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$51,250	Operations	Ongoing
$17,000	Utility Operations	Ongoing
$68,250		

Overview

An additional Clerk II position at City Hall is needed to increase front counter customer service while meeting the workload demands from Financial Services, Recreation, Planning and Development, and Legislative Services. The new Clerk II position would be trained to provide high levels of external and internal customer service by supporting multiple City Hall departments.

Options Considered

1. Discussion occurred between the departments suggesting the current first floor Clerk II be trained to cover on the 2nd Floor when casual relief is not available and potential for the clerk to help on the 3rd floor. Currently the first floor Clerk II does not have capacity with the workload from the first floor departments.

2. Each department having their own specialized casual relief pool. It is hard to keep casual relief when there are not enough hours required for each individual department. Relief are sometimes not available on short notice if someone is sick or they forget the requirements of the department if they haven't worked there for an extended period of time.

3. In the past, Accounting Clerks covered the front when required. Staff were finding it difficult to cover the front while maintaining focus on the demands of their own position and productivity decreased. This is the case with the current Clerk II on the first floor who is finding it difficult to complete her other tasks with supporting the Customer Service Rep during busy times and for lunch/break coverage.

From these discussions a timeline of department needs for Clerk II support was created (Appendix A).

Efficiencies

Training in multiple departments would increase flexibility and knowledge of this position to provide excellent support and consistent coverage. The clerk will be better equipped to answer an array of questions and concerns from the public because of a more generalized skill set.

With committed internal resources there will be a decrease on the time spent advertising, interviewing and training casual relief employees who frequently move on to other positions or other companies.

Innovation

Creating a capacity to work together with other departments for clerical support throughout the year while increasing the knowledge of our permanent staff keeping them engaged and increasing retention.

Historical Trends

The turnover in casual relief staff makes it hard to retain consistent coverage in some of the City positions with a lot of specialized requirements. Habitually, casual relief staff leave for permanent work in a different City department or we lose them to another company altogether. Relief staff are supposed to be interim and because of the learning curve, the level of service is not equivalent to a permanent employee. Increasing the capacity among the clerks will decrease dependency on relief coverage. The Finance team has interviewed for casual relief staff three times since July 2014.

Comparators

The City of Wetaskiwin and the Town of Devon rotate their staff to different positions every four to six months to maintain staff engagement. This arrangement also provides the departments with a great permanent resource for vacations/sick or workload peak times.

Appendix A – Clerk II 2016 Schedule

January	Jan 1-31	Business License busy time (Planning)
	Jan 4-7	Month End reporting (Planning)
	Jan 12-15	Due date for UT billing so increased cash payments - (Front Counter)
	18-Jan	Reminder notices mailed approx. 1000 - Clerk II puts through stuffer (Finance)
	Jan 20-23	Due date for reminder notices with increased cash payments (Front Counter)
	Jan 26-27	Water Disconnection Notices Hand Delivered- increased calls/payments, folding notices (Front Counter, Finance)
	28-Jan	Due date for disconnection notice - increased calls/payments (Front Counter, Finance)
		Turn off water for non-payment- increased calls/payments (Front Counter, Finance)
		Weekly filing (Finance)
		Weekly Staples orders (City Hall)
		2-4 days closing files (Planning)
February	Feb 1-28	Business License busy time (Planning)
	Feb 1-5	Month End reporting (Planning)
	23-Feb	Target date for mailing UT Bills Estimated at 8000 - stuffing bills (Finance)
		Weekly filing (Finance)
		Weekly Staples orders (City Hall)
		2-4 days closing files (Planning)
March	Mar 1-4	Month End reporting (Planning)
	Mar 11-15	Due date for UT billing so increased cash payments - (Front Counter)
	17-Mar	Reminder notices mailed approx 1000 - Clerk II puts through stuffer (Finance)
	24-Mar	Due date for reminder notices increased cash payments (Front Counter)

	Mar 25-26	Water Disconnection Notices Hand Delivered- increased calls/payments, folding notices (Front Counter, Finance)
	27-Mar	Due date for disconnection notice - increased calls/payments (Front Counter, Finance)
	Mar 30-31	Turn off water for non-payment- increased calls/payments (Front Counter, Finance)
		Weekly filing (Finance)
		Weekly Staples orders (City Hall)
		2-4 days closing files (Planning)
April	Apr 1-7	Month End reporting (Planning)
	22-Apr	Target date for mailing UT Bills Estimated at 8000 - stuffing bills (Finance)
		Weekly filing (Finance)
		Weekly Staples orders (City Hall)
		2-4 days closing files (Planning)
May	May 1-31	Building permit busy time
	May 2-6	Month End reporting (Planning)
	May 12-15	Tax notices mailed over 10,000, Clerk II will stuff, help sort multiples and do up labels for envelopes. (Finance)
	15-May	Due date for UT billing so increased cash payments - (Front Counter)
	19-May	Reminder notices mailed approx 1000 - Clerk II puts through stuffer (Finance)
	26-May	Due date for reminder notices increased cash payments (Front Counter)
	May 27-28	Water Disconnection Notices Hand Delivered- increased calls/payments, folding notices (Front Counter, Finance)
	29-May	Due date for disconnection notice - increased calls/payments (Front Counter, Finance)
		Weekly filing (Finance)
		Weekly Staples orders (City Hall)
		2-4 days closing files (Planning)

June	Jun 1-30	Building permit busy time
	Jun 1-2	Turn off water for non-payment- increased calls/payments (Front Counter, Finance)
	Jun 1-6	Month End reporting (Planning)
	23-Jun	Target date for mailing UT Bills Estimated at 8000 - stuffing bills (Finance)
		Weekly filing (Finance)
		Weekly Staples orders (City Hall)
		2-4 days closing files (Planning)
July	Jul 4-8	Month End reporting (Planning)
	15-Jul	Due date for UT billing so increased cash payments - (Front Counter)
	16-Jul	Reminder notices mailed approx 1000 - Clerk II puts through stuffer (Finance)
	22-Jul	Due date for reminder notices increased cash payments (Front Counter)
	Jul 22-23	Water Disconnection Notices Hand Delivered- increased calls/payments, folding notices (Front Counter, Finance)
	27-Jul	Due date for disconnection notice - increased calls/payments (Front Counter, Finance)
	Jul 28-29	Turn off water for non-payment- increased calls/payments (Front Counter, Finance)
		Weekly filing (Finance)
		Weekly Staples orders (City Hall)
		2-4 days closing files (Planning)
August	Aug 1-5	Month End reporting (Planning)
	24-Aug	Target date for mailing UT Bills Estimated at 8000 - stuffing bills (Finance)
		Weekly filing (Finance)
		Weekly Staples orders (City Hall)
		2-4 days closing files (Planning)

September	Sept 1-7	Month End reporting (Planning)
	15-Sep	Due date for UT billing so increased cash payments - (Front Counter)
	16-Sep	Reminder notices mailed approx 1000 - Clerk II puts through stuffer (Finance)
	22-Sep	Schedule meeting with Brian/UT Operators
	23-Sep	Due date for reminder notices increased cash payments (Front Counter)
	Sept 23-24	Water Disconnection Notices Hand Delivered- increased calls/payments, folding notices (Front Counter, Finance)
	28-Sep	Due date for disconnection notice - increased calls/payments (Front Counter, Finance)
	Sep 29-30	Turn off water for non-payment- increased calls/payments (Front Counter, Finance)
	30-Sep	Weekly filing (Finance)
		Weekly Staples orders (City Hall)
		2-4 days closing files (Planning)
October	October	Putting together Budget binders for Council (Budget)
	Oct 3-7	Month End reporting (Planning)
	23-Oct	Target date for mailing UT Bills Estimated at 8000 - stuffing bills (Finance)
		Weekly filing (Finance)
		Weekly Staples orders (City Hall)
		2-4 days closing files (Planning)
November	Nov 1-30	Business License busy time (Planning)
	Nov 1-4	Month End reporting (Planning)
	15-Nov	Due date for UT billing so increased cash payments - (Front Counter)
	17-Nov	Reminder notices mailed approx 1000 - Clerk II puts through stuffer (Finance)
	17-Nov	Schedule meeting with Brian/UT Operators
	24-Nov	Due date for reminder notices increased cash payments (Front Counter)

	Nov 24-25	Water Disconnection Notices Hand Delivered- increased calls/payments, folding notices (Front Counter, Finance)
	27-Nov	Due date for disconnection notice - increased calls/payments (Front Counter, Finance)
	30-Nov	Turn off water for non-payment- increased calls/payments (Front Counter, Finance)
		Weekly filing (Finance)
		Weekly Staples orders (City Hall)
		2-4 days closing files (Planning)
December	Dec 1-31	Business License busy time (Planning)
	Dec 1-6	Month End reporting (Planning)
	1-Dec	Turn off water for non-payment- increased calls/payments (Front Counter, Finance)
	23-Dec	Target date for mailing UT Bills Estimated at 8000 - stuffing bills (Finance)
		Weekly filing (Finance)
		Weekly Staples orders (City Hall)
		2-4 days closing files (Planning)

2016 Operations

Budget Request

Cost of Living Adjustment - CUPE

Request #
12-0083

Division:	Corporate and Protective Services	Budget Year:	2016
Department:	People Services	Category:	Committed
Responsibility:	People Services Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$302,000	Operations	Ongoing

Overview

Implement a 3% Cost of Living Adjustment (COLA) to all union staff effective January 1, 2016 based on the third year of the collective agreement expiring December 31, 2016.

On July 8, 2014 Council ratified the collective agreement negotiated until December 31, 2016.

2016 Operations

Budget Request

Corporate Communications Resources

Request #
12-0085

Division:	Corporate and Protective Services	**Budget Year:**	2016
Department:	Corporate Communications	**Category:**	Growth
Responsibility:	Corporate Communications Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$193,700	Operations	Ongoing

Overview

The Corporate Communications Department provides leadership and expertise to the organization in the areas of internal and external communications, marketing and advertising, website, social media, media relations, brand reputation, crisis and emergency communications and notification, and holds the role of Public Information Officer in the Emergency Operations Centre.

As a department of three, we struggle with meeting the demands of our growing organization. We have made huge strides over the last few years with our re-branding initiatives, employee branding and corporate culture, a new website with a special emergency dark site, and upgrading our publications to a new standard to showcase Fort Saskatchewan as a professional, modern city.

The departments are looking for our expertise to reach local residents as well as those in the region to:

- promote participation in public engagement opportunities;
- increase attendance at programs, events and performances;
- drive facility bookings for meetings, conferences and special events;
- increase traffic to cultural and heritage facilities;
- educate the public on new and existing programs; and
- look for new ways to attract revenue through corporate sponsorships.

We also support the Economic Development team on marketing materials for business attraction, and the office of the Mayor for corporate communications and media relations.

The demand for communications has steadily increased as the community grows and the activity in every department grows. Departments realize the value in working with us to achieve the best outcome for their initiatives and services but unfortunately, their needs are not consistently being met due to time constraints and work load in our department (and sometimes theirs). Ultimately, it is our residents that are impacted when we do not support all programs and services by providing the right information at the right time and in the right way. Potentially, there is a loss of revenue but certainly, there is a loss of trust when information is not communicated clearly or in a timely fashion.

During an emergency, two team members must commit full time to posting information on several information channels while staying up to speed on the situation and reporting to the media.

The lack of time for planning is at the core of our issue. Our department is very busy "doing" but we need to build the capacity for strategic planning and getting ahead of projects so all opportunities can be maximized and communicated.

An example of requests for an increased level of communications and marketing support are:

- education programs for municipal enforcement and waste collection;
- marketing facilities for rentals;
- seeking sponsor donations;
- tourism marketing;
- volunteer recruitment;
- video content for the web;
- website helpdesk and training;
- targeted marketing for the Shell Theatre;
- increase subscriptions to FortSask Alert; and
- apply City branding to vehicles.

Options considered:

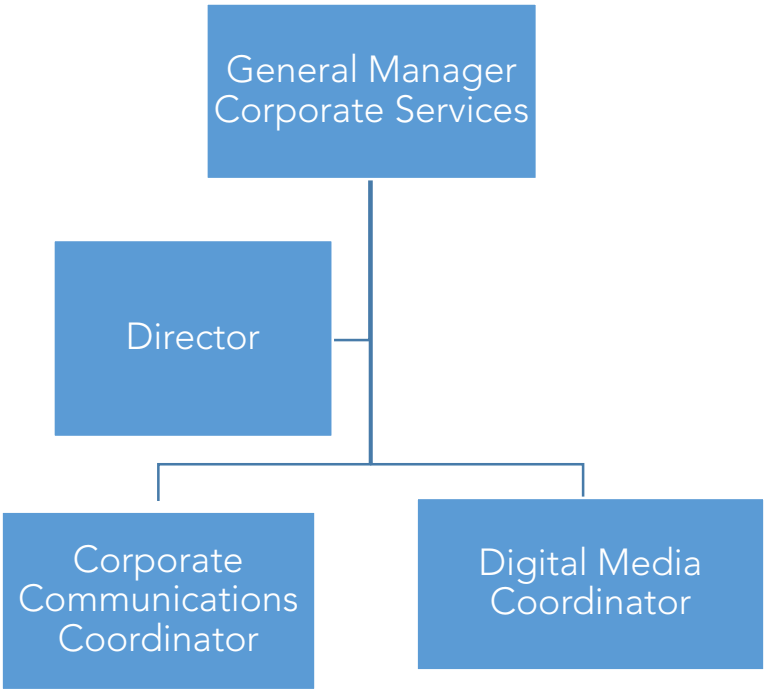
Several models for corporate communications are in practice and we have studied our options for centralizing and decentralizing the functions of communications and marketing.

De-centralizing: The departments hire communications and marketing staff that only focus on the business of the department and do not report to the Corporate Communications Director.

Centralized Department: All communications and marketing staff work in the same department, reporting to the Director. The staff in the department are available to the organization for all communications and marketing needs.

Through our analysis and conversations with department staff and directors, we prefer the **centralized** model for The City of Fort Saskatchewan at this time. It is more efficient to have a team of experts that provide their services to the entire organization rather than creating a duplication of skills for each department. A centralized team will deliver a more consistent approach that supports the branding and messaging of The City of Fort Saskatchewan.

Current Structure



2016 Proposed Structure

Corporate Communications Director

Production Specialist NEW

- Create City page, posters, ads, brochures, Leisure Guide
- Manage Corporate Photography
- Manage Printing Projects
- FOIP/Records Management
- Coordinate External Newsletter Design and Production
- Manage DCC Sign and City Hall TV Screens

Communications Advisor

- Develop Corporate Marketing Plan
- Department Marketing and Communications Strategic Plans that align with Corporate Goals
- Community Relations – Coordinate Events and Promotional Items
- Community Recognition Awards
- Corporate Sponsorships
- Position City for Recognition

Communication Technician NEW

- Maintain Fortsask.ca and Extranet
- Website Training
- Search engine optimization
- Manage Crisis Communications Website
- Coordinate web site projects across departments
- Explore emerging web technologies
- Track and report monthly website metrics

Communications Advisor

- Corporate Digital Strategy that supports Corporate Strategic Plan
- Internet and Extranet Content Strategy
- Internal Communications
- Digital Crisis Communications Strategy & Management
- Media Monitoring
- Position City for Recognition

Staff Request:

We are requesting two positions to allow us to restructure the department into senior advisors (current positions) and communication technicians. The departments have provided a list of functions that need our department's support and we feel this new structure will set us up for success for many years to come.

Another option is to continue to work with a staff of three and do the best that we can to maximize our internal resources and contract services for projects like public education, media monitoring, strategic plans, corporate sponsorships and graphic design for most projects other than very basic needs.

Efficiencies:

The website and social media channels are very valuable sources to get some information to the public. We strive to have a reliable website that can work 24/7 for our customers – information when they want to access it. We use our resources wisely by getting messages out in every means at our disposal – City Hall TV screens, DCC and Harbour Pool monitors, DCC sign, City Page, website, Facebook and Twitter, the Leisure Guide, news releases and advertising. We cross promote events as much as possible (ie. include information in the Shell Theatre playbills).

Innovation:

We have been using social media advertising to great effect as it is very targeted and very cost effective (ie. Recreation Master Plan consultations). We have used the photography skills of internal staff to save on outside sourcing costs. We hired an advertising agency to develop a "stand out" campaign for the City of Fort Saskatchewan in 2016 – 2018. By using an agency, we get bulk media purchasing power so more commercials for our limited budget. We also get the advantage of their research and knowledge on how to best reach our target audience.

Historical trends:

The population of Fort Saskatchewan has grown rapidly in the last 10 years and this has meant adding staff to departments to keep up with an increased work load. The Corporate Communications team has expanded since its inception as follows:

2003	2007	2012	2015
13,824	16,146	20,475	24,040
1 FTE	2 FTE	3 FTE	3 FTE

It is interesting to look at the ways we communicate now versus just a decade ago. In 2005, the department would:

+ send news releases to the local papers
+ prepare a weekly ad
+ post information on the website
+ DCC Sign

Fast forward 10 years and we are still sending news releases to the two local papers, preparing a weekly ad and posting information on our website – however, there are now several locations for news to be shared:

+ event calendar
+ news page
+ department page
+ public engagement section
+ Twitter
+ Facebook
+ DCC Sign
+ City Hall TV monitors
+ facility internal screens
+ Fort Sask Watch employee newsletter
+ Intranet
+ Fort Sask Alerts
+ Alberta Emergency Management

Our bigger initiatives involve public education and community engagement and we have taken our communications to a level that requires multiple communications channels all going at once. This takes planning and of course resources to keep it all going.

Comparators:

We looked to regional municipalities to determine the size of their Corporate Communications staff compared to the City of Fort Saskatchewan.

Municipality	2014 Population	Corp Comms FTEs
Strathcona County	92,940	9
City of St. Albert	63,255	9
Spruce Grove	29,526	5
City of Leduc	28,583	6
City of Fort Saskatchewan	22,808	3
Beaumont	15,828	2
County of Leduc	13,524	3

2016 Operations

Budget Request

Compensation Adjustment – Non Union

Request #
12-0092

Division: Corporate and Protective Services
Department: People Services
Responsibility: People Services Director

Budget Year: 2016
Category: Inflation

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$299,151	Operations	Ongoing

Overview

This request provides for a potential cost of living adjustment (COLA) in 2016 for non-union staff. Council policy indicates that every 3 years a formal market survey shall be conducted. For each intervening year, Council shall consider salary adjustments, often referred to as COLA, based on current economic conditions within the region and increases of comparator municipalities. Due to the next market survey being conducted in mid 2016, this request provides for a 2016 salary adjustment for non-union staff effective January 1, 2016. Also included in this category are the part time paid on call fire personnel and theatre stagehands.

Comparators

The Counties of Sturgeon, Strathcona, Parkland, and Leduc

The Cities of Leduc, Wetaskiwin, Camrose, Spruce Grove, St. Albert

The Towns of Devon and Stony Plain

2016 Operations

Budget Request

ICS Finance Analyst

Request #
12-0098

Division: Office of the City Manager
Department: City Manager (ICS Administration-61000)
Responsibility: City Manager

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$136,072	Operations	Ongoing

Overview

The growth in volume and complexity of the overall services provided by the Infrastructure & Community Services Division (ICS) has grown significantly in recent years. We are adding approximately 300 new households to Fort Saskatchewan per year that bring up to 1000 new people to the city, all requiring services from our operational departments. These increased requirements are putting pressure on staff who are intended to be experts in their subject matter to become experts in financial processes. In addition, the amount of time that has to be spent learning how to enter financial information into our software systems is substantial.

The organization has arrived at a critical point where there needs to be more specialization in some of our key subject areas such as finance. The Utility Rate Model is an example of a program that can't be passed around between departments any longer and must be managed by someone who has both the appropriate level of expertise and the time to commit to doing regular reviews and analysis. In March 2013 a correction to the solid waste billing rates had to be made based on a miscalculation in the rate model. We are currently dealing with a billing issue relative to solid waste collection for multi-family homes. In order to avoid the inefficiencies that are created by having to be reactive to fix our utility rate issues, we are better off to be proactive and have a more rigorous approach to how we manage the model.

The Utility Rate Model is a complex formula that requires a strong understanding of cash method and utility method accounting to ensure the corporate cost recovery targets are met, while accounting for asset depreciation, rate of return, direct and indirect input costs, and capital reserve contributions. We are no longer in a place where it is recommended that the Utility Rate Model be managed in a team approach as it can't be easily addressed when worked on by several people.

Our understanding of the costs and cost recoveries of City programs is another area where the organization is ready to advance to a higher level of quality. Requests for detailed cost recoveries of City programs are becoming commonplace. Most of our programs involve input from multiple departments and it is challenging for any one department to understand the cost recoveries of a program given that they are not the only ones providing input. Recreation facilities, transit, utility services, and cultural programs are all examples of where we need to gain a greater understanding of our cost recoveries on a year to year basis to help facilitate better decision making on future programming and services.

Having this position reporting to the ICS General Manager ensures that the ICS departments will receive the dedicated support they need to provide more seamless communication to Budget Services.

In summary, this position is designed to take the lead role in the following areas:

- Create the capital and operating reserve targets;
- Manage all aspects of the Utility Rate Model, exhibiting a detailed understanding of the capital reserve contributions, rate setting, overhead costs, and cost recovery targets;
- Manage and report on the operational budget variances for Infrastructure Management, Recreation, Culture Services, and other ICS departments as needed;
- Undertake a lead role in managing the Financial Impact Model for the Growth Study and potential annexation processes;
- Assist departments with business plan development for major new initiatives;
- Undertake directed financial audits of selected programs and budget areas as assigned by the General Manager;
- Develop detailed cost recovery models for all major City program facilities and select programs;
- Create and manage a dashboard system to track key financial performance measures on behalf of ICS departments;
- Coordinate the implementation of new initiatives as assigned by Financial Services related to procurement, financial accounting, and variance reporting;
- Assist Planning & Development with the tracking and follow-up of outstanding securities and levies; and
- Manage and oversee major operational grant programs such as 'Green Trip' funding and environmental projects.

Options Considered

1. Leave status quo – this is not recommended as the challenges being experienced at the present time will not be resolved through the current structure.

2. Request another position for Financial Services – the position is required to support operational departments with their financial requirements. Placing it in an internal department would shift the emphasis into an administrative perspective. Having the position report to operations will give the incumbent a greater understanding of the operations and how they are related to the financial outcomes of the department.

3. Engage contracted services – this option exists for "short-term" enhancements to the Utility Rate Model and miscellaneous projects as directed. The creation of a permanent position allows for ongoing oversight and analysis and will ensure that rates are always reflective of our cost recovery strategy.

Efficiencies

The position will increase overhead costs up front but will create efficiencies within operational departments by facilitating the budget and budget variance process to run much more seamlessly. Budget development will happen faster and the budget variance process will become more accurate. By having dedicated resources monitoring cost recovery models the information won't have to be tracked down and analyzed by staff without financial knowledge. Thus, the information will be available in a faster and more accurate manner.

Innovation

This position primarily assists to address growth pressures although it should help to enable our subject matter experts to be more focused on proceeding with innovative ideas in their operational areas given that they should be spending less time focusing on financial management.

Historical Trends

- The City has more than doubled its population in the past 25 years. The number of households that require services has also more than doubled.
- In the last 10 years, the city has grown by 66%.
- The number of utility accounts has grown by 35% in the past five years. Currently there are 8101 separate utility accounts.
- These trends have resulted in a 72% growth in the overall Utilities budget.
- The ICS Division is now responsible for budget funds in excess of $36,000,000 including the Utilities section – this represents over half of the total corporate budget.
- There are approximately 22 employees within the ICS Division who are responsible for the management of a budget area.

Comparators

Several municipalities have financial positions dedicated to specific subject matter areas although they all seem to appear in different forms and functions. Some municipalities run with a more fully centralized financial accounting model while others are more decentralized. All municipalities must decentralize at some point, although that point of decentralization varies by municipality.

2016 Operations

Budget Request

Land Management Program

Request #
12-0099

Division: Office of the City Manager
Department: City Manager (ICS Administration-61000)
Responsibility: City Manager

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$165,372	Operations	Ongoing

Overview

This plan request is meant to create a more efficient and purposeful approach to our real estate management function that helps better manage the City's risk and better position us for the future. The City plays an integral role supporting and enhancing the quality of life of citizens through ongoing efforts to build, maintain, and manage physical assets. This includes many broad categories such as building and managing recreation and culture facilities, roads and utilities, and all parks and outdoor spaces. It is imperative that the City is diligent in managing and maintaining physical assets to ensure the efficient and effective delivery of services and to prepare for future service level requirements.

At the present time, the City does not have defined roles and responsibilities related to leases and land management. We do not have current or future land requirements well defined and initiatives that involve the use of City owned land for leases or new services are dealt with on a one-off basis. A great deal of pressure is placed on the City to provide land and facilities for schools, not-for-profit groups, recreation activities, economic development opportunities, utility operations, and City operations.

Presently we are spending a significant amount of time undertaking the negotiation and finalization of leases and legal agreements with external groups and agencies such as industry, businesses, and not-for-profit groups. At the same time, the supply of developable land is shrinking quickly and the land asset base with which to meet community needs is decreasing.

Lease Agreements

At this time, it is estimated that there are in excess of 100 formalized leases, memorandums of understanding, and legal agreements. These are currently being managed by a multitude of City staff for various purposes, usually as it relates to departmental function. This list does not include the current outstanding lease negotiation with the Families First Society, several outstanding requests from cell phone providers, and other vendors for the use of City owned land and facility space.

While some legal agreements are fairly straight forward many require multiple in-person meetings, emails, and phone calls in addition to the time it takes to review and research the specific text in the document. Much of this work is done by Directors or Managers as the work is highly technical and not easily administrated by a clerk or front line employee.

Administration, in trying to come up with a consistent and effective approach towards leases and land management, has encountered several challenges that are creating inefficiencies and leave the City open to challenges from external agencies in the future. They are as follows:

1. Lack of clear guiding strategy related to lease negotiations:
    - Some leases are charged at market rate;
    - Some not-for-profit groups pay lease rates at a higher percentage of market rate than others;
    - There are no cost recovery targets currently in place; and
    - Some groups are asked to maintain their space to a higher standard than others.
2. Inconsistency with renters versus lease holders – the City needs to ensure that groups who are asked to rent space are carrying the same financial burden as groups who are leasing space.
3. Inconsistent approach across departments towards lease negotiation and cost recovery targets – leases are administrated by 14 different staff members, most of them being Directors (there are examples of the same types of leases being managed by two different departments).
4. Better managed approach between Administration and Council – the leasing of the old RCMP building was an example where Administration pursued a lease agreement that was not supported by Council.
5. Lack of internal expertise with the proper subject matter/specific training related to lease agreements and lease negotiations – the City is spending a significant amount of money on legal fees when there are lease issues. In addition, certain leases require a strong business approach while others may call for a community development approach.
6. Resourcing concerns – many departments are saddled with a significant number of leases which take a significant amount of time. As a result, department leaders are spending a great amount of time managing leases and associated issues.
7. Lease responsibility gaps – many leases do not fit into a specific subject matter area. Departments are asked to take on the negotiation and management of leases in which they are not subject matter experts.

Examples of Current Specific Lease Issues and Challenges:

- Fort Saskatchewan Historical Society – lack of space to accommodate both the Society and City staff requirements at the Warden's House.
- Fort Saskatchewan Curling Club – the building is in a considerable state of disrepair. Long term investment into the structural and mechanical components of the facility are being neglected.
- Families First Society – Administration was instructed to lease the building out for $1 per year and spend up to $170k to "bring the old RCMP building up to code". There is some debate as to what our responsibilities are with respect to what is, and is not, a cost upgrade related to code.

- Food Gatherers Society based their $1 per year request on the same premise which was granted to the Families First Society.

Land Management

This program is required to enable the City to plan for the future responsibly, better understand current and future land needs, and acquire the expertise to effectively manage issues relating to the existing supply of land. At the present time, we are contracting land management functions externally to a variety of companies for appraisals, sales, negotiations, and legal agreements related to crossings, access, and encroachments. Some known examples of current challenges related to land management are:

- Sales/purchases – the City currently has no in-house expertise to negotiate and finalize the purchase or sale of land.
- Land Strategy Master Plan – there is no overall plan in place that creates goals as to how much land the City needs to purchase for current and future community needs. This includes planning for municipal land needs if new lands are acquired within our boundaries.
- Land contamination management – a full inventory does not exist of the contaminated land currently within the city along with a mitigation plan. There is legislation going into place at the provincial level that is more stringent regarding contaminated land remediation.
- Land appraisals for purchases, levy formulas, leases, and land sales – it is important to continually understand the present value of different land types within the city.
- Levy formulas and securities management – there needs to be more tracking/analysis conducted relating to the rates and collections/disbursements of levies and securities.
- Encroachments and access agreements – a considerable amount of time is required to handle access agreements and encroachments as the City continues to grow and develop.
- City use of private land – there are instances where the City requires access to/through or the use of private land for the provision of services.
- Habitat for Humanity – is a program that requires a significant amount of City owned land for the purposes of sustaining operations until it becomes self-sustaining.
- Road licensing agreements – tracking and negotiation of these agreements on all border roads.
- Reciprocal use agreements – they need to be revisited and evaluated periodically to ensure there is a true reciprocal benefit to both parties under the agreement.
- Park and facility naming – there needs to be a point of contact for the process of using a name from the naming registry for City owned assets.
- Policies and procedures as they relate to City owned property, e.g., food trucks, structured activities in parks, etc.

Some of our known future land needs and opportunities include, but are not limited to:

- land for the next fire hall;
- additional land for equipment and materials storage for the Infrastructure Management department;
- Habitat for Humanity projects;
- snow storage facility;
- economic development opportunities;
- school site locations and planning for site servicing;

- recreation facility development;
- pipeline and utility corridors; and
- land for Heartland Housing.

Efficiencies

Having a dedicated subject matter expert for lease renegotiation will be far more efficient than several employees trying to become subject matter experts in this area. Legal training for lease negotiation and finalization is more efficient when it has to be given to one person rather than several.

There is the potential for significant savings in the long term by having a more proactive approach to our land purchasing needs. It is far less cost effective to wait until land is needed for municipal operations, being left with few/no options for the purchase of property, than it is to purchase land well in advance before property values inflate and the City is forced to pay a higher price.

Innovation

Almost all larger, and even a few of the smaller, municipalities have some form of land management program in place. Very few municipalities have a comprehensive understanding of future municipal land use needs, while there are several that undertake the purchase of land for the purposes of development. We may be one of the first to undertake a detailed look at long term future municipal land needs.

Historical Trends

- There are over 100 formalized lease agreements within the City that need to be managed, negotiated, and updated periodically.
- City land has recently been given away for the Dr. Turner Lodge, Fort Hospital, and Habitat for Humanity, in addition to being consumed for municipal needs such as the new RCMP detachment. No plans are in place at this time to replace those land assets.

Comparators

- Parkland County has a dedicated Land Agent position that deals with land management issues. This position has more of a rural focus as the County does not have the same leasing responsibilities with community groups.
- The City of Edmonton has an entire department dedicated to land acquisition and development. http://www.edmonton.ca/business_economy/land-sales.aspx
- Strathcona County has three positions within the Planning & Development department that are dedicated to assessment of municipal land requirements and negotiating to purchase those lands.
- The City of Grand Prairie has a Land Management Department that operates according to a comprehensive Land Management policy. http://www.cityofgp.com/index.aspx?page=884
- The Regional Municipality of Wood Buffalo has a Lease Coordinator position.
- The City of Camrose maintains a large land bank on the outer edges of its urban boundaries in order to facilitate development of residential and industrial land. This is done through the Economic Development Department.
- The City of Airdrie has a separate Corporate Properties Department that is responsible for managing City owned property, leasing City property, and purchasing land for City use. http://www.airdrie.ca/index.cfm?serviceID=812

- The Municipal District of Opportunity has a 'Land Sale and Land Development' policy that guides decisions related to development of municipal lands. This is administered through a Planning Analyst position in the Planning & Development Department.
- The Town of Okotoks manages municipal land development and purchasing through the Economic Development Department (a team of four people).
- The City of Brooks undertakes a significant amount of development of City owned land for both residential and commercial purposes.
- The City of Lethbridge runs its own land development department as a branch of Economic Development with nine people involved.

2016 Operations

Budget Request

RCMP Officer Increase

Request #
21-0005

Division:	Corporate and Protective Services	Budget Year:	2016
Department:	Protective Services	Category:	Growth
Responsibility:	Protective Services Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$73,000	Operations	Ongoing

Overview

Fort Saskatchewan is faced with challenges to maintain police service levels in times of significant community growth, increasing serious nature of complaints and complicated investigations. Police respond to calls for service 24/7, 365 days a year. The contract cost for one officer in 2016 is $146,000. The current starting salary for an officer graduating from Depot is $50,674 and it incrementally increases for 36 months in the field when it reaches $82,108. The contract price includes all operational materials, equipment, IT systems, vehicles, training and special police services. It is expected that this new position will not be filled until midway in 2016 so the budget impact is 50% of one officer for this year.

A comprehensive five year plan for policing resource requirements was presented to Council in November, 2013 as part of the budget process. The Plan outlined three main factors to consider in setting police resource requirements:

- Police to Population Ratio (PPR) – Over the past ten years, the police service levels in Fort Saskatchewan have consistently been maintained with a PPR in the range of 1/850. The significant number of busy hotels along with rooms and homes for rent, reflect the steady numbers of a temporary resident population. These numbers are not considered in the PPR, however they do contribute to calls for service for police. The projected 2016 population of 24,761 (3% growth) along with an increase of one officer would maintain a police/population ratio at 1/884. Fort Saskatchewan's policing needs are somewhat unique due to several factors: community growth (temporary residents mentioned above); smaller size community and police resource numbers

means less police resources working on shift at any given time; provincial jail which increases calls for service; traffic volumes; and community expectations (outlined in detail below).

- Crime trends – Within police services, police officers are generally responsible for enforcing the law, preventing and reducing crime, assisting victims, maintaining order and responding to emergencies. In addition to these reactive activities, police officers conduct drug investigations, neighborhood patrols, surveillance, stopping suspicious persons and traffic control to maintain our safe community. All of these activities require administrative work such as report writing and processes required for handling property and prisoners. Crime trends in Fort Saskatchewan reflect a decrease in persons crime, an increase in property crime, an increase in traffic collisions and a constant number of drug offences. Criminal investigations continue to become more complex, as much of the evidence is contained on cell phones and other mobile or computer devices. Although the numbers of persons crime investigations are down the complexity and potential for violence continues to increase. Officers work closely with our prosecutors to keep pace with current case law and changing legal standards, to achieve successful results. There is also an increased focus on terrorism, organized crime, drugs and national security. Our Detachment receives significant assistance from many RCMP special sections. A detailed crime trends chart is included as Appendix "A".

- Community Expectations – Our Detachment maintains ongoing communication with the community through several avenues: community surveys; consultation with community partners and stakeholders; presentations to community groups; the Policing Committee; online requests; ongoing requests for service received through City departments; special event booths; and conversations with citizens on a daily basis. Feedback from the community and residents provides firsthand information on how safe they feel; what they perceive are major problems in their neighborhoods; and what their level of satisfaction is with contact from police officers. Our community continues to be concerned with traffic safety; drug enforcement; negative youth activities; crimes against seniors; and fraud (especially internet fraud). In 2014 and 2015 police resources have been assigned to the functions they were intended. Previous years required reassigning resources to fill vacancies on the front line and provide response to calls for service. Community Policing, School Resource Officer, General Investigation Unit, traffic and all other positions are filled and active in their respective roles. Maintaining sufficient police resources satisfies community expectations; service levels; and investigational quality of police files.

Options Considered

1. Consideration was given to delay an officer increase until 2017, however current resource levels may not keep pace with calls for service, investigational demands and community satisfaction would suffer.
2. To achieve our goal of response to all calls for service and maintaining a high investigational quality, one officer should be added in 2016. This increase would keep the current positive momentum of all special sections functioning in their roles and the front line fully staffed.

Efficiencies

The Detachment management team continually reviews the provision of police services, community satisfaction and assignment of police resources. Our shared goal is to provide Fort Saskatchewan with the best policing service designed to fit the needs of our City.

Innovation

RCMP and Municipal Enforcement continue to strengthen their partnership in sharing traffic and bylaw enforcement duties. Resource challenges have affected our success in the bike patrol program, however we are planning for a successful program in 2016

Historical Trends

Fort Saskatchewan has maintained a police to population ratio in the range of 1/850 for the past ten years. In 2013 the Detachment consulted with "K" Division and Council to implement a plan of staffing two unfunded Surplus to Establishment (STE) RCMP members. The goal of this plan has been to maintain police resources closer to the established strength in 2015 of 27 RCMP members. When vacancies occur for various reasons, the STE members will assist the Detachment Commander in having sufficient resources to provide the expected service level.

Comparators

The chart included as Appendix "B" shows some comparative information for Alberta municipalities.

APPENDIX "A"

FORT SASKATCHEWAN MUNICIPAL

POLICE CRIME TRENDS REPORT

2012 – 2014

Category	2012	2013	2014
Traffic Collisions	647	665	667
Traffic Offences	2310	3061	4596
STEP – Selective Traffic			279
Criminal Code Traffic	100	63	17
Traffic – Bylaws	19	23	27
Impaired Related	252	240	248
Dangerous Operation	16	9	11
Other Provincial Statutes (Liquor, Trespass, Mental Health)	422	504	684
Other Bylaws	307	359	300
Firearms Act	14	19	29
Other Criminal Code (Fail to comply, Cause disturbance, Unlawfully at large)	752	868	639
Offensive Weapons	17	24	26
Indecent Acts	8	12	6
Criminal Code – Corruption	18	25	29
Assist serving documents, warrants, prisoners – held & escorted, Victim Services	919	1416	1403
Family Act, Immigration	13	56	30
Environmental Act	9	10	-
Drug trafficking	38	64	51
Drug production	4	-	-
Drug possession	119	146	143

Sex Offences	33	30	22
Harassment/threats	278	270	223
Kidnapping/hostage/abduction	19	2	3
Assaults	296	269	242
Theft under $5,000	553	485	462
Theft Over $5,000	98	106	100
Possession stolen property	24	31	19
Mischief to property	422	391	381
Fraud	110	177	157
Break & Enter	111	110	97
Arson	8	7	8
Common Police Activities (Abandon Vehicles, suspicious persons, False alarms, lost & found property)	3671	3454	3682
Assist General Public	278	269	348
TOTAL	11,915	13,170	14,932

APPENDIX "B"

FORT SASKATCHEWAN DETACHMENT

COMPARABLES – 2014

Detachment	Population	Criminal Code (CC) Files	Regular Members	CC/Member	Police to Population Ratio	Crime Severity Index
Okotoks	27,331	1,667	20	83	1,366	50.3
Spruce Grove	29,526	2,841	24	118	1,230	86.3
Cochrane	20,708	1,352	18	75	1,150	47.2
Chestermere	17,203	853	17	50	1,012	40.9
Cold Lake	15,736	2,092	16	131	983	120
Stony Plain	15,051	1,405	18	78	836	97.3
Leduc	28,583	3,195	32	100	893	97.3
Fort Saskatchewan	22,808	2,304	27	119	844	78.3
Lloydminster	31,483	5,384	45	128	699	148.6
Brooks	13,676	1,340	23	58	595	98.1

- Note that the Crime Severity Index is a measure of all Criminal Code violations including traffic and drugs. All crimes are assigned a weight based on their seriousness which includes actual sentences handed down by the courts. More serious crimes are assigned higher weights, less serious offences lower weights. Some crime levels may be higher due to the amount of proactive work of officers (impaired driving, drugs); so a higher Crime Severity Index may indicate increased levels of police work.
- Brooks has not conducted a recent municipal census, so the population figure is from 2011.

2016 Operations

Budget Request

Police Administration & Training Leave Coverage

Request #
21-0014

Division:	Corporate and Protective Services	**Budget Year:**	2016
Department:	Protective Services	**Category:**	Growth
Responsibility:	Protective Services Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$27,250	Operations	Ongoing

Overview

Police administrative support is comprised of ten full-time employee positions filled with thirteen full and part time staff. Most positions are required to be filled for every shift. Higher numbers of senior staff with more vacation, and mandatory training for RCMP systems and processes has increased our casual staff requirements.

Efficiencies

Utilizing full and part time staff to meet requirements of all police administrative positions allows Protective Services staff to meet work volumes. Staffing levels fluctuate to meet needs and remain efficient.

Innovation

A recent review of all police administrative support positions resulted in balancing of work-loads and assignments.

Historical Trends

The history of staffing police support functions has been incremental increases to meet needs while remaining fiscally responsible.

Comparators

Fort Saskatchewan Detachment maintains a communications dispatch for all emergency calls from 8:00 a.m. until 2:00 a.m. Neighboring detachments have a variety of arrangements – Strathcona and St. Alberta provide 24/7 dispatch; Spruce Grove/Stony Plain provide dispatch until 6:00 p.m.; Leduc and Beaumont are dispatched from Edmonton.

2016 Operations

Budget Request

Safety Code Inspections

Request #
23-0007

Division: Corporate and Protective Services
Department: Fire Services
Responsibility: Fire Chief

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$93,150	Operations	Ongoing
$7,000	Financial Stabilization Reserve	One Time
$100,150		

Overview

This request supports the recommendation from the Fire Insurance Grade Update Report received in 2013 and presented to Council March 18, 2014. Recommendations 7, 8 & 10 recommend the development of a target hazard inspection program, along with staff to meet the frequency of the service. Targeted programs are risk based with measurable goals and objectives to promote fire safety and code compliance.

Currently the Fire Department only conducts inspections based on request or complaint as outlined in our existing Quality Management Plan and in accordance with Fire Code Regulation 21/2015. Our current Quality Management Plan was approved in 2001 and recent changes within the Safety Codes Council do not consider a request or complaint as an acceptable level of service for a community of our size. As an accredited municipality the Fire Department is mandated to meet the requirements of the Alberta Fire Code for any compliance inspections such as occupancy loads and construction site safety plans.

Currently our inspections include occupancy loads, requests from new commercial buildings prior to opening and all construction fire safety plans for any project exceeding $5000 as required by the Fire

Code Regulation. Recent changes to the Regulations for daycares and day homes have impacted the Fire Department as these facilities now require fire inspections in order to be licensed. During the first two quarters of 2015 the Department saw the growth of inspections go from 43 in 2014 to 490 in 2015, an increase of 1040%. This growth is due to the Department meeting the requirements of the Fire Code Regulation in the area of construction fire safety plan reviews and site inspections. The Department was able to meet the increased demand for construction projects and site visits by utilizing the day shift pilot project staff comprised of our part time paid on call Firefighters.

In order to meet the recommendations of moving forward to a target hazard program, an additional Safety Codes Officer is required. The Fire Department has developed a building inventory based on the National Building Code Classification and below is a chart showing the current building numbers, the recommended inspection frequency by the Insurance Underwriters and projected hours required to complete the inspections.

Classification	Number of Buildings	Inspection Frequency	Estimated hours Per inspection	Required hours to complete
A1 Theaters	2	6 Months	2	8
A2 Restaurants , Halls, Schools	104	6 Months	3	624
A3 Arenas, Pools	4	6 Months	3	24
B1 Jails , Police stations	2	6 Months	3	12
B2 Hospitals , Nursing Homes care facilities	13	6 Months	3	78
C Apartments , Hotels, Lodges	50	6 Months	4	400
D Service Business, Offices	194	12 Months	2	388
E Mercantile	65	12 Months	2	130
F1 High Hazard Industrial	22	3 Months	4	352
F2 Medium Hazard Industrial	19	6 Months	4	152
F3 Low Hazard Industrial	62	6 months	4	496
Totals	536			2664

Options Considered

The Fire Department has considered contracting this position and recommends that a dedicated member to public safety would provide a proactive hands on approach with a vested interest in community safety. Contracted costs would be in the $95,000 to $150,000 range depending on level of inspector and additional resources required in the contract.

Efficiencies

The Fire Underwriters Survey states "That communities employing effective programs in these areas have significantly reduced fire related losses".

Fire inspections can also greatly reduce injury and fire loss by educating the building owners and occupants in the areas of fire safety.

Historical Trends

In the past five years the community has seen steady growth in both population and emergency call volumes with the ratio of calls per thousand population remaining steady between 12 and 15 calls. Our goal is to reduce this number.

Comparators

Many fire services within the Capital Region have developed or are currently developing a very similar proactive approach to fire safety, this includes Edmonton, Strathcona County, Leduc, St Albert and Spruce Grove. This program would place the City at par with surrounding communities within the Capital Region and support the safe community goal contained within the Community Sustainability Plan.

8. FIRE UNDERWRITERS SURVEY – Fire Safety Control Assessment

8.1. Fire Safety Control Grading Items

The sections below cover the four grading items that pertain to Fire Safety Control. Twenty percent of the Public Fire Protection Classification for the City of Fort Saskatchewan comes from the grading of Fire Safety Control. Fire Safety Control has become an increasingly heavily weighted portion of the fire insurance grading system. This is as a result of statistical data showing that communities employing effective programs in these areas have significantly reduced fire related losses.

A substantial degree of safety to life and protection of property from fire should be provided by provincial and municipal control of hazards. Control can be best accomplished by the adoption and enforcement of appropriate codes and standards for manufacture, storage, and use of hazardous materials and for building construction, as well as through training, advisory and education programs for the public.

8.2. General Program

This grading item reviews the general fire prevention, inspection and investigation activities of the fire department. The official in charge of fire prevention activities, in cooperation with the chief of the fire department, should establish an inspection procedure for correction of: obstructions to exits which interfere with emergency egress or with fire department operations, inadequate or defective automatic or other fire alarm equipment or fire extinguishing equipment or conditions in buildings or other structures which create a severe life hazard potential. Provisions should be made for the investigation of fires.

The fire prevention program should include visiting and inspecting of dwellings on an occupant voluntary basis and the continuous education of the public. The fire department should maintain a highly visible profile in enforcement, education, training, and advisory services.

Fort Saskatchewan Fire Department has one member of the fire department assigned to fire prevention and public education activities (Deputy Chief and Fire Safety Codes Officer). Fire prevention inspections are only completed on complaint or request. There is no fire prevention bylaw in place covering frequency of inspections by occupancy type.

The Deputy Chief and Fire Safety Codes Officer is trained to NFPA 1031, Standard for Professional Qualifications for Fire Inspector and Plan Examiner., Fire Inspector 2 and certified as a Safety Codes Officer with the Safety Codes Council of Alberta. The Deputy Chief is also trained to NFPA 1033, Standard for Professional Qualifications for Fire Investigator.

Fire Safety plans are reviewed for approval.

Public education is mainly through school tours and the PARTY program. Community events and local media are also used for public education. No members are trained to NFPA 1035, Standard for Professional Qualifications for Fire and Life Safety Educator, Public Information Officer, and Juvenille Firesetter Intervention Specialist.

Recommendation 7 Develop a Fire Prevention Bylaw/Quality Management Plan Concerning Prevention Inspection Frequency

A fire prevention bylaw/quality management plan should be developed for the City of Fort Saskatchewan with target hazard priority programming. The fire prevention bylaw should address inspections in occupancy types and a course of construction fire risk program which includes regular site inspections during construction facilities. A sample inspection frequency is provided in APPENDIX E FUS Technical Bulletin - Frequency of Inspections.

Recommendation 8 Acquire Additional Staff as Needed to Meet Frequency of Inspections

Additional staff should be acquired to meet the frequency of inspections. For maximum credit these positions should be trained to NFPA 1031, Standard for Professional Qualifications for Fire Inspector and Plan Examiner, other required safety codes certifications, and ideally have an industrial background.

Recommendation 9 Implement Software Database for Fire Prevention Inspections

A software database (backed-up) solution should be implemented for fire prevention inspection data.

Recommendation 10 Develop and Implement Public Education Programs

The Public Education Program should include promotion and development of various elements such as:
Smoke Alarm Installation Program
Hold Regular Fire Department Open Houses
Host Regular Community-Wide Fire Drills
The Program should also include promotion of Educational Programs/Materials such as, but not limited to:
Fire Smart
Fire Prevention Canada
Fire Safety Information
Home Fire Escape Plan Worksheet
Learn Not to Burn® (LNTB®)
Older & Wiser
Kitchen Care Fire Safety Program
"Use Candles with Care"
The Arson Prevention Program for Children (TAPP-C)
FNESS

Recommendation 11 Train Public Educators to NFPA 1035

For maximum credit Public Educators should be trained to NFPA 1035, Standard for Professional Qualifications for Fire and Life Safety Educator, Public Information Officer, and Juvenille Firesetter Intervention Specialist.

City of Port Saskatchewan received 271 points of credit out of a maximum possible 500 for this grading item.

2016 Operations

Budget Request

Fire Fighting Hours Increase

Request #
23-0013

Division: Corporate and Protective Services
Department: Fire Services
Responsibility: Fire Chief

Budget Year: 2016
Category: Committed

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$30,000	Operations	Ongoing

Overview

With the recent change to the provincial minimum wage, effective October 1, 2015, the Fire Department is required to move the minimum call out from 1.5 hours to 1.75 hours per emergency call out in order to meet the requirements of Employment Standards Regulation 14/97. The Regulation stipulates that the minimum compensation for a worker called in to work for short periods of time is 3 hours of pay at minimum wage. While the Fire Department is not paid minimum wage, the requirement to pay out the equivalent of 3 hours of minimum wage does exist and to meet this the call out hours need to be increased from the previous minimum 1.5 hours per call out to a minimum 1.75 hours per call out.

As training and non-emergency activities are a minimum of 2 hours, this increase is for emergency call outs only resulting in an increase of 1,027 hours for 2016 with a financial impact of $30,000.

Options Considered

Adjustment to both wages and call out hours was considered in order to meet the Employment Standards Regulation. With the amount of hours allocated for both emergency call outs and training, the recommended option is to increase the emergency call out minimum hours only, thus not increasing the dollars required for training and other non-emergency hours. As the hours allocated for training and

other non-emergency events are scheduled for a minimum of two hours, the requirement to pay the equivalent of 3 hours at minimum wage is met.

The Province has announced the intention to raise the minimum wage by 2018 to $15 dollars per hour which will have a further impact into the future. The Department has considered the potential timing of the increases and has developed a plan to meet the requirement of Employment Standards into the future.

Efficiencies

The Fire Department is a paid on call composite model consisting of 51 members with an annual wage operating budget of approximately $540,000. The equivalent model consisting of full time members would require 20 members and have an annual wage operating budget of approximately $2,500,000 per year. Having a part time model represents an annual savings to the City of approximately $1,960,000 per year.

Historical Trends

In the past minimum wage has not taken a large jump and the COLA increases for the Fire Department have been sufficient to cover any of those increases.

2016 Operations

Budget Request

Intern Planner Position Grant Funding

Request #
61-0001

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Planning and Development	Category:	Growth
Responsibility:	Planning and Development Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$36,850	Grant Funded	One Time
$36,850	Operations	One Time
$ 0		

Overview

To continue involvement in the municipal internship program, providing additional bench strength within the Planning & Development department at a subsidized cost. The internship would be year one of a two-year term starting spring 2016.

Options Considered

1. Continue involvement in the municipal internship program, providing additional bench strength to the department for a two-year term at a subsidized cost.
2. Discontinue involvement in the municipal internship program. The department will continue to provide service within target turnaround times. However, this will not enable the department to position itself to address procedural gaps prior to the next wave of growth.
3. Consulting services could complete tasks that will be assigned to this position and provide additional capacity to process development applications. The costs would be greater, the quality would be impacted, the City would not gain a trained 'backup' employee, and a provincial grant would not be available to subsidize the cost.

Efficiencies

During the last wave of residential growth, procedural gaps created hindrances for the department, wasting time and impacting customer service. The Intern position would increase the bench strength of the department, and provide the capacity necessary to address these gaps.

School Site Selection Guidelines
Similar to a St. Albert initiative, the Guidelines will create a process to help determine the next school site location. The guidelines ensure at the onset various factors are considered and necessary parties are consulted.
Securities Criteria
Through a development permit, the City requires a security to ensure certain site requirements are satisfied (i.e. paving, landscaping, submission of drawings, etc). Currently amounts are determined based on similar applications, which results in inconsistencies and can be time consuming. Creating a criteria will ensure all applications are treated equally, while providing customers with logic and consistency.
Communication Tower Protocols
Industry Canada regulates Communication Towers. As part of their process, they seek a 'Letter of Concurrence' from the municipality. If the municipality has a protocol in place to address these requests, we can establish consultation criteria, minimize impacts on environmentally and historically significant locations, establish siting and design preferences, etc. Without the protocol, the process defaults to Industry Canada's standards which substantially reduces our ability to influence the process.
File Search Procedure
Planning provides File Searches as an optional service. Currently, customer requests range from providing a copy of blue prints to completing an extensive search of all records for any related information. Regardless of the request, customers are charged the same rate. The lack of parameters can result in staffing costs not being recuperated. Developing a File Search Procedure will streamline the service, create efficiencies, ensure the fee is in line with the magnitude of the request, and reduce the risk of a FOIP violation.

In addition to the tasks listed above, a portion of the Intern's time would also be dedicated to assisting with processing applications. Addressing these gaps at this time will help better prepare the department for the next wave of growth.

An internship also allows a municipality to grow a potential employee. To keep up with application volumes, the department is anticipating by 2018 a fulltime employee will be necessary to maintain current service levels. With rapid growth in the Region, Planners are in high demand. Growing an Intern provides a potentially trained option when faced with future growth or staff vacancies. By participating in the program through Municipal Affairs, all of the above can be provided for a subsidized cost.

Innovation

Fort Saskatchewan first participated in the Municipal Internship Program in 2014. Prior to an Intern being considered by the municipality, the program screens to ensure the potential candidates are engaged, enthusiastic, and have demonstrated achievement. Municipalities participating in the internship program select from a group of top achievers.

Previous participation exceeded expectations. The Intern was promoted to a fulltime employee partway through the two-year term. As growth pressures are felt throughout the Region, Planners tend to be in high demand. Using the internship program to assess a potential fulltime employee serves as a great municipal resource.

Historical Trends

Fort Saskatchewan has experienced unprecedented growth over the past ten years. Rapid growth has resulted in less urgent tasks being delayed, as permanent employees focus on processing applications with maximum efficiency, managing new developments, and preparing for growth beyond our boundaries. The Intern position will provide resources to address less urgent tasks, and prepare the department for the next wave of growth.

Comparators

Several municipalities within the Region have participated in the Program including Strathcona County, Stony Plain, Spruce Grove, Lamont County, Sturgeon County, Leduc, Beaumont, and more.

2016 Operations

Budget Request

Increase Allocation for Casual Relief

Request #
61-0024

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Planning and Development	**Category:**	Growth
Responsibility:	Planning and Development Director		

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$9,100	Operations	Ongoing

Overview

Increase the budgeted amount allocated for casual relief to ensure coverage during Clerks' absences.

Efficiencies

Casual Relief staff cover the Clerk positions during periods of absence (vacation, illness, training, etc.). This arrangement ensures a representative is always available at the front counter without requiring an additional fulltime employee. Casual Relief staff are also used to complete simple but time consuming tasks when needed, allowing permanent employees to remain focused on more complex and pressing matters.

Currently, the budget allocated for coverage is insufficient to cover vacation alone, which has resulted in budget variances over the past few years. Planning & Development is requesting the allocation be increased from 0.1 full-time employee (FTE) to 0.25 FTE. This will provide sufficient time to cover vacations, as well as provide coverage for illness, training, and assistance with simple time consuming tasks.

Historical Trends

Over the past few years, the cost for Casual Relief coverage has exceeded the budgeted allocation.

2016 Operations

Budget Request

Growth in Parks and Open Spaces

Request #
72-0050

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Infrastructure Management	**Category:**	Growth
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$196,886	Operations	Ongoing

Overview

Administration requested $300K in 2015 to address growth in the Parks system over the past several years. Council granted $150K. Based on our work in 2016 and analysis of service levels to resourcing we continue to see a shortfall. This request is to address growth in past years and also the new development in 2016.

Parks and open space inventory has increased dramatically over the past few years. From 2005 to 2015 Parks assumed responsibility for an **additional 267 ha** of parks and open space. 267 ha is equal to approximately 8010 vacant City of Fort Saskatchewan residential lots. Included in these "vacant lots" we are responsible for mowing grass, line trimming, weed control, litter picking, graffiti removal, vandalism repairs, plowing trails and maintenance of playground equipment, trees, shrubs, garbage receptacles and benches. In order to maintain this additional inventory, Parks requires additional resources to catch up on past growth and efficiently grow moving forward. In 2016 it is expected that Parks will assume responsibility for a further 23 ha of land, equal to another 690 City lots.

Infrastructure Management further provides support to City events. By the end of 2015, it is forecasted that support will be provided for a total of 42 events, most of which occur evenings and weekends. Overtime is utilized for staff assisting with these events and for summer/winter storm response.

Parks is requesting one full time Equipment Operator II to assist in year-round operations. Also being requested are six 4 month Labourer I positions. These six 4 month term temporary staff would assist with line trimming and herbicide application for weed management of noxious weeds as these items are currently being recognized as a resource gap. Included in this request are the costs of vehicles, training and personal protective equipment for these positions. This request also addresses adding overtime based on historical actuals for storm response in winter and summer and watering flowers every day (including weekends) during hot weather.

Options Considered

- Contracted services have been utilized to assist with pruning trees – the outputs achieved by the contractor were found to be less than in-house staff achievements and contracting was substantially higher in cost. Contracted mowing and line trimming were researched and were found to be cost prohibitive compared to in-house performance of these tasks.
- Shrub bed removal – due to the addition of new subdivisions and parks, shrub beds were inventoried this year. The City is now responsible for over 900 shrub beds throughout the City. Removal of shrub beds in parks and along the trail systems and retaining only shrub beds in high profile areas would assist in better managing this program. In 2005 the City was responsible for 300 shrub beds.
- Reducing the flower program on the highway – removal of the large pots on the highway would reduce maintenance costs and would reduce risk to employees working on the highway. During hot weather these pots require water daily due to the impact of traffic and heat.

Efficiencies

- The 2015 purchase of the Toro Groundsmaster mower has greatly increased our ability to mow sports fields and Parks is now able to utilize this machine to mow the large park spaces more quickly as well; creating an efficiency. An estimate over the summer season is that utilizing this machine doubled the mowing capacity. Parks will continue to assess this efficiency over the season to determine accomplishments. Additional information on the accomplishments will be available in early 2016.
- As part of a past efficiency, some Arena staff worked in Parks during the summer months to assist by operating mowing equipment. Due to arena ice bookings running later in the spring, lacrosse and ball hockey demands in the summer and earlier ice in requests by user group bookings, this option is no longer feasible. The Arena staff, due to winter season booking requirements, generally take their annual vacation time and training during the summer months.

Innovation

In 2015 Parks implemented a three team system that is working very well. The finding so far is that when the crews are split into three teams (Trees and Shrubs, Park Amenities and Turf) and directed by a Lead Hand, improved supervision of the summer staff occurs since the wide variety of tasks and geographical locations are better managed.

Historical Trends

In analyzing City of Fort Saskatchewan staffing and inventory data from 2005 to 2015 it was found that each employee (both temporary and full time) is now required to maintain approximately 10 additional hectares (or the equivalent of 300 additional City lots) than the same employee in 2005 was responsible for. Trees, shrub beds, trails and park amenities such as benches, trash receptacles, dog bag dispensers, playgrounds, etc. have also dramatically increased in number and require constant care and attention.

Comparators

Benchmarking was completed with Wetaskiwin, Spruce Grove, Stony Plain and Beaumont this spring.

2016 Operations

Budget Request

Increase in Funding For Casual Relief Custodial Staff

Request #
72-0058

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Infrastructure Management	**Category:**	Growth
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$29,383	Rental Revenue	Ongoing
$81,223	Operations	Ongoing
$51,840		

Overview

City Facilities all require budgets for custodial staff to ensure we provide a clean, healthy, safe environment for guests and staff. Custodial budgets are mostly fixed in that some facilities are subject to a fairly standard usage pattern (such as City Hall). Some facilities are subject to variable usage patterns which means the custodial expenses will fluctuate depending on the utilization of the facility. An example of this would be the West River's Edge Pavilion which has gone from a periodic usage pattern to a frequent usage pattern in the last three years. *(See attachment I)*

In the last three years usage growth patterns have increased at the following facilities:

- West River's Edge Pavilion (up 87%)
- Legion (up 13%)
- CN Station (up 157%)

In addition, there is a significant amount of growth in certain new programs where the revenue collected is not sufficient to cover all the direct costs. In some cases there are no fees associated with the

bookings. Good examples of this are the programs that were added to the Old Fort facility in recent years, and numerous community meetings that occur at various facilities. However, these programs and meetings still require cleaning, set up and take down to be performed by custodial staff.

No budget adjustment has been requested in the past three years to address this as it was important to see if a trend could be established. A detailed review of facility use patterns over the last three years indicates that this growth is not likely to reverse.

Historical Trends

Performing a three year average of budget dollars spent for relief staff from 2012 to 2014, indicates a short fall in the 2016 budget. The last three years of budgeted relief staff deficits are as follows:

- 2012 $27,356
- 2013 $47,503
- 2014 $68,734

Facilities is requesting the additional funds to allow for us to continue with current service levels within our rentable spaces.

Attachment I

Hours booked by Meeting Space Per Year - 2012 through 2015 YTD								
Location	**2012**	**setup/teardown hours**	**2013**	**setup/teardown hours**	**2014**	**setup/teardown hours**	**2015 YTD**	**setup/teardown hours**
West River's Edge - Upstairs	281	66	931	179	2022	886	1632	532
West River's Edge - Downstairs	76	1	75	1	3	1	7	0
Program Space - NWMP Fort	491	3	499	8	795	112	337	105
Lions Pride	785	292	776	109	969	427	638	275
Lions Mane	768	141	802	113	1135	608	693	350
DCC Banquet Hall	1409	52	1418	237	1457	560	1256	422
DCC Green Room	471	26	409	17	758	135	356	40
Pacesetter Room	1138	112	1158	90	1589	466	1160	394
Scotiabank Room	1629	189	1305	131	1783	660	1721	414
Normandy Room	1701	290	2557	316	2447	1210	1985	1053
Ortona Room	746	136	1700	150	909	256	899	374
	9495	**1308**	**13643**	**1351**	**15881**	**5321**	**10684**	**3959**
				3.3% increase over 2012		**294% increase over 2013**		**at 74.3% of 2014 hours YTD**

Note: CN station set up is always left the same. Custodial staff cleans twice a week only -Tues/Thu from 1:00 - 3:30 -pm (5 hours per week)

2016 Operations

Budget Request

Recreation Development Supervisor

Request #
72-0059

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Recreation	**Category:**	Growth
Responsibility:	Recreation Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$121,194	Operations	Ongoing

Overview

The Recreation Department provides essential services that are imperative for the health and well-being of City of Fort Saskatchewan residents. As Fort Saskatchewan continues to grow as a vibrant and active community, there needs to be consistent growth in the Recreation Department to ensure that the recreation needs of current and future residents are being met.

With the implementation of the Recreation and Parks Master Plan, we will need to ensure that we have sufficient staff in place to support the plan, with a focus on community engagement, project fundraising, grant coordination and support to community sport tourism initiatives. The position will foster synergy and efficiency with City Departments and community groups to define and finance projects, and strengthen usage of recreation and parks amenities.

The City's recent success in accessing conditional grant and sponsorship funding means we should look at further investing in this source of revenue. Due to the magnitude of the cost associated with this Plan, a capital sponsorship program and a coordinated conditional grant strategy engaging the Recreation Services Department and stakeholders should be further developed to help reduce the effects on the Debt, MSI, Reserve and Tax.

The portfolios of current recreation staff is vast with no room to take on new initiatives such as the Recreation Access Program, research the latest trends in the recreation industry, or implement provincial and national recreation initiatives to residents. Also, to be aligned with our comparators, a "Standards of Play" for each sport needs to be developed and managed.

Options Considered

Recreation has spent the last year reviewing all staff positions and finding efficiencies wherever possible. Our department is at the point now where we cannot meet the needs of the residents and stakeholders nor position ourselves for growth without further resources.

Option 1— Approve the requested amount which will enable the Recreation Department to meet the demands of a growing community and enable us to properly manage the implementation of the Recreation and Parks Master Plan.

Option 2—Do not approve, and the Recreation and Parks Master Plan implementation will be delayed. As well, the Recreation Department will try to maintain current service levels within a growing community, but no new initiatives can be developed, or proper support given to our user groups.

Efficiencies

By increasing our staffing resources, Recreation will be able to better serve residents and stakeholders, by providing enriched and innovative recreational opportunities and properly manage future growth.

Comparators

Based on 2015 statistics, the average number of non-facility Recreation staff for surrounding municipalities is approximately 3 staff for every 7700 residents. We are currently sitting at 3 staff for every 12,500 residents.

2016 Operations

Budget Request

Parks Additional Winter Trail Maintenance

Request #
72-0067

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	New Initiative
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$32,016	Operations	Ongoing

Overview

Currently the Parks department clears 43.1 km of trail (not including sidewalks) within the City of Fort Saskatchewan. The growth increase is 22 km. More and more residents are using our trail systems year round. This would contribute to both user satisfaction and public safety. Based on the City's current Snow Removal Bylaw, Parks is required to clear the trails within 48 hours.

Options Considered

- Maintain 2015 service and inventory levels for snow clearing in 2016.
- Use contracted services to assist with increased inventory for snow clearing in 2016. This option is not recommended. Contractors include the cost of equipment and overhead as a cost of doing business. The City owns and maintains its own equipment (most utilized year round) and therefore are able to perform this task in-house more cost effectively.

Comparators

Strathcona County currently clears all trails within the Hamlet of Sherwood Park in 8 days, as a mandated service level. Spruce Grove clears all trails (approx. 60 km) within 48 hours or after higher priority walkways are cleared.

2016 Operations

Budget Request

Parks Operational Impact for West River's Edge Valley Enhancements

Request #
72-0068

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Committed
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$19,172	Operations	Ongoing

Overview

In 2014 and 2015 enhancements were made to the river valley in West River's Edge. This project included the addition of 11 new kilometers of trail, installation of bollards and 3 look-out stations in the West River's Edge area. 22 new benches and trash receptacles were also installed along the trail as part of the project. This plan request addresses the operational impact of the project for spring sweeping of the trails, mowing along the trail, maintaining park furnishings such as signage, benches, 3 look-out stations and emptying trash receptacles.

Winter trail maintenance does not form a part of this plan request. Winter trail maintenance is included in Plan Request 72-0067 Parks Additional Winter Trail Maintenance.

2016 Operations

Budget Request

Harbour Pool Service Level Increase

Request #
72-0069

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Recreation	**Category:**	Growth
Responsibility:	Recreation Services Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$88,045	Admission & Lesson Revenue	Ongoing
$134,684	Operations	Ongoing
$ 46,639		

Overview

This budget request is to start the process to fully utilize the existing Harbour Pool.

As a result of continued analysis of pool space to meet the demands from the growing community, this request is the first phase of a 5 year plan to increase Harbour Pool service levels to match the operational hours of the Dow Centennial Centre. At the present time there is capacity to increase operational hours by approximately 960 hours per year outside of the current schedule and approximately 500 hours per year within current operations.

The purpose of the budget request is to provide a service level increase to recreational swim times as a result of an on-going review of the facility operational schedule. In addition to the schedule review, several customer requests through surveys, public consultation and service request forms have been received, identifying a need to increase in two areas. First, the Early Morning swim that goes from 6-9 am needs to be increased from three to five days a week. Second, there needs to be a increase in hours Monday to Thursday evenings for May and June for an additional hour each day to accommodate Adult Swim. These requests will accommodate the needs of the growing community, create more consistent facility hours, promote healthy lifestyles, and increase the amount of Aqua Fitness, Lane and Adult swim times. To minimize the impact of this budget request, the projected admission fee increase has been applied (3% increase to admissions has been requested through the fees and charges).

In addition, this budget request is to provide a service level increase to program spaces available to the

public. As a result of an on-going review of the facility operations, public consultation and feedback from customers, and response to wait lists for programs, this request has the potential to add 494 additional program spaces to the Harbour Pool schedule. This request will help to accommodate the needs of the growing community, alleviate wait lists during popular program days and offer more preschool and leadership program times. This request increases Tuesday/Thursday PM lessons by 1 instructor station (126 spots), and 1 additional instructor station for May and June (50 spots), Preschool Plunge and Play program (80 spots) to include Tuesday/Thursday mornings, addition of Monday/Wednesday PM lesson in May and June with 2 instructor stations (46 spots), Saturday morning lessons increase by 1 instructor station (120 spots) and Friday PM lessons by 2 leadership instructor stations (72 spots). Leadership program opportunities help to keep youth engaged in aquatics and promotes development for potential future staff. To minimize the impact of this budget request, the projected lesson fee increase has been applied (7% increase per lesson has been requested through the fees and charges).

During recent Audits and an Incident Analysis completed at the pool by the Lifesaving Society, it was deemed essential that the pool staff participate in enhanced lifesaving and leadership training. Well trained staff provide an exceptionally safe environment and allow Harbour Pool to provide water safety leadership to the community. It was also recommended that Harbour Pool promote water safety and be the community leaders in this area. In this request, $10,890 is specifically for additional wages, to ensure that the staff receive this needed training.

Options Considered

Approve the total request increase for swim times and programs. This is a way to start the process of offering more aquatic opportunities to the community. As per the 2015 service level presentation, Harbour Pool staff has exhausted efforts to increase programs and spontaneous swims within the current operational model. This request is to increase the service level to start the process to fully utilize the existing Harbour Pool by adding additional program spaces and swim times.

Maintain the current service level at Harbour Pool. This would result in no service level increases at the facility. The impact is customers are going to other communities to take swimming lessons and other aquatics activities, as well as continued requests for increased services.

Efficiencies

The projected revenue for the lessons covers the requested increases required in wages-casual relief, courses, conferences and seminars, supplies and materials-program and lessons, uniforms for the requested service level increase to program spaces.

Innovation

This budget request is being presented to align with Strategic Goal #3.2 by developing new and expanding existing recreation facilities and programs. This request includes additional program and swim times that encompasses many age groups of customers. For example, this request includes additional leadership spaces to encourage youth to stay engaged in aquatic activities and develop leadership skills surrounding water safety as well as offering more preschool, youth and adult opportunities.

Historical Trends

Harbour Pool has not had a service level increase to the facility recreational swim schedule since 1997. All existing opportunities to expand programs and services have been exhausted. As part of continuing

analysis to improve operations, opportunities to expand programs and swim times have been identified. This information was provided to Council in 2014 as part of the service level presentation for Recreation Services. The request to increase the early morning swim times to include Tuesday and Thursday mornings was brought forward during the 2014 budget presentations. In 2014 there were 1953 customers on wait lists for swimming lessons.

Comparators

Within the region facilities are open consistently during the week and the requested increase in service level for early morning and adult swim times would be considered a normal operational function or level of service in surrounding communities. The following schedules were reviewed as part of this request—Claireview Recreation Centre in Edmonton, Millennium Place and Kinsmen Leisure Centre in Sherwood Park, Leduc Recreation Centre in Leduc, and the Aqua-Fit Centre in Beaumont.

2016 Operations

Budget Request

Theatre Front of House Assistant Hours Adjusted

Request #
74-0036

Division: Infrastructure and Community Services
Department: Culture Services
Responsibility: Culture Director

Budget Year: 2016
Category: Maintain

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$10,700	Donations and Rental Revenue	Ongoing
$10,700	Operations	Ongoing
$0		

Overview

This Project Request increases the budgeted amount of funding allocated to the Shell Theatre Front of House Assistant position to reflect actual costs and meet staff demand due to difficulties in using volunteers during dance festivals. The increase in funding is offset by an increase in Shell Theatre rental fees and sponsorship revenues.

Options Considered:

We used the DCC Facility Monitor and Custodian staff when needed. This practice results in pulling DCC Custodians and Facility Monitors away from their regular duties, 13-15 times per year to cover volunteer duties.

Efficiencies:

The Shell Theatre operates using City staff and volunteers. Volunteers are an essential part of the Shell Theatre operation. In 2014 the total volunteer hours given was 3,700 for a cost savings to the City of approximately $75,000. When volunteers are not available, City staff such as Front of House Assistants

must "step in" to provide services, especially during the dance festival season between March and June, a period where recruiting volunteers to cover 14 hours of operation per day is a challenge.

This request proposes to increase Front of House Assistant's hours and recover the costs through an increase in rental and admission fees at the Shell Theatre.

Historical Trends:

Since 2011, the financial allocation to the Front of House Assistant position has been lower than actual costs. In 2014, this amount reached $9,200 in wages and benefits. This is due to increased use of the Shell Theatre during the months of March to June, and less availability of the volunteer base to cover dance festivals. In 2016, the amount is projected at $10,700 in wages and benefits.

Rates at the Shell Theatre are adjusted on a regular basis to remain within the regional market. An average increase of 4.5% to the 2016 theatre rental rates is included in this budget, increasing revenue by $5,300. The proposed new rates are within the regional market and will contribute in recovering the additional Front of House Assistant cost.

Sponsorship revenues were higher than expected since 2011 with surplus revenue varying between $1,300 and $9,000. A $5,400 sponsorship revenue increase is included in this budget.

Comparators:

City of St Albert, Strathcona County, City of Leduc, City of Spruce Grove.

City of Fort Saskatchewan

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Property Taxes	37,246,111	1,629,542 (1)	1,387,525 (2)	-	40,263,178
Sales, Rentals and User Charges	19,390,736	360,045	818,557	-	20,569,338
Penalties and Interest	313,500	-	(10,900)	-	302,600
Fines, Licenses and Permits	3,861,500	-	129,113	50,000	4,040,613
Investment Income	517,000	-	148,000	-	665,000
Government Transfers	1,432,583	-	(6,793)	-	1,425,790
Other Revenues	2,185,740	27,017	1,238,954	53,600	3,505,311
Total Revenues	**64,947,170**	**2,016,604**	**3,704,456**	**103,600**	**70,771,830**
Expenses					
Salaries, Wages and Benefits	23,430,998	601,151	1,382,401	446,794	25,861,344
Contracted and General Services	9,771,080	219,636	1,507,836	373,410	11,871,962
Purchased from Other Governments	13,061,398	381,500	368,900	55,000	13,866,798
Materials, Supplies and Utilities	5,365,402	209,130	7,765	64,200	5,646,497
Grants to Organizations	1,370,164	62,629	9,500	-	1,442,293
Debentures	4,083,761	-	397,287	-	4,481,048
Bank Charges	120,500	-	37,400	-	157,900
Transfer to Capital	1,186,150	-	(12,450)	-	1,173,700
Transfer to Reserves	5,905,787	-	2,352	9,000	5,917,139
Other Expenses	651,930	27,017	(64,222)	-	614,725
Total Expenses	**64,947,170**	**1,501,063**	**3,636,769**	**948,404**	**71,033,406**
Net (Surplus)/Deficit	**-**	**(515,541)**	**(67,687)**	**844,804**	**261,576**

(1) Additional growth from property tax revenue in 2015

(2) Additional anticipated growth from property tax revenue in 2016

City of Fort Saskatchewan

2016 Proposed Budget by Department

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Elected Officials	445,200	-	6,800	-	452,000
Office of the City Manager	1,499,577	-	3,700	301,444	1,804,721
Financial Services Department	4,264,379	45,900	(63,432)	-	4,246,847
Corporate Strategy Department	224,250	-	37,000	-	261,250
People Services Department	1,275,305	574,334	120,732	-	1,970,371
Corporate Communications	664,121	7,500	227,600	-	899,221
Information Technology Department	2,014,640	-	72,025	-	2,086,665
Legislative Services Department	928,050	52,200	9,000	4,400	993,650
Fire Services Department	1,857,008	25,300	30,800	92,350	2,005,458
Protective Services Department	3,797,436	121,050	69,350	(45,000)	3,942,836
Culture Services Department	2,107,501	61,229	129,063	91,600	2,389,393
Economic Development Department	533,800	-	-	-	533,800
Family & Community Support Services Departm	732,975	1,740	(32,940)	-	701,775
Infrastructure Management Department	10,886,618	233,356	625,100	397,350	12,142,424
Planning & Development Department	632,921	-	9,099	-	642,020
Project Management Department	341,100	-	5,100	-	346,200
Recreation Department	5,041,230	(52,245)	114,478	2,660	5,106,123
Utilities	-	43,637	(43,637)	-	-
Department Total	**37,246,111**	**1,114,001**	**1,319,838**	**844,804**	40,524,754
Property Taxes	37,246,111	1,629,542 (1)	1,387,525 (2)	-	40,263,178
Net (Surplus)/Deficit	**-**	**(515,541)**	**(67,687)**	**844,804**	261,576

(1) Additional growth from property tax revenue in 2015

(2) Additional anticipated growth from property tax revenue in 2016

City of Fort Saskatchewan

2016 Capital Summary - Asset Categories

	Capital Budget	Operating Impact
Engineering Structure		
15014 Southfort Meadows Park Amenities	-	50,200
16001 Canada 150 Grant Fort Heritage Precinct Accessibility	415,200	26,000
16017 Local Road Rehabilitation	2,600,000	-
16019 Neighbourhood Rehabilitation	1,900,000	-
16038 Water Reservoirs - Fiber Optics Network	65,000	-
Total Engineering Structure	4,980,200	76,200
Buildings		
15021 Fort Phase 4 - Small Amenities	60,000	9,500
16002 Fort Heritage Precinct Site Enhancements	750,000	82,600
16021 City Hall Space Development	850,000	40,300
16039 Transfer Station - Office Replacement	75,000	-
Total Buildings	1,735,000	132,400
Water/Wastewater/Storm Systems		
15032 Sewer Service Reline	-	134,615
16020 Sewer Service Relines	1,200,000	-
16037 Water Meters - Radio Read Upgrades	390,000	-
Total Water/Wastewater/Storm Systems	1,590,000	134,615
Machinery & Equipment		
15026 High Profile Toro 5990 Mower	-	12,000
16006 Replace Brush Chipper	40,000	-
16007 Replace Bobcat Skidsteer	101,000	-
16009 JRC and DCC Zamboni Replacement	230,000	-
16010 Computer Equipment Replacement	116,300	-
16012 Parks - Compact Municipal Tractor	135,000	3,000
16013 Play Area Lifecycle Program - JD McLean Park	130,000	-
16014 Gear Washer Replacement	16,000	-
16016 Computer Network Infrastructure	330,000	-
16018 Computer Hardware/Software New Acquistions	195,000	-
16033 Project Management Software	100,000	-
16036 New Intersection Safety Device Camera installation	222,500	(45,000)
16040 Snow Blower for Snow Hauling	117,500	20,500
Total Machinery & Equipment	1,733,300	(9,500)
Furnishings		
16027 Theatre Stage Risers	30,000	-
Total Furnishings	30,000	-
Vehicles		
15027 Animal Control Vehicle	-	4,500
Total Vehicles	-	4,500
Total Asset Classification	**10,068,500**	**338,215**

Elected Officials

Fort Saskatchewan City Council is made up of seven elected representatives including, one Mayor and six Councillors. The Mayor and Councillors are elected by voters to serve a four year term.

The subsequent pages will provide information on the Elected Officials proposed budget and 2016 operating budget requests.

Elected Officials

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Total Revenues	-	-	-	-	-
Expenses					
Salaries, Wages and Benefits	336,100	-	4,800	-	**340,900**
Contracted and General Services	105,300	-	2,000	-	**107,300**
Materials, Supplies and Utilities	3,800	-	-	-	**3,800**
Total Expenses	**445,200**	**-**	**6,800**	**-**	**452,000**
Net (Surplus)/Deficit	**445,200**	**-**	**6,800**	**-**	**452,000**

Elected Officials

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Total Revenues	-	-	-	-	-
Expenses					
Salaries, Wages and Benefits					
Salaries - Council Regular	274,200	-	-	-	274,200
ER Contributions	33,500	-	-	-	33,500
Per Diems	28,400	-	4,800	-	33,200
Total Salaries, Wages and Benefits	336,100	-	4,800	-	340,900
Contracted and General Services					
Courses,Conferences&Seminars	25,500	-	-	-	25,500
Travel,Meals&Accomodations	38,500	-	-	-	38,500
Phone,Cell,Fax & Internet	9,300	-	-	-	9,300
Memberships & Subscriptions	1,400	-	-	-	1,400
Advertising & Promotions	27,600	-	2,000	-	29,600
Advertising&Promo-ArtInPublic	1,000	-	-	-	1,000
Printing & Duplicating	2,000	-	-	-	2,000
Total Contracted and General Services	105,300	-	2,000	-	107,300
Materials, Supplies and Utilities					
Supplies & Materials-Gen	-	-	-	-	-
Supplies & Materials-Office	3,800	-	-	-	3,800
Total Materials, Supplies and Utilities	3,800	-	-	-	3,800
Total Expenses	**445,200**	**-**	**6,800**	**-**	452,000
Net (Surplus)/Deficit	**445,200**	**-**	**6,800**	**-**	452,000

2016 Operations

Budget Request

Councillors' per Diem/Promotional Items

Request #
11-0004

Division:	Elected Officials	**Budget Year:**	2016
Department:	Mayor and Councillors	**Category:**	Growth
Responsibility:	City Manager		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$4,800	Operations per Diem	Ongoing
$2,000	Operations Promotional	Ongoing
$6,800		

Overview

1. In 2015 City Council began holding strategic planning retreats throughout the year. To accommodate the additional attendance of Councillors for this City business, four full-day per diems are required for the budget of each Councillor.
2. In recent years, community requests for promotional items have exceeded the amount of inventory budgeted for; therefore, the Mayor has requested additional funding to ensure adequate inventory is available.

Historical Trends

Community sponsorship requests for the Mayor's promotional inventory continue to increase each year. Budgeted amounts for this service have been exceeded consistently in recent years.

2013 – budget $16,700 / Use $17,005

2014 – budget $16,000 / Use $17,700

2015 (mid-year) – budget $20,400 / Use $16,300

Taking Care

of Business

Office of the City Manager Division

The Office of the City Manager division includes the following departments: City Manager, Financial Services and Corporate Strategy; which is led by the Chief Administrative Officer (CAO).

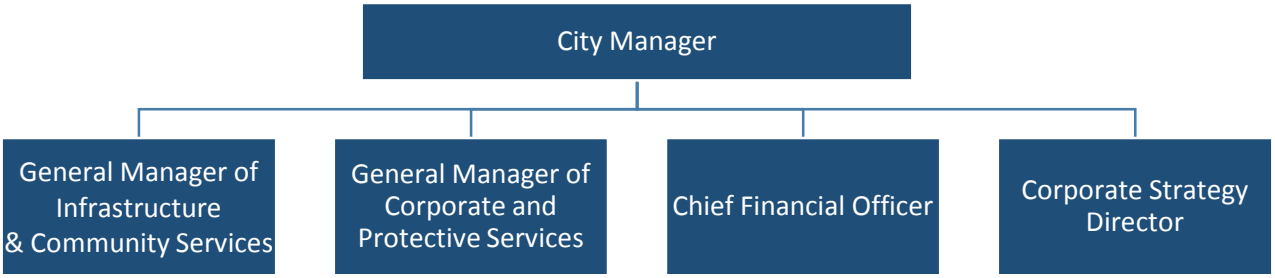
City Mananger..... Section 10

Corporate Strategy……..…….. Section 11

Financial Services..... .. Section 12

City Manager

The City Manager provides leadership and oversight to all City activities with the assistance of the Leadership Team. The City Manager provides strategic advice and guidance to both Council and City Administration. The budget of the Office of the City Manager provides for administrative support to the City Manager, two General Managers, and the office of the Mayor.



The subsequent pages will provide information on each department's proposed budget, 2016 operating budget requests and 2016 capital budget requests.

City Manager
2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges	2,500	-	(2,500)	-	-
Total Revenues	**2,500**	**-**	**(2,500)**	**-**	**-**
Expenses					
Salaries, Wages and Benefits	1,006,257	-	-	249,444	**1,255,701**
Contracted and General Services	248,826	-	4,110	52,000	**304,936**
Materials, Supplies and Utilities	118,792	-	(10)	-	**118,782**
Grants to Organizations	10,952	-	1,500	-	**12,452**
Other Expenses	117,250	-	(4,400)	-	**112,850**
Total Expenses	**1,502,077**	**-**	**1,200**	**301,444**	**1,804,721**
Net (Surplus)/Deficit	**1,499,577**	**-**	**3,700**	**301,444**	**1,804,721**

City Manager

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges					
Service Fees	2,500	-	(2,500)	-	-
Total Sales, Rentals and User Charges	2,500	-	(2,500)	-	-
Other Revenues	-	-	-	-	-
Total Revenues	**2,500**	**-**	**(2,500)**	**-**	**-**
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	787,700	-	-	202,800	990,500
Salaries - Regular:OptedOut OT	3,400	-	-	-	3,400
ER Contributions	215,157	-	-	46,644	261,801
Total Salaries, Wages and Benefits	1,006,257	-	-	249,444	1,255,701
Contracted and General Services					
Courses,Conferences&Seminars	18,925	-	-	6,000	24,925
Travel,Meals&Accomodations	37,700	-	-	10,000	47,700
Postage & Courier	36,506	-	10	-	36,516
Phone,Cell,Fax & Internet	5,980	-	-	2,000	7,980
Memberships & Subscriptions	21,715	-	-	1,000	22,715
Advertising & Promotions	6,800	-	-	-	6,800
Printing & Duplicating	29,250	-	-	-	29,250
Service&Mtnc Contracts	4,100	-	(1,900)	-	2,200
Staff Resourcess & Development	20,200	-	-	-	20,200
Strategic Planning	35,000	-	-	-	35,000
Contracted Services	32,650	-	-	33,000	65,650
Leases - Small Equipment	-	-	6,000	-	6,000
Total Contracted and General Services	248,826	-	4,110	52,000	304,936
Materials, Supplies and Utilities					
Supplies & Materials-Office	91,112	-	(10)	-	91,102
Furnishings & Equipment	27,680	-	-	-	27,680
Total Materials, Supplies and Utilities	118,792	-	(10)	-	118,782
Grants to Organizations					
Grants to Organizations	10,952	-	1,500	-	12,452
Total Grants to Organizations	10,952	-	1,500	-	12,452
Other Expenses					
Other	117,250	-	(4,400)	-	112,850
Total Other Expenses	117,250	-	(4,400)	-	112,850
Total Expenses	**1,502,077**	**-**	**1,200**	**301,444**	1,804,721
Net (Surplus)/Deficit	**1,499,577**	**-**	**3,700**	**301,444**	1,804,721

2016 Capital

Budget Request

City Hall Space Development

Request #
16021

Division:	Infrastructure & Protective Services	Budget Year:	2016
Department:	City Manager	Category:	Growth
Responsibility:	Project Management Director		

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$850,000	MSI Grant	One Time
Operating Impact		
$40,300	Operations	Ongoing

Overview

This project will develop the Lower Level of City Hall to include open concept workspaces and minimal offices.

As the City continues to grow offices are being shared and will continue to be shared. This project will allow City Departments to continue to be grouped together and an open concept work space will better maximize use.

Impact on Service Delivery

By keeping Departments together, staff and patrons will not be required to move between office areas and potentially floors of City Hall to see different people within the same department.

Innovation

Staff have been doubling up in offices over the last couple of years.

Life Cycle

Like all building projects with regular upkeep and maintenance the constructed elements are expected to last 50+ years.

Taking Care of Business

Corporate Strategy

The Corporate Strategy department provides project support to strategic initiatives across all areas of the City. This includes leading corporate-wide activities such as strategic and business planning functions, as well as providing internal management consulting services to perform internal reviews or other short-term projects that departments may not have the capacity to undertake with existing resources.

Strategic Planning	Performance Measurements & Reporting	Organization Development & Stakeholder Relations	Corporate Support
• Strategic Plan • Corporate Business Plan • Community Sustainability • Support Overall Governance Strategy	• Progress Reports on Corporate Goals & Priorities • Corporate & Department Performance Measures • Performance Scorecards & Reports	• Organizational & Leadership Development • Department Reviews • Advocacy Strategy • Stakeholder & Partner Relationships	• Project Management Support • Corporate Policies & Procedures • Best Practices • Issue Briefings

The subsequent pages will provide information on the department's proposed budget and 2016 operating budget requests.

Corporate Strategy

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Total Revenues	-	-	-	-	-
Expenses					
Salaries, Wages and Benefits	172,700	-	-	-	**172,700**
Contracted and General Services	51,550	-	37,000	-	**88,550**
Total Expenses	**224,250**	**-**	**37,000**	**-**	**261,250**
Net (Surplus)/Deficit	**224,250**	**-**	**37,000**	**-**	**261,250**

Corporate Strategy

2016 Proposed Budget -Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Total Revenues	-	-	-	-	-
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular					
12280 CM-Corporate Strategy	142,800	-	-	-	142,800
Total Salaries - Regular	142,800	-	-	-	142,800
ER Contributions					
12280 CM-Corporate Strategy	29,900	-	-	-	29,900
Total ER Contributions	29,900	-	-	-	29,900
Total Salaries, Wages and Benefits	172,700	-	-	-	172,700
Contracted and General Services					
Courses,Conferences&Seminars					
12280 CM-Corporate Strategy	2,950	-	-	-	2,950
Total Courses,Conferences&Seminars	2,950	-	-	-	2,950
Travel,Meals&Accomodations					
12280 CM-Corporate Strategy	5,200	-	-	-	5,200
Total Travel,Meals&Accomodations	5,200	-	-	-	5,200
Phone,Cell,Fax & Internet					
12280 CM-Corporate Strategy	1,200	-	-	-	1,200
Total Phone,Cell,Fax & Internet	1,200	-	-	-	1,200
Memberships & Subscriptions					
12280 CM-Corporate Strategy	2,200	-	-	-	2,200
Total Memberships & Subscriptions	2,200	-	-	-	2,200
Contracted Services					
12280 CM-Corporate Strategy	40,000	-	37,000	-	77,000
Total Contracted Services	40,000	-	37,000	-	77,000
Total Contracted and General Services	51,550	-	37,000	-	88,550
Total Expenses	**224,250**	**-**	**37,000**	**-**	261,250
Net (Surplus)/Deficit	**224,250**	**-**	**37,000**	**-**	261,250

2016 Operations

Budget Request

Regional Collaboration Initiatives

Request #
12-0103

Division:	Office of City Manager	**Budget Year:**	2016
Department:	Corporate Strategy	**Category:**	Growth
Responsibility:	Corporate Strategy Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$37,000	Operations	Ongoing

Overview

The Edmonton Metro Region is facing a number of challenges and opportunities: the region's communities are among the fastest growing in Canada and, at the same time, the global economy is changing. These realities bring many economic opportunities, as well as social and environmental challenges.

The City is currently working with eight other municipalities to be proactive in addressing the economic, social, and environmental issues that will face this region over the next 50 years. In total the nine municipalities represent 95 per cent of the region's current population and 96 per cent of its assessment base. The goal of this positive alliance is to develop strategies and actions to ensure a globally competitive and appealing Edmonton Metro Region. It is important that the City of Fort Saskatchewan be part of the discussions, which includes funding on a pro-rated population basis of $30,000. This request provides for this funding.

In addition to the above initiative, the City is a member of the Capital Region Board (CRB). Since its inception the Board has been funded by the Province however, in 2015 a portion of the funding was based on a cost shared, pro-rated population basis. As the City of Fort Saskatchewan is required by legislation to be a member of the CRB this request provides for our contribution of $7,000.

Efficiencies

The capital region is a model for regional collaboration. This includes collaboration among all municipalities such as the Capital Region Board, to other smaller positive alliances including the Capital Region Northeast Water Services Commission and the Heavy Haul South Bridge Functional Study Working Group. The City of Fort Saskatchewan constantly looks for opportunities to collaborate with other municipalities. Much of the time the City receives grant funding, however there are circumstances such as the one presented in this budget request where the City must contribute funds to ensure a voice at the table.

Innovation

The time is right to take a closer look at how to leverage the metro region's attributes to position the region for the future. To assist in the process, an independent Advisory Panel of respected community leaders was jointly established to provide frank and honest advice on how to best leverage the metro region's attributes. Panel members represent a variety of sectors: business, industry, finance, academia, arts and culture, social and not-for-profit agencies, public policy and agriculture.

It is believed that if we find new ways of thinking, acting and planning as a metro area – both in the short-term and over the long-term – our entire region and province will benefit. It is incumbent on us to work together to get ahead of the challenges and seize the opportunities for the Edmonton Metro area.

Financial Services

Financial Services ensures the organization is financially sound, accountable and transparent in managing public funds. Financial Services supports the business of the City through development of financial strategies that will effectively fund services, programs and infrastructure.

Financial Planning & Budgeting	Financial Accounting	Taxation	Utility Billing
• Long-Range Financial Planning • Budget Preparation • Variance and Forecast • Financial Sustainability	• Accounts Receivable • Accounts Payable • Investments • Debt Management • Financial Statements • Financial Information Return • Grant Administration • Tangible Capital Asset Tracking • Audit	• Annual & Supplementary Tax Notice Billing & Collection • Property Tax Roll Data Base • Property Tax Rates • Assessment	• Bi-Monthly Utility Billing & Collection • Utility Data Base

The subsequent pages will provide information on the department's proposed budget, 2016 operating budget requests, 2016 capital budget requests and fees and charges.

Financial Services Department

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges	68,900	-	9,000	-	**77,900**
Penalties and Interest	282,500	-	(20,000)	-	**262,500**
Investment Income	517,000	-	148,000	-	**665,000**
Government Transfers	43,000	-	-	-	**43,000**
Other Revenues	122,250	-	33,250	50,000	**205,500**
Total Revenues	**1,033,650**	**-**	**170,250**	**50,000**	**1,253,900**
Expenses					
Salaries, Wages and Benefits	1,239,900	100	51,250	-	**1,291,250**
Contracted and General Services	125,894	2,900	49,450	-	**178,244**
Purchased from Other Governments	262,020	42,900	16,700	50,000	**371,620**
Materials, Supplies and Utilities	-	-	-	-	**-**
Bank Charges	120,500	-	37,400	-	**157,900**
Transfer to Capital	1,173,650	-	50	-	**1,173,700**
Transfer to Reserves	2,322,133	-	2,700	-	**2,324,833**
Other Expenses	53,932	-	(50,732)	-	**3,200**
Total Expenses	**5,298,029**	**45,900**	**106,818**	**50,000**	**5,500,747**
Net (Surplus)/Deficit	**4,264,379**	**45,900**	**(63,432)**	**-**	**4,246,847**

Financial Services Department

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges					
Service Fees	68,900	-	9,000	-	77,900
Total Sales, Rentals and User Charges	68,900	-	9,000	-	77,900
Penalties and Interest					
Penalties-A/R & Property Tax	282,500	-	(20,000)	-	262,500
Total Penalties and Interest	282,500	-	(20,000)	-	262,500
Investment Income					
Interest-Investments	462,000	-	138,000	-	600,000
Interest-Bank Current Accounts	55,000	-	10,000	-	65,000
Total Investment Income	517,000	-	148,000	-	665,000
Government Transfers					
Grants	43,000	-	-	-	43,000
Total Government Transfers	43,000	-	-	-	43,000
Other Revenues					
Funding from Reserves	-	-	50,000	50,000	100,000
Allocations-Charges to UT Fund	122,250	-	(16,750)	-	105,500
Total Other Revenues	122,250	-	33,250	50,000	205,500
Total Revenues	**1,033,650**	**-**	**170,250**	**50,000**	1,253,900
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	742,900	15,500		-	758,400
Salaries - Regular:OptedOut OT	-	900	-	-	900
Wages - Regular	228,900	(10,300)	41,000	-	259,600
Wages - Casual Relief	29,600	(5,800)	-	-	23,800
Wages - Overtime	2,900	(1,200)	-	-	1,700
ER Contributions	235,600	1,000	10,250	-	246,850
Total Salaries, Wages and Benefits	1,239,900	100	51,250	-	1,291,250
Contracted and General Services					
Courses,Conferences&Seminars	30,700	-	(1,900)	-	28,800
Travel,Meals&Accomodations	13,760	-	6,600	-	20,360
Phone,Cell,Fax & Internet	200	-	660	-	860
Memberships & Subscriptions	8,300	-	(900)	-	7,400
Printing & Duplicating	1,000	-	-	-	1,000
Service&Mtnc Contracts	1,450	-	(550)	-	900
Audit Services	42,025	2,900	-	-	44,925
Contracted Services	28,459	-	45,540	-	73,999
Total Contracted and General Services	125,894	2,900	49,450	-	178,244

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Purchased from Other Governments					
Service&Mtnc Contracts	262,020	42,900	16,700	-	321,620
Service&Mtnc Contracts	-	-	-	50,000	50,000
Total Purchased from Other Governmen	262,020	42,900	16,700	50,000	371,620
Bank Charges					
Bank Charges & Interest	120,500	-	37,400	-	157,900
Total Bank Charges	120,500	-	37,400	-	157,900
Transfer to Capital					
Trsf to Cap (PAYG)-	1,073,650	-	50	-	1,073,700
Trsf to Capital Fund	100,000	-	-	-	100,000
Total Transfer to Capital	1,173,650	-	50	-	1,173,700
Transfer to Reserves					
Trsf to Reserve	2,322,133	-	2,700	-	2,324,833
Total Transfer to Reserves	2,322,133	-	2,700	-	2,324,833
Other Expenses					
UncollectibleAccounts-Writeoff	1,150	-	-	-	1,150
Other	2,050	-	-	-	2,050
Allocation-ChargesfromUT/OP	50,732	-	(50,732)	-	-
Total Other Expenses	53,932	-	(50,732)	-	3,200
Total Expenses	**5,298,029**	**45,900**	**106,818**	**50,000**	**5,500,747**
Net (Surplus)/Deficit	**4,264,379**	**45,900**	**(63,432)**	**-**	**4,246,847**

2016 Operations

Budget Request

Fiscal Services Fees, Interest & Charges Update

Request #
12-0021

Division:	Office of the City Manager	Budget Year:	2016
Department:	Financial Services	Category:	Growth
Responsibility:	Finance Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$137,000	Service Fees & Investment Revenue	Ongoing
$40,300	Operations	Ongoing
$96,700		

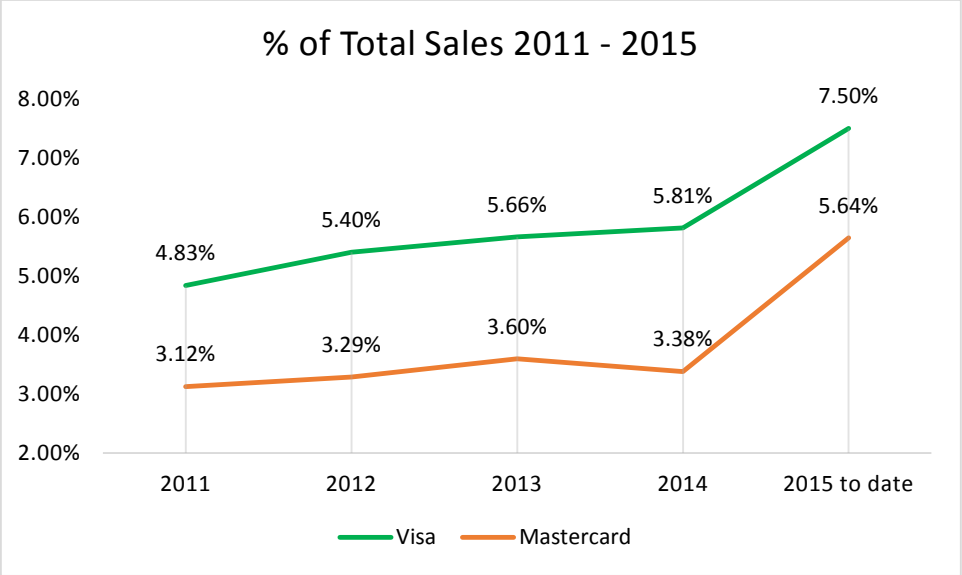
Overview

This plan request illustrates the need to adjust budget amounts to better reflect actual revenues and expenditures. Better fiscal planning and cash flow forecasts has resulted in increased investment and bank interest. The growth of the city has resulted in an increasing number of Citywide financial transactions, which in turn has increased bank charges. This is mainly due to higher volumes of credit and debit card payments, and in anticipation of future enhancements to online services.

	2015 Projected	2015 Budget	2016 Budget adjustment	2016 total Budget
Service Fees	77,500	68,500	*9,000*	77,500
Penalties	260,500	282,500	*(20,000)*	262,500
Investment interest	686,000	462,000	*138,000*	600,000
Bank interest	72,000	55,000	*10,000*	65,000
Total Revenues	1,096,000	868,000	*137,000*	908,300
Bank Charges	131,576	120,500	*37,400*	157,900
Audit Services	44,000	42,025	*2,900*	44,925
Total Expenses	175,576	162,525	*40,300*	202,825
Net Budget Effect			*$96,700*	

Options Considered

1. No longer offering online, credit or debit card payments as an option. However, based on the rising number of these transactions and the convenience they serve for our customers it does not seem viable. Fellow municipalities offer these type of payment options and customers expect them to be available. Credit card sales in particular have been trending upwards, as more and more customers use this payment method. For example, the chart below reveals that 7.50% of all payments processed in 2015 were made by Visa.



2. Consideration of not implementing any further kind of online services in the future was also an option. However, based on customer feedback and the direction other municipalities are headed, Financial Services decided that moving towards more online services in the future is the best decision, despite additional merchant fees.

Efficiencies

Continuing to offer payment via debit and credit allows for faster processing times by:

- No manual bank deposits
- No cheque verification or review
- No NSF payments
- No exchange or count of cash
- Instantaneous and guaranteed receipt of funds in our bank account

The Financial Services department is moving towards more online capabilities in the future to adhere to changing customer trends based on research. Based on a report by Statistics Canada, in 2014, 55% of Canadians reported they banked primarily online. As we offer more payment options, we save efficiencies in staff time (mainly in cash handling) so that focus can be on other initiatives.

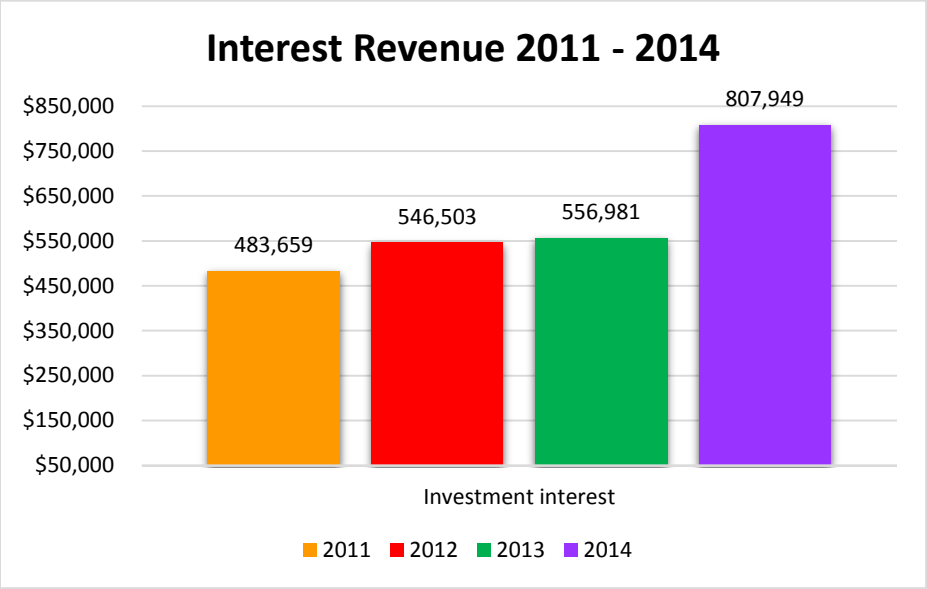
Careful monitoring of cash flow and the bank balance has resulted in additional revenue, particularly in investment interest. Financial Services focused on attaining the best investments based on attributes such as interest rates, terms and liquidity. Reserves management following industry best practice has also enabled the department to focus on current and long term financial planning, resulting in better day to day cash management.

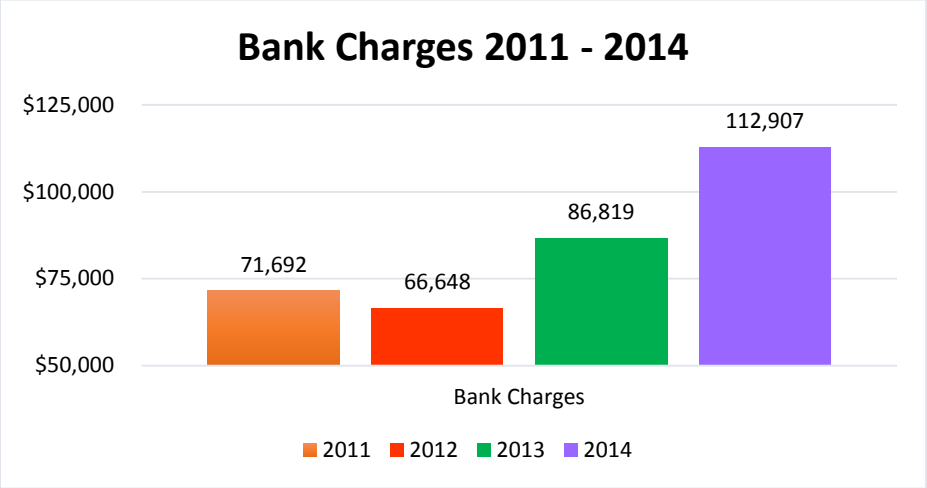
Adjusting the budget to reflect actuals will provide more accurate financial information throughout the year.

Innovation

Cash flow analysis has enabled a more innovative manner of investing funds, by estimating when cash will be needed to cover large expenses, while keeping optimum amounts invested at higher interest rates when cash is not needed.

Historical Trends



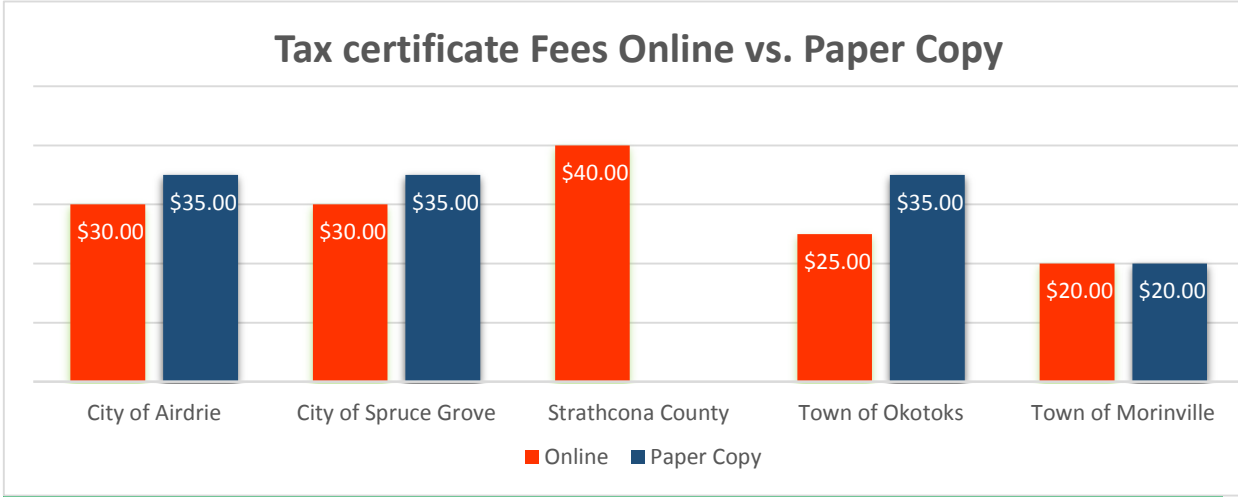


Comparators

A recent study by the Canadian Bankers Association indicated that 75 per cent of Canadians have given an indication that they are more than keen to move to a digital payment environment, one many other municipalities have already moved towards, (Payments in Canada, 2014).

Fees and Charges

In the proposed 2016 fees, the fee for tax certificates will be split between the paper copy for $35.00 and the online option for $30.00. Decreasing the fee for online processed tax certificates was decided based on other municipalities' fee schedules and to incentivize the program to customers.



2016 Operations

Budget Request

Assessment Services Contract Increase

Request #
12-0022

Division: Office of the City Manager
Department: Financial Services
Responsibility: Finance Director

Budget Year: 2016
Category: Committed

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$59,600	Operations	Ongoing

Overview

To accommodate the fee, the current 2015 budget of $260,020 will need to increase by $59,600 to a total of $321,620. Currently, the City contracts assessment services through the Capital Region Assessment Services Commission (CRASC) and fees are primarily based on annual parcel totals and per parcel rates. Budget increases are based on the per parcel fees (inflation) as indicated in the CRASC 2015-2017 business plan (with contingency for current contract negotiations) and an estimated increase in the number of city parcels expected in future years based on historical trends and projected growth. A smaller portion of the contract fee includes inspections based on annual permits received. CRASC provides annual assessment value updates as well as Assessment Review Board services.

Options Considered

In-house assessment services was considered as an option. This option would require trained staff, furniture and equipment and vehicle costs. An estimate of these costs are provided in the table below:

Description	*Annual Ongoing*	*2016 Onetime*	*Total 2016 Cash Outlay*
4.5 FTE Trained Staff	541,100	-	541,100
Furniture & Equipment	660	35,900	36,560
Vehicle costs	3,000	70,000	73,000
Estimated in-house cost	544,760	105,900	650,660
2016 budget estimate	321,620		321,620
Total estimated cost savings	$ 223,140	$ 105,900	$ 329,040

Efficiencies

CRASC is an excellent example of municipal collaboration. This collaboration creates a cost efficient way from municipalities to economically fulfill their assessment needs as CRASC complies with the Alberta Municipal Affairs legislative requirements.

An excerpt from the CRASC website (http://www.crasc.ca):

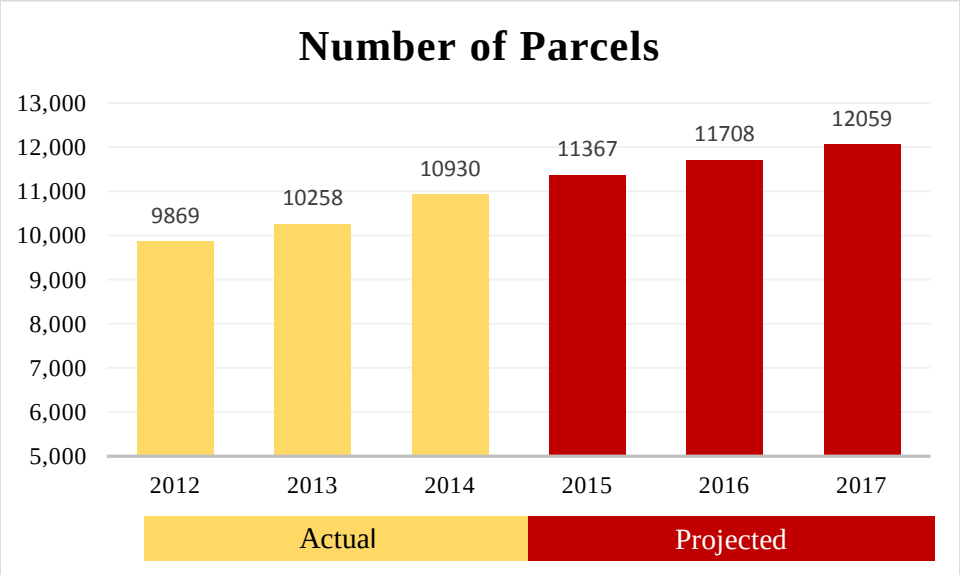
CRASC provides municipalities with leading-edge assessment services, such as digital photos, to provide accessible records and up-to-date information for municipal administrators and property taxpayers.

The limited number of assessment appeals filed with the member municipalities is a strong indicator of the high level of assessment services provided.

What we do for you

- *Annual total valuation update of the assessment*
- *Assessment roll updates for development permits*
- *Annual 20% selective assessment review/inspection*
- *Assessment audit and equalization*
- *Maintenance of computerized database*
- *Representation at:*
  - *Open House*
  - *Assessment Review Board hearings*
- *Supplementary assessments upon request*

Historical Trends



Comparators

Some municipalities with in-house assessment services include City of Edmonton, City of Grande Prairie, City of Lethbridge, City of Medicine Hat, City of St. Albert, Town of Okotoks, Strathcona County, Sturgeon County and Parkland County.

Other municipalities with contracted assessment services include the City of Leduc, City of Spruce Grove, Town of Beaumont, City of Cold Lake, and City of Lloydminster.

2016 Operations

Budget Request

Multi-Year Budget Implementation Investigation

Request #
12-0104

Division: Office of the City Manager
Department: Financial Services
Responsibility: Chief Financial Officer

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$50,000	Financial Stabilization Reserve	One-Time

Overview

Multi-year budgeting provides a longer term funding framework linked to the implementation of Council's Strategic Plan and other longer term priorities. Benefits of multi-year budgeting include the following:

- Alignment of longer-term goals and objectives with longer-term funding plans;
- Greater certainty is provided to taxpayers about the future direction of the City and taxes; and
- Improved accountability and transparency over spending plan changes.

As outlined in the Multi-Year Budgeting Overview, Section 4, in the 2016 Budget Deliberations Binder, many challenges were encountered in developing a system that meets the needs and expectations of the City.

In order to fully explore what is needed and clearly develop a common understanding of what is expected, it is proposed that to increase the likelihood of success, that the City bring in an expert resource to assist the City in developing a multi-year budget program.

2016 Capital

Budget Request

Project Management Software

Request #
16033

Division: Office of the City Manager
Department: Financial Services
Responsibility: Chief Financial Officer

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$100,000	Operations	One Time
Operating Impact		
$0		

Overview

This project involves the purchase and installation of Project Management Software for use by the Project Management and Financial Services Departments. As the City continues to grow and the complexities surrounding the reporting of Capital Projects increase, it is becoming more time consuming for Project Management and Financial Services teams to develop long-term Capital Plans, track the associated expenses and plan the necessary financing.

During the 2013 and 2014 year end audits, the auditors recommended that the City budget for all capital projects under one line item and that they be tracked outside of the general ledger. Project Management Software would accomplish both and meet their recommendation.

Project Management Software will integrate the planning and tracking of all Capital Projects within the Project Management and Financial Services Departments. It will reduce the amount of manual data entry currently required, improve the speed and accuracy of reporting, and help provide a better understanding of the financial impacts that capital projects have on the long-term Capital Plan.

The software will create synergies and efficiencies within the Project Management and Financial Services Departments as the long-range planning and day to day management, tracking, processing and reporting of projects would all be completed within one integrated software package.

Impact on Service Delivery

Starting in 2017, there is an operating impact of $25,000 per year for licensing, support, and maintenance.

Financial Services

For 2016, Financial Services is proposing revisions to its fees and charges to reflect transaction volumes and promote online services. Financial Services is proposing the following:

- New Fees
    - Online services to generate tax certificates
    - Printing of tax account statements

- Deletion of Fees
    - No transaction volume for providing photocopy services, and City pin purchases

Please see the following for Financial Services' detailed Fees and Charges with explanation of revisions.

Financial Services

2016 Fees & Charges

Preliminary information subject to change. E&OM accepted

Notes		Description	GST Applicable	Unit of Measure	2015 *	2016 *
		** Fees and Charges exclude GST. Where taxable (T), GST is charged at point of sale.*	*Taxable = T Exempt = E*		Current	Proposed
	Department: Financial Services					
		Property Tax Penalties				
		Property Tax Penalties shall form part of the total outstanding balance due and will be applied to the total outstanding balance on the dates as specified below.				
		On All Current Balances Due and Outstanding:				
		- July 1st	E	on current levy balance only	3.00%	3.00%
		- August 1st	E	on current levy balance only	6.00%	6.00%
		- September 1st	E	on current levy balance only	9.00%	9.00%
		On All Supplementary Balances Due and Outstanding:				
		- December 1st	E	on supplementary balance only	3.00%	3.00%
		On All Arrears Balance Due and Outstanding After December 31st in Any Year:				
		- January 1st	E	on total outstanding balance	9.00%	9.00%
		- February 1st	E	on total outstanding balance	9.00%	9.00%
		Other Fees				
		Property Tax Certificates - manual	E	per certifcate	$ 35.00	$ 35.00
1	**New**	Property Tax Certificates - on-line	E	per certifcate	$ -	$ 30.00
		Accounts Receivable Penalty	E	on invoices outstanding over 30 days	1.50%	1.50%
		Returned Items *	E	per item	$ 40.00	$ 40.00
		**** Includes stop payments, non-sufficient funds, closed / frozen bank accounts and Fort Electronic Payment Plan payments***				
		Reprint Prior Year Assessment and Property Tax Notices	T	per item	$ 10.00	$ 10.00
2	**New**	Statement of Tax account	T	per statement per tax roll	$ -	$ 25.00
3		City Pins	T	each	$ 0.95	$ -
4		Photocopies:				
		- 8.5" x 11" Single Sided	T	per sheet	$ 0.14	$ -
		- 8.5" x 11" Double Sided	T	per sheet	$ 0.24	$ -
		- 8.5" x 14" Single Sided	T	per sheet	$ 0.19	$ -
		- 8.5" x 14" Double Sided	T	per sheet	$ 0.33	$ -
		- 11" x 17" Single Sided	T	per sheet	$ 0.24	$ -
		- 11" x 17" Double Sided	T	per sheet	$ 0.38	$ -
		- 24" x 36" Single Sided	T	per sheet	$ 7.62	$ -

Notes	Description	Plan Request #
1	To make it more appealing for lawyers and citizens to get their tax certificates through the website online services we are introducing an online fee at a reduced rate from the manually prepared rate . Also the online service will cut down on staff time to generate and email these out so there will be a savings in staff time. In plan request 12-00021, there is a comparison of other municipalities who have online tax certificates and most offered the online tax certificate at a lower rate.	12-0021
2	As a cost recovery item, a reprint fee for previous years tax bills was implemented; as customers were not keeping their bills for their records and calling to get reprints. Now instead of reprints they are asking for statements so they don't have to pay the reprint charge. With our upgrade to our online services customers can get all this information free on the website. If they choose not to use the online services and require a clerk to get them this information we are charging them a fee for this service to recover our staff cost.	12-0021
3	City pins are not given out by Finance and when we inquired there has been no charge for city pins when they are given out.	
4	First floor does not get many requests for photocopies for citizen documents and if we do they are usually sent to the library. Planning budgets for photocopies so if we get requests on the first floor we can use the fees passed for planning.	

Taking Care

of Business

Corporate & Protective Services Division

The Corporate and Protective Services Division includes the following departments: Fire Services, Protective Services, Legislative Services, Information Technology, Corporate Communications and People Services; which are led by a General Manager. The General Manager is also the Director of Emergency Management as it is related to the Emergency Operations Centre.

Fire Services……..... Section 14

Protective Services……..……..... Section 15

Legislative Services……..... Section 16

Information Technology……...…….. Section 17

Corporate Communications……...……..... Section 18

People Services…..……. Section 19

Taking Care of Business

Fire Services

Fire Services strives to provide effective service delivery to reduce the level of risk and promote community confidence, safety and well-being through education, fire code compliance, and fire rescue response. Our exemplary fire service ensures the protection and preservation of life, property and the environment by providing timely and effective fire response to emergency situations that threaten life, health, property and the environment.

Fire Operations	Emergency Preparedness	Prevention & Inspections
• Fire Rescue Operations • Fire Investigations • Department Occupational Health and Safety • Equipment Inventory	• Enact the Emergency Management Act • City's Municipal Emergency Plan	• Alberta Fire Code Requirements • Educational Programs • Public Relations • Alarm Call Follow-up

The subsequent pages will provide information on the department's proposed budget, 2016 operating budget requests, 2016 capital budget requests and fees and charges.

Fire Services

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges	81,550	2,000	-	-	**83,550**
Other Revenues	-	-	7,000	-	**7,000**
Total Revenues	**81,550**	**2,000**	**7,000**	**-**	**90,550**
Expenses					
Salaries, Wages and Benefits	1,259,500	-	30,000	92,350	**1,381,850**
Contracted and General Services	162,350	17,300	600	-	**180,250**
Purchased from Other Governments	73,508	-	-	-	**73,508**
Materials, Supplies and Utilities	128,200	10,000	7,200	-	**145,400**
Transfer to Reserves	315,000	-	-	-	**315,000**
Total Expenses	**1,938,558**	**27,300**	**37,800**	**92,350**	**2,096,008**
Net (Surplus)/Deficit	**1,857,008**	**25,300**	**30,800**	**92,350**	**2,005,458**

Fire Services

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges					
Service Fees	67,750	-	-	-	67,750
Reimbursed Costs	13,800	2,000	-	-	15,800
Total Sales, Rentals and User Charges	81,550	2,000	-	-	83,550
Other Revenues					
Funding from Reserves	-	-	7,000	-	7,000
Total Other Revenues	-	-	7,000	-	7,000
Total Revenues	**81,550**	**2,000**	**7,000**	**-**	90,550
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	475,800	-	-	76,322	552,122
Salaries - Regular:OptedOut OT	5,900	-	-	-	5,900
Wages - Regular	596,900	-	10,572	16,028	623,500
Wages - Casual Relief	8,300	-	-	-	8,300
Wages - Overtime	23,400	-	-	-	23,400
ER Contributions	149,200	-	19,428	-	168,628
Total Salaries, Wages and Benefits	1,259,500	-	30,000	92,350	1,381,850
Contracted and General Services					
Courses,Conferences&Seminars	27,000	2,000	-	-	29,000
Travel,Meals&Accomodations	20,400	1,500	-	-	21,900
Postage & Courier	1,600	-	-	-	1,600
Phone,Cell,Fax & Internet	14,500	-	600	-	15,100
Memberships & Subscriptions	14,700	6,000	-	-	20,700
Advertising & Promotions	1,000	-	-	-	1,000
Printing & Duplicating	2,400	-	-	-	2,400
Service&Mtnc Contracts	16,500	-	-	-	16,500
Licences & Permits	2,300	-	-	-	2,300
Contracted Services	9,300	-	-	-	9,300
Insurance	25,950	3,300	-	-	29,250
Repairs & Maintenance	26,700	4,500	-	-	31,200
Total Contracted and General Services	162,350	17,300	600	-	180,250
Purchased from Other Governments					
Service&Mtnc Contracts	73,508	-	-	-	73,508
Total Purchased from Other Government	73,508	-	-	-	73,508

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Materials, Supplies and Utilities					
Supplies & Materials-Gen	33,900	10,000	4,600	-	**48,500**
Supplies & Materials-Office	5,100	-	-	-	**5,100**
Supplies&Materials-Prog&Lesson	9,300	-	-	-	**9,300**
Supplies&Materials-Maintenance	12,900	-	-	-	**12,900**
Uniforms	20,300	-	2,100	-	**22,400**
Employee Awards	5,700	-	-	-	**5,700**
Furnishings & Equipment	29,000	-	500	-	**29,500**
Vehicles-Fuel	12,000	-	-	-	**12,000**
Total Materials, Supplies and Utilities	128,200	10,000	7,200	-	**145,400**
Transfer to Reserves					
Trsf to Reserve	315,000	-	-	-	**315,000**
Total Transfer to Reserves	315,000	-	-	-	**315,000**
Total Expenses	**1,938,558**	**27,300**	**37,800**	**92,350**	**2,096,008**
Net (Surplus)/Deficit	**1,857,008**	**25,300**	**30,800**	**92,350**	**2,005,458**

2016 Operations

Budget Request

Maintain Fire Services Service Levels

Request #
23-0012

Division:	Corporate and Protective Services	Budget Year:	2016
Department:	Fire Services	Category:	Inflation
Responsibility:	Fire Chief		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$2,000	Reimbursed Costs Revenue	Ongoing
$24,000	Operations	Ongoing
$22,000		

Overview

After a comprehensive review with vendors, suppliers and service agencies it was determined that there are several areas that require increases in order to maintain service levels in Fire Services.

- revenue for emergency responses has been increased by $2,000 to meet the new provincial charge out rate of $600 per hour per unit (previously $500)
- cost of courses and associated travel for maintaining firefighter's competencies has risen
- repairs and maintenance is for the required annual testing of fire equipment including ladders, fire trucks, breathing air compressor and SCBA (self-contained breathing apparatus) to meet the requirements of NFPA (National Fire Protection Association), Fire Underwriters and OH&S (Occupational Health and Safety). The increase represents cost increases for the supplier that have been passed onto the City.
- two areas with the greatest impact are turn out gear replacement and our membership for the Fort Sask Alert system, both of which are supplied from United States based companies. Payment for these items is in Canadian dollars and the current exchange rate has had a negative impact on the pricing. These increases are reflected in supplies and materials and memberships.

Options Considered

In the area of turn out gear, a down grade in quality was considered along with changing the replacement cycle. Both options were looked at and it was determined that while a downgraded set of gear would cost less up front, it would require replacement more frequently making cost of ownership per year more expensive. Our current set of gear costs $3900 with a lifecycle of 8 years, representing a cost of $487 per year. A downgraded set of gear costs $2600 with a lifecycle of 5 years, representing a cost of $520 per year. A downgraded set of gear will also reduce the level of protection afforded to our Firefighters.

Efficiencies

Completing the required annual testing reduces liability to the City and the possibility of equipment failure while ensuring our Firefighters are using equipment that is fully operational and safe.

In the area of turn out gear, maintaining a consistent replacement program allows for changes in sizing and any premature failure due to uncontrolled circumstances.

Historical Trends

Turn out gear and equipment testing has typically seen a 4% to 5% annual increase in the past.

Comparators

Having a turn out gear lifecycle replacement program and a comprehensive equipment testing program are considered best industry practice in the Fire Service. These programs are a must to ensure the reduction in liability to the City in the event of any type of failure.

2016 Capital

Budget Request

Gear Washer Replacement

Request #
16014

Division: Corporate & Protective Services
Department: Fire Services
Responsibility: Fire Chief

Budget Year: 2016
Category: Maintain

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$16,000	Fire Equipment & Replacement Reserve	One Time
Operating Impact		
$0		

Overview

This project is the life cycle replacement of the current Fire Department's gear washer that was purchased in 2000. Since our last purchase there are new standards for required cleaning of firefighting gear and standards for the type of cleaning equipment. With the increased risks of exposures to our members by contamination on turnout gear it is imperative that cleaning standards are met to reduce the possibility of exposure to these harmful products. With the cost of turn out gear now at $3,900 per set, having the proper cleaning equipment will contribute to ensuring that the life cycle of the gear is met.

Options Considered

The option of contracting was considered. The timeline of a member not having gear while it is out for cleaning and the cost of shipping the gear does not make this a viable option.

Impact on Service Delivery

Cleaning our gear in-house enables the department to reduce the impact on service delivery by having members fully equipped and ready to respond in a timely manner.

Life Cycle

This gear washer is life cycled for 10 years of service.

Fire Services

For 2016, Fire Services is proposing revisions to its fees and charges to reflect increases; due to inflation, approved provincial rates and cost recovery. Fire Services is proposing increases to the following:

- Municipal Boundary Responses
    - New Provinicial rates
- Various Charges adjusted for Inflation
- Investigations/Inspections
    - To reflect accurate recovery of costs

Please see the following for Fire Services' detailed Fees and Charges for further explanation of revisions.

Fire Services

2016 Fees & Charges

Preliminary information subject to change. E&OM accepted

Notes		Description	GST Applicable	Unit of Measure	2015 *	2016 *
		** Fees and Charges exclude GST. Where taxable (T), GST is charged at point of sale.*	*Taxable = T Exempt = E*		Current	Proposed
	Department: Fire Services					
		Emergency Response Fees				
		Excludes ambulance calls				
		Replacement cost of equipment and/or materials used, lost or damaged as a result of the response may be applied				
		This fee (or a portion thereof) may be applied where the Fire Services Department responds to a fire, a rescue, a dangerous goods or other incident on any property.				
		This fee is exclusive of command cars and may be applied within the following guidelines:				
		- An unregulated release of dangerous goods				
		- A fire for which a person is convicted of arson under the Criminal Code of Canada				
		- An open air fire which is intentionally set, with or without permit, and becomes out of control or some other emergency results thereof				
		- Any request for emergency response service made willfully, in any manner, with reasonable cause				
		- A response to a motor vehicle accident, and/or a similar incident within, or outside the City's municipal boundaries				
		- Replacement cost of equipment and/or materials used, lost or damaged as a result of the response may be applied				
1		Within the Municipal Boundary Responses	E	per hour / per unit	$ 500.00	$ 600.00
1		Outside of the Municipal Boundary Responses	E	per hour / per unit	$ 500.00	$ 600.00
			E	minimum cost is equal to % of cost incurred PLUS	100%	100%
		Insulation Removal / Disposal, Hazardous Materials Clean Up etc	E	administration fee % of cost incurred	15%	15%
2		False Alarm Responses * (See Below)	E	per response	$ 500.00	$ -
		** No fee will be applied where owners have demonstrated responsible investigation or have initiated repairs of the malfunctioning safety installation*				
		- 1st Offence Within a Twelve Month Timeframe - Warning Issued Only	E	per offence	$ -	$ -
		- 2nd Offence Within Twelve Months of a Previous Warning Issued	E	per offence	$ 250.00	$ 250.00
		- 3rd Offence Within Twelve Months of a Previous Warning Issued	E	per offence	$ 375.00	$ 375.00
		- 4th and Subsequent Offence Within Twelve Months of a Previous Warning Issued	E	per offence	$ 500.00	$ 500.00
		Permit Fees				
		Construction Fire Safety Plan Permit	E	per permit / % of Building Permit fee (see Planning and Development section)	8%	8%
		Occupancy Load Permit:				
3		- For All Except Non-Profit Organizations	E	per permit	$ 100.00	$ 105.00
3		- Copy of Original Permit Issued	E	per permit	$ 40.00	$ 42.00
3		Sale of Fireworks Permit - Low Level or Shop Goods (Fireworks Accessories)	E	per permit / per year	$ 105.00	$ 110.00
		Discharge Fireworks Permit - High Level:				
3		- For All Except Non-Profit Organizations	E	per permit	$ 105.00	$ 110.00
3		Transportation of Dangerous Goods Route Permit	E	per permit / per year	$ 150.00	$ 160.00
		Investigations				
4		Fire Investigation by Fire Department Staff	E	per hour	$ 75.00	$ 85.00
		Fire Investigation by Contracted Service	E	minimum cost is equal to % of cost incurred PLUS	100%	100%
			E	administration fee - % of cost incurred PLUS	15%	15%
3		Investigation Report	E	per report	$ 200.00	$ 210.00

		Inspections				
		Regulated Occupancies:				
4		- Licensed Dayhomes or Foster Homes	E	per inspection	$ 50.00	$ 55.00
4		- Daycare, Healthcare Centres	E	per inspection	$ 100.00	$ 105.00
4		- Liquor Licence Inspections	E	per inspection	$ 100.00	$ 125.00
		Non-Regulated Occupancies:				
		- 1st and 2nd Inspection	E	per inspection	$ -	$ -
3		- 3rd and Each Subsequent Re-Inspection (to Confirm Deficiencies Have Been Corrected)	E	per inspection permit	$ 100.00	$ 105.00
		Other Fees				
3		Copy of File Search / Report	T	flat fee per address	$ 100.00	$ 105.00
		Copy of Photograph:				
3		- 4" x 6"	T	per photograph	$ 3.05	$ 3.25
3		- 5" x 7"	T	per photograph	$ 5.95	$ 6.25
3		- 8" x 10"	T	per photograph	$ 10.00	$ 11.00
3		- 11" x 14"	T	per photograph	$ 20.00	$ 21.00
3		- 16" x 20"	T	per photograph	$ 30.00	$ 31.00
		Public Education and / or Safety Programs	E	minimum cost is equal to % of cost incurred PLUS	100%	100%
			E	administration fee - % of cost incurred	15%	15%
		Lock Box Purchases	E	minimum cost is equal to % of cost incurred PLUS	100%	100%
			E	administration fee - % of cost incurred	15%	15%

Notes		**Description**				**Plan Request #**
1		Reflects new approved provincial rates				23-0012
2		Replaced by # of false alarm responses				
3		Inflation				23-0012
4		Increased to reflect accurate recovery of costs				23-0012

Taking Care of Business

Protective Services

The RCMP and Municipal Enforcement strive to provide every person who lives and visits our City feel cared for and protected. We provide a balance of enforcement and education which contributes to the quality of life in our City. Law enforcement is the framework of what we do and humanity and caring are why we do it the way we do.

RCMP	Police Administration	Police Committee	Municipal Enforcement
• General Investigations • Major Crime & Drug Related Investigations • Community Policing • Victim Services • School Resource Officer • Traffic Unit	• Radio Room Dispatch • Court Detail • RCMP Records Management • Exhibit Custodian	• Civilian Oversight of Law Enforcement • Public Complaints Director • Community Connections	• Traffic Safety • Bylaw Enforcement • Provincial Authorities • Bike Patrol • Weed Control • Animal Control

The subsequent pages will provide information on the department's proposed budget, 2016 operating budget requests, 2016 capital budget requests and fees and charges.

Protective Services

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges	29,500	-	500	-	**30,000**
Fines, Licenses and Permits	2,190,900	-	4,300	50,000	**2,245,200**
Government Transfers	625,920	-	2,000	-	**627,920**
Total Revenues	**2,846,320**	**-**	**6,800**	**50,000**	**2,903,120**
Expenses					
Salaries, Wages and Benefits	1,844,600	-	27,250	-	**1,871,850**
Contracted and General Services	670,300	450	(79,100)	5,000	**596,650**
Purchased from Other Governments	4,026,550	120,000	73,000	-	**4,219,550**
Materials, Supplies and Utilities	42,100	600	24,000	-	**66,700**
Transfer to Reserves	60,206	-	31,000	-	**91,206**
Total Expenses	**6,643,756**	**121,050**	**76,150**	**5,000**	**6,845,956**
Net (Surplus)/Deficit	**3,797,436**	**121,050**	**69,350**	**(45,000)**	**3,942,836**

Protective Services

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges					
Service Fees	29,500	-	500	-	30,000
Total Sales, Rentals and User Charges	29,500	-	500	-	30,000
Fines, Licenses and Permits					
Fines	2,171,900	-	300	50,000	2,222,200
Licences	19,000	-	4,000	-	23,000
Total Fines, Licenses and Permits	2,190,900	-	4,300	50,000	2,245,200
Government Transfers					
Grants	625,920	-	2,000	-	627,920
Total Government Transfers	625,920	-	2,000	-	627,920
Total Revenues	**2,846,320**	**-**	**6,800**	**50,000**	2,903,120
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	301,000	-	-	-	301,000
Wages - Regular	1,093,900	-	-	-	1,093,900
Wages - Casual Relief	92,800	-	25,000	-	117,800
Wages - Overtime	52,200	-	-	-	52,200
ER Contributions	304,700	-	2,250	-	306,950
Total Salaries, Wages and Benefits	1,844,600	-	27,250	-	1,871,850
Contracted and General Services					
Courses,Conferences&Seminars	21,800	-	1,000	-	22,800
Travel,Meals&Accomodations	11,900	200	1,500	-	13,600
Postage & Courier	4,100	-	(1,500)	-	2,600
Phone,Cell,Fax & Internet	50,600	-	-	-	50,600
Memberships & Subscriptions	8,100	-	(6,000)	-	2,100
Advertising & Promotions	12,200	-	1,000	-	13,200
Printing & Duplicating	5,100	-	-	-	5,100
Service&Mtnc Contracts	36,700	-	-	-	36,700
Contracted Services	498,100	-	(75,100)	-	423,000
Rental-Equipment	20,500	-	-	-	20,500
Insurance	1,200	250	-	-	1,450
Repairs & Maintenance	-	-	-	5,000	5,000
Total Contracted and General Services	670,300	450	(79,100)	5,000	596,650
Purchased from Other Governments					
Service&Mtnc Contracts	4,026,550	120,000	73,000	-	4,219,550
Total Purchased from Other Government	4,026,550	120,000	73,000	-	4,219,550
Materials, Supplies and Utilities					
Supplies & Materials-Gen	3,600	-	-	-	3,600

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Supplies & Materials-Office	11,000	200	-	-	11,200
Uniforms	10,100	300	6,000	-	16,400
Furnishings & Equipment	17,400	100	18,000	-	35,500
Total Materials, Supplies and Utilities	42,100	600	24,000	-	66,700
Transfer to Reserves					
Trsf to Reserve	60,206	-	31,000	-	91,206
Total Transfer to Reserves	60,206	-	31,000	-	91,206
Total Expenses	**6,643,756**	**121,050**	**76,150**	**5,000**	**6,845,956**
Net (Surplus)/Deficit	**3,797,436**	**121,050**	**69,350**	**(45,000)**	**3,942,836**

2016 Operations

Budget Request

Police Contract, Contracted Services & Equipment Reserve

Request #
21-0004

Division:	Corporate & Protective Services	**Budget Year:**	2016
Department:	Protective Services	**Category:**	Maintain
Responsibility:	Protective Services Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$2,500	Service Fees & Grant Revenue	Ongoing
$125,000 (*contract services)*	Operations	Ongoing
$30,000 *(transfer to reserve)*		
$2,000 (growth)		
$154,500		

Overview

Increases to police contract costs, transfer to reserves and contracted services supports inflation and growth adjustments. Small increases to revenue reflect increased volume of front counter services and provincial grant funds based on population.

Information from the Provincial Government and RCMP was reviewed to set an appropriate inflationary increase to the policing contract costs. There is also projected increases to ambulance calls for prisoners and on site shredding services reflected in this request.

Efficiencies

Front counter fees are largely due to criminal record checks performed by police support staff. A new LiveScan system is in place which improves the efficiency and effectiveness of this process.

Innovation

LiveScan is the latest technology to provide timely criminal record check information as a service to citizens and the community. This system allows volunteers to obtain criminal record checks in a short time which supports requirements of their agencies and community groups.

Historical Trends

These requested increases are consistent with the trend over the past five years. Increases to Provincial policing grants are based on population; the policing contract increase is based on 3% inflation and RCMP forecasting. An increase to Policing Committee training allows the volunteer board to stay current with national and provincial policing trends.

2016 Operations

Budget Request

Municipal Enforcement & Animal Control Revenue & Cost Adjustments

Request #
26-0007

Division: Corporate and Protective Services
Department: Protective Services
Responsibility: Protective Services Director

Budget Year: 2016
Category: Growth

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$4,300	Fine & Licence Revenue	Ongoing
$4,800	Operations	Ongoing
$500		

Overview

Revenue and cost adjustments in several areas reflect inflation and small growth amounts. The overall impact of these is an increase of $500 in costs. Proposed small increases in animal licence fees will bring our licence fees closer in line to those of the region.

The small increases in travel, supplies, uniforms and equipment are due to growth and current accounts in these areas have been fully expended in 2015.

Efficiencies

Municipal Enforcement and Animal Control share training and supplies to ensure efficient use of resources. All equipment is used to its full life cycle capacity.

Historical Trends

The work of Municipal Enforcement continues to be in high demand. All services and areas of work are considered high priority by the community and the City. Fort Saskatchewan has one Officer whose focus is Animal Control activities and these have grown significantly in 2015.

Comparators

Municipal Enforcement work is growing in all of our neighboring municipalities. Much of the work in community standards, traffic, parking and weeds are topics of frequent complaints to the department and Mayor and Council. Animal Control licences and fines were compared regionally in 2014.

2016 Capital

Budget Request

New Intersection Safety Device Site and Camera Installation

Request #
16036

Division:	Corporate & Protective Services	**Budget Year:**	2016
Department:	Protective Services	**Category:**	Maintain
Responsibility:	Protective Services Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$222,500	Operations	One Time
Operating Impact		
$45,000	Fine Revenue	Ongoing

Overview

Protective Services takes responsibility towards traffic safety very seriously. Community surveys and complaints to RCMP and Municipal Enforcement indicate that traffic safety is often the number one concern of our community. Protective Services leads the Traffic Safety Working Group which brings together the provincial traffic coordinator, school boards, parent advisory representatives and City departments of Enforcement, Transportation and Engineering to review information and plan traffic initiatives for our city. These initiatives include education, engineering, enforcement and evaluation.

Since 2003, automated traffic enforcement technologies have been employed to increase roadway safety in Fort Saskatchewan. One of these technologies is intersection safety devices which work well to monitor and police intersections, as they are the highest risk for collisions and injuries. In addition to increasing safety by slowing speeds, violation tickets are part of our awareness and education program. While the primary goal of automated traffic enforcement is safety, the secondary goal is to have all motorists comply with traffic laws. Traffic enforcement technology is used widely in the province and all municipalities are required to follow provincial guidelines.

Although traffic volumes in our city continue to increase, the number of collisions have remained relatively constant. Historical information shows that the majority of those receiving tickets in our city are non-residents.

Collisions

Collisions	2010	2011	2012	2013	2014
Injury	48	40	45	57	51
Property damage over $5000	599	523	542	553	556
Property damage under $5000	39	56	60	55	60
Totals	686	619	647	665	667

Automated traffic enforcement is part of our overall Traffic Safety Plan and manned traffic enforcement remains a significant service level of both RCMP and Municipal Enforcement. The overall numbers of violation tickets issued has declined in spite of traffic volume increases, reflecting increased compliance with posted speed limits.

Automated Traffic Enforcement (ATE)

ATE Activity	2010	2011	2012	2013	2014
Photo Ops	12,754	10,572	6,985	6,743	3,081
ISD Speed on Green	13,967	7,729	14,684	19,070	15,228
ISD Red Light	457	135	236	339	333
Totals	27,178	18,436	21,905	26,152	18,642

Options Considered

1. Maintain the current level of four Intersection Safety Device (ISD) cameras at six sites. As the city grows so do major intersections and traffic volumes. Reduced levels of traffic enforcement may allow speeds and collisions to increase over time.
2. Increase our ISD sites to keep pace with the volume of vehicles and increasing roadways in our growing city. This option is recommended as consistent traffic enforcement will, over time, reduce speeds and improve traffic safety for our community.

Impact on Service Delivery

An additional ISD will bring our inventory to five cameras alternating between seven sites. This will allow Municipal Enforcement to consistently enforce at five intersections within our city, improving our service delivery of traffic safety initiatives.

Innovation

Automated enforcement technologies continually advance with improved methods and equipment. Protective Services continually monitors progress and experiences of other municipalities to take advantage of proven advancements and best practices. Our partnership with the Capital Region Intersection Safety Partnership (CRISP) taps us into the best university and international research in traffic safety.

Life Cycle

5 years (current ISD cameras are lasting a year or two longer).

Protective Services

For 2016, Protective Services is proposing revisions to its fees and charges to reflect increases due to changes within the Capital Region and cost recovery as well as removing one fee due to no request for service. Protective Services is proposing the following:

- Increase Fee
    - Criminal Record Check – Family Rate (Cost Recovery)
    - Animal Licenses (In line with the Capital Region)

- Eliminate Photograph Charge (No requests)

Please see the following for Protective Services' detailed Fees and Charges for further explanation of revisions.

Protective Services

2016 Fees & Charges

Preliminary information subject to change. E&OM accepted

Notes		Description	GST Applicable	Unit of Measure	2015 *	2016 *
		** Fees and Charges exclude GST. Where taxable (T), GST is charged at point of sale.*	*Taxable = T Exempt = E*		Current	Proposed
	Department: Protective Services					
		Criminal Record Check Fees				
		Individual Person Rate	E	per check	$ 30.00	$ 30.00
1		Family Rate	E	per check	$ 40.00	$ 50.00
		Livescan Rate:				
		- With Fingerprints	E	per check	$ 25.00	$ 25.00
		Security Guard Clearance				
		Individual Person Rate	E	per check	$ 30.00	$ 30.00
		For Student (identification required) or Volunteer Purposes	E	per check	$ -	-
		Motor Vehicle Accident Report and Statement Fees				
		Reports:				
		- Copy of Initial Report to Driver	E	per report	$ -	-
		- Copy of Subsquent Report to Driver	E	per report	$ 20.00	$ 20.00
		- Copy of Report to Lawyers or Insurance Companies *	E	per report	$ 20.00	$ 20.00
		Statements: *				
		- Papercopy	E	per statement	$ 25.00	$ 25.00
		- Each additional five pages	E	per set	$ 20.00	$ 20.00
		- Digital Camera Disk	E	per CD Disk	$ 20.00	$ 20.00
2		- Photograph	E	per photograph	$ 0.40	$ -
		- Pardon Application	E	per statement	$ 30.00	$ 30.00
		**** Copy of Driver Consent Required***				
		Animal Licenses				
3		Animal License - Tag Replacement	E	per animial	$ 2.00	$ 5.00
		Animal Licence - New:				
		- Neutered or Spayed Cat or Dog	E	per animial	$ 15.00	$ 20.00
		- Unaltered Cat or Dog	E	per animial	$ 25.00	$ 30.00
		Vicious Dog License	E	per animial	$ 100.00	$ 150.00
		Animal License - New (Senior 65+ Rates):				
		- Neutered or Spayed Cat or Dog	E	per animial	$ 8.00	$ 10.00
		- Unaltered Cat or Dog	E	per animial	$ 16.00	$ 20.00
		Vicious Dog License:	E	per animial	$ 50.00	$ 75.00
		Kennel Fees:				
		Kennel Impound Fee	T	per day or any part thereof	$ 20.00	$ 20.00
		For any required veterinary treatment, including drugs and medications	T		Actual cost of treatment	Actual cost of treatment

Notes	Description	Plan Request #
1	Increase due to cost recovery based on time required to prepare criminal record check.	21-0004
2	Service was not requested; therefore, service to be discontinued.	
3	Increase to bring license fees inline with the region.	26-0007

Legislative Services

Legislative Services is the primary contact regarding City Council business and administers the legislative process for municipal government. The department provides administrative support to Councillors. The Director is responsible for ensuring Council meetings are conducted legally and provides procedural advice during meetings. The Director is also the Returning Officer for Municipal elections.

Legislative & Legal	Election & Census	Insurance
• Legal Support • Record City Council Decisions • Facilitate Legislative Process • Records Management • Subdivision & Development Appeals • Assessment Review Board • Freedom of Information & Protection of Privacy Legislation • Contract & Agreement Administration	• Municipal Census • Municipal Elections • Plebiscites	• Insurance Administration • Risk Management

The subsequent pages will provide information on the department's proposed budget, 2016 operating budget requests and fees and charges.

Legislative Services

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Other Revenues	-	-	-	3,600	**3,600**
Total Revenues	**-**	**-**	**-**	**3,600**	**3,600**
Expenses					
Salaries, Wages and Benefits	601,800	-	-	-	**601,800**
Contracted and General Services	325,650	52,200	8,000	8,000	**393,850**
Purchased from Other Governments	-	-	1,000	-	**1,000**
Materials, Supplies and Utilities	600	-	-	-	**600**
Total Expenses	**928,050**	**52,200**	**9,000**	**8,000**	**997,250**
Net (Surplus)/Deficit	**928,050**	**52,200**	**9,000**	**4,400**	**993,650**

Legislative Services

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Other Revenues					
Other Revenue	-	-	-	3,600	3,600
Total Other Revenues	-	-	-	3,600	3,600
Total Revenues	**-**	**-**	**-**	**3,600**	**3,600**
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	426,700	-	-	-	426,700
Wages - Regular	53,000	-	-	-	53,000
Wages - Casual Relief	4,700	-	-	-	4,700
ER Contributions	117,400	-	-	-	117,400
Total Salaries, Wages and Benefits	601,800	-	-	-	601,800
Contracted and General Services					
Courses,Conferences&Seminars	9,200	-	-	-	9,200
Travel,Meals&Accomodations	11,030	-	9,000	-	20,030
Phone,Cell,Fax & Internet	400	-	1,000	-	1,400
Memberships & Subscriptions	1,220	-	1,380	-	2,600
Advertising & Promotions	1,500	-	-	-	1,500
Legal Services	37,800	-	(3,380)	-	34,420
Contracted Services	32,100	-	-	8,000	40,100
Insurance	232,400	52,200	-	-	284,600
Total Contracted and General Services	325,650	52,200	8,000	8,000	393,850
Purchased from Other Governments					
Service&Mtnc Contracts	-	-	1,000	-	1,000
Total Purchased from Other Government	-	-	1,000	-	1,000
Materials, Supplies and Utilities					
Supplies & Materials-Office	600	-	-	-	600
Total Materials, Supplies and Utilities	600	-	-	-	600
Total Expenses	**928,050**	**52,200**	**9,000**	**8,000**	**997,250**
Net (Surplus)/Deficit	**928,050**	**52,200**	**9,000**	**4,400**	**993,650**

2016 Operations

Budget Request

Insurance Adjustment

Request #
12-0045

Division: Corporate and Protective Services
Department: Legislative Services
Responsibility: Legislative Services Director

Budget Year: 2016
Category: Inflation

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$76,710	Operations	Ongoing

Overview

Premiums for insurance are based on the City's past claims, as well as the trends within the Province, i.e., flooding, fires, and other types of claims. The City obtains insurance through Alberta Municipal Services Corporation (AMSC), which is a division of the Alberta Urban Municipalities Association (AUMA). They provide us with information on future insurance trends to assist with budgeting. The projection provided to us for 2016 indicates the need for an adjustment to address actual costs associated with the City's insurance, and to ensure premiums are kept in line with future projections. Key reasons for the additional allocation include the new RCMP Detachment, underground fuel tanks, insurance for new assets, and increases to the Commercial General Liability insurance.

The City's insurance allocations provide coverage for all City owned assets, as well as for Commercial General Liability insurance.

Options Considered

An alternative to using an insurance provider would be to self-insure. This option has been considered, however there would be a high level of risk to the municipality, and it would be costly both from a financial and resource perspective.

Efficiencies

On-going communication with staff and AMSC representatives is necessary to ensure all of the City's current and future insurance needs are captured. We continually look for ways to reduce our costs in this area. At times it is more beneficial for the City to pay the costs of a claim and not go through insurance. As outlined in Table 2 Summary of Insurance Costs, the difference between the actual cost and what the City was invoiced by AMSC represents the occasions where we did not go through insurance, but paid the claim directly. Making this determination can have an impact in keeping premiums low.

Historical Trends

Based on an analysis of insurance expenditures over recent years, the trend indicates that the amounts fluctuate from year to year. Typically, AMSC recommends a percentage increase based on the trends, however it can be difficult to predict the volume of future claims. Additional details have been included in the document attached.

Insurance Background

Insurance Overview:

Insurance is a form of risk management primarily used as protection against the possibility of a contingent, uncertain, or financial loss.

Budgets within the City include insurance allocations for property, boiler (equipment breakdown), mobile equipment, and vehicles. Upon receiving insurance projections, City insurance budget allocations are reviewed and adjustments are made as required. The Commercial General Liability (CGL) insurance allocation is required for claims made against the City for personal injuries and damages to private property.

What does insurance cover:

Our insurance covers the City against loss or damage of our own property, as well as the losses of other property for which the City may be held liable.

What are deductibles and why do they have different amounts:

A deductible is a specific dollar amount dictated by AMSC, which the City is responsible for when a claim is paid by our insurer. Deductibles eliminate small claims which helps to keep premiums affordable, and may vary depending on the use and value of the item being insured. For example, autos could have a lower deductible of $500, emergency vehicles have $2,500 deductible as they have a high risk for damage, while the deductible for a boiler loss (equipment breakdown) is set at $5,000. The purpose of boiler insurance is to cover the larger losses, and this is the only deductible available for this type of coverage.

Property deductibles are set at $1,000, and this is the one instance where the deductible could be increased to receive a lower premium. For example, an increase to the deductible of $4,000 would reduce our property premium by approximately 4%. The City had 19 property claims over a 5 year period (2008 to 2012) - a $4,000 increase in deductible would cost an average of $15,200 per year with a premium savings of only $9,536.

Types of claims made against the City:

Claims come in all shapes and sizes however there are three types which are most common:

- Automobile
- Liability, i.e., sewer back up
- Property Damage, i.e., fire and vandalism

Historical trends of the City's claims:

Table 1

Year	Loss Payments	Adjuster Fees	Total Amount (Includes claims, deductibles, adjuster fees & claim recovery)	Number of Claims
2012	75,617	17,838	83,570	12
2013	45,679	16,686	67,380	17
2014	37,883	6,184	28,015	14
2015 (YTD)	24,793	2,150	23,983	8

Summary of insurance costs:

Table 2

Year	Budget Allocation	Actual	AMSC Invoice	Difference (Actual/Invoice)
2013	392,385	472,615	427,462	45,152
2014	446,835	498,900	522,408	23,506
2015	561,485	573,182 (YTD)	559,945	13,328
2016 (Projection)	651,045	?	?	?

Note: AMSC invoices do not include any additional expenses associated with those cases where the City has chosen to pay directly, rather than making a claim and paying a deductible.

2016 Operations

Budget Request

Catering Services for Council Meetings

Request #
12-0097

Division:	Corporate and Protective Services	**Budget Year:**	2016
Department:	Legislative Services	**Category:**	Growth
Responsibility:	Legislative Services Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$9,000	Operations	Ongoing

Overview

Based on previous expenditures relating to Council meals, an increase to the budget is required if the same level of service is to be maintained. Some form of meal has always been provided prior to Council meetings and workshops. In many instances due to daytime work, it has been impossible for Council members and staff to go home for supper prior to Council meetings.

Although the practice of providing meals for Council meetings, budget meetings, workshops and retreats has been in place since 2012, the budget has not been adjusted to reflect this.

Options Considered

Not providing a meal would necessitate Council meetings being scheduled earlier in the day or later in the evening. Both options have previously been explored, however were not acceptable to Council.

2016 Operations

Budget Request

Subdivision & Development Appeal Board

Request #
12-0100

Division:	Corporate and Protective Services	Budget Year:	2016
Department:	Legislative Services	Category:	New Initiative
Responsibility:	Legislative Services Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$3,600	Service Fees Revenue	Ongoing
$8,000	Operations	Ongoing
$4400		

Overview

Resulting from the approval of the Subdivision and Development Appeal Board (SDAB) Bylaw, SDAB members will receive remuneration for their participation at Board hearings and Board-related training. SDAB hearings are scheduled once an appeal has been received, which could happen at any time throughout the year. Remuneration is estimated to be approximately $8,000, based on an average of 15 hearings annually. Additionally, moving forward, appeal fees will not be refunded to applicants. This would provide a source of revenue estimated to be $3,600, which would assist with off-setting a portion of the Board's remuneration costs, leaving a total budget request of $4,400.

Options Considered

The *Municipal Government Act* requires each municipality to establish a SDAB. As an alternative to a municipal board, the Act provides the ability for municipalities to participate in a regional SDAB. A review of the City's participation in a regional board has found the process to be both complex and inefficient.

Efficiencies

The SDAB operates in a quasi-judicial capacity, unlike the advisory capacity of other Council committees. Based on best practices, time commitment during the work day, the need for specialized training, legal ramifications of Board decisions, and level of responsibility and accountability for the Board, remuneration is considered essential to attracting qualified members.

Historical Trends

Currently, SDAB members are not paid any remuneration. The City has experienced a growing number of appeals which have become increasingly complex in nature, and attracting qualified members is necessary. A review was completed on the practices of other municipalities. Based on that information, Council indicated they would like SDAB member remuneration implemented.

Legislative Services

For 2016, Legislative Services is proposing revisions to its fees and charges to reflect an adjustment of the Subdivision and Development Appeal Board fees. Legislative Services is proposing increases to the mid-range within the Capital Region for the following:

- Subdivison and Development Appeal Board Fees
    - Commerical/Industrial
    - Subdivision
    - Residential

The workload remains the same, however the fees will assist to off-set Board remuneration.

Please see the following for Legislative Services' detailed Fees and Charges for further explanation of revisions.

Legislative Services

2016 Fees & Charges

Preliminary information subject to change. E&OM accepted

Notes		Description	GST Applicable	Unit of Measure	2015 *	2016 *
		** Fees and Charges exclude GST. Where taxable (T), GST is charged at point of sale.*	*Taxable = T Exempt = E*		Current	Proposed
	Department: Legislative Services					
		Assessment Appeal Fees				
		Fees are Refundable to Successful Complainant				
		Residential and Farmland - All Values	E	per property under appeal	$ 25.00	$ 25.00
		Non-Residential - Includes Machinery and Equipment and Multi-Family Developments that are more than 3 Dwelling Units:				
		- Under $500,000	E	per property under appeal	$ 100.00	$ 100.00
		- $500,000 to $1,000,000	E	per property under appeal	$ 250.00	$ 250.00
		- $1,000,001 to $5,000,000	E	per property under appeal	$ 450.00	$ 450.00
		- Over $5,000,000	E	per property under appeal	$ 650.00	$ 650.00
		Freedom of Information and Protection of Privacy (FOIP) Act Fees				
		Fees are determined by Provincial Legislation If the total cost of processing a FOIP request is more than $150, a 50% deposit is required				
		FOIP Request	E	per request	$ 25.00	$ 25.00
		Photocopy of a Record *	T	per sheet	$ 0.25	$ 0.25
		**** 8.5" x 11" Single Sided, Black and White***				
		Photocopy of Plans and Blueprints	T	per page	$ 0.50	$ 0.50
		Producing a Copy of a Record on Memory Stick	T	per stick	$ 5.00	$ 5.00
		Producing a Copy of a Record (color or black and white) Printed from a Negative, Slide or Digital Image:				
		- 4" x 6"	T	per copy	$ 3.00	$ 3.00
		- 5" x 7 "	T	per copy	$ 6.00	$ 6.00
		- 8" x 10"	T	per copy	$ 10.00	$ 10.00
		- 11" x 14"	T	per copy	$ 20.00	$ 20.00
		- 16" x 20"	T	per copy	$ 30.00	$ 30.00
		Preparing and Handling a Record for Disclosure	E	per 15 minutes	$ 6.75	$ 6.75
		Searching, Locating, Retreiving and Copying a Record	E	per 15 minutes	$ 6.75	$ 6.75
		Supervising the Examination of a Record	E	per 15 minutes	$ 6.75	$ 6.75
		Subdivision and Development Appeal Board Fees				
1		Commercial/Industrial	E	per appeal	$ 150.00	$ 400.00
1		Subdivision	E	per appeal	$ 150.00	$ 600.00
1		Residential	E	per appeal	$ 50.00	$ 100.00

Notes	Description	Plan Request #
1	Fees were increased following a review of appeal fees in the Capital Region. Adjustments will bring the City's fees to a mid-range. The workload remains the same; fees will assist to off-set Board remuneration.	12-0100

Information Technology

Technology is reshaping the way people and organizations do business and the way our citizens live their lives. As these changes occur, the Information Technology (IT) Department works to develop innovative and sustainable technology solutions to meet the expectations of citizens and City of Fort Saskatchewan staff.

IT partners with departments to identify technology needs, develop strategic and operational technology plans, and balance and integrate the need to improve business delivery while optimizing cost, value, risk, security and availability of information.

System Support Services	Network Services	Geographical Information System (GIS)

• Hardware & Software Support
• Application Automation & Integration
• Computer Equipment Lifecycle
• Training and Education
• Project Management
	• Network Infrastructure & Design
	• Network Storage & Data Security
	• Disaster Recovery Planning
	• Strategic Planning
		• Custom Map Creation
		• Web Map Application
		• Assists and Supports Departments with:
		  • Land Use Planning & Development
		  • Managing Utility Networks & Assets
		  • Property Appraisal & Inspection
		  • Bylaw Enforcement

The subsequent pages will provide information on the department's proposed budget, 2016 operating budget requests and 2016 capital budget requests.

Information Technology

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Total Revenues	-	-	-	-	-
Expenses					
Salaries, Wages and Benefits	1,036,175	-	12,081	-	**1,048,256**
Contracted and General Services	665,965	-	27,069	-	**693,034**
Materials, Supplies and Utilities	-	-	-	-	**-**
Transfer to Reserves	312,500	-	32,875	-	**345,375**
Total Expenses	**2,014,640**	**-**	**72,025**	**-**	**2,086,665**
Net (Surplus)/Deficit	**2,014,640**	**-**	**72,025**	**-**	**2,086,665**

Information Technology

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Total Revenues	-	-	-	-	-
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	839,700	-	9,984	-	849,684
Wages - Casual Relief	4,475	-	-	-	4,475
ER Contributions	192,000	-	2,097	-	194,097
Total Salaries, Wages and Benefits	1,036,175	-	12,081	-	1,048,256
Contracted and General Services					
Courses,Conferences&Seminars	37,050	-	(7,500)	-	29,550
Travel,Meals&Accomodations	26,250	-	(4,581)	-	21,669
Phone,Cell,Fax & Internet	75,200	-	9,500	-	84,700
Memberships & Subscriptions	5,760	-	-	-	5,760
Service&Mtnc Contracts	486,705	-	29,650	-	516,355
Contracted Services	35,000	-	-	-	35,000
Leases - Small Equipment	-	-	-	-	-
Total Contracted and General Services	665,965	-	27,069	-	693,034
Transfer to Reserves					
Trsf to Reserve	312,500	-	32,875	-	345,375
Total Transfer to Reserves	312,500	-	32,875	-	345,375
Total Expenses	**2,014,640**	**-**	**72,025**	**-**	**2,086,665**
Net (Surplus)/Deficit	**2,014,640**	**-**	**72,025**	**-**	**2,086,665**

2016 Operations

Budget Request

Information Technology Operations

Request #
12-0001

Division:	Corporate and Protective Services	**Budget Year:**	2016
Department:	Information Technology	**Category:**	Growth
Responsibility:	Information Technology Director		

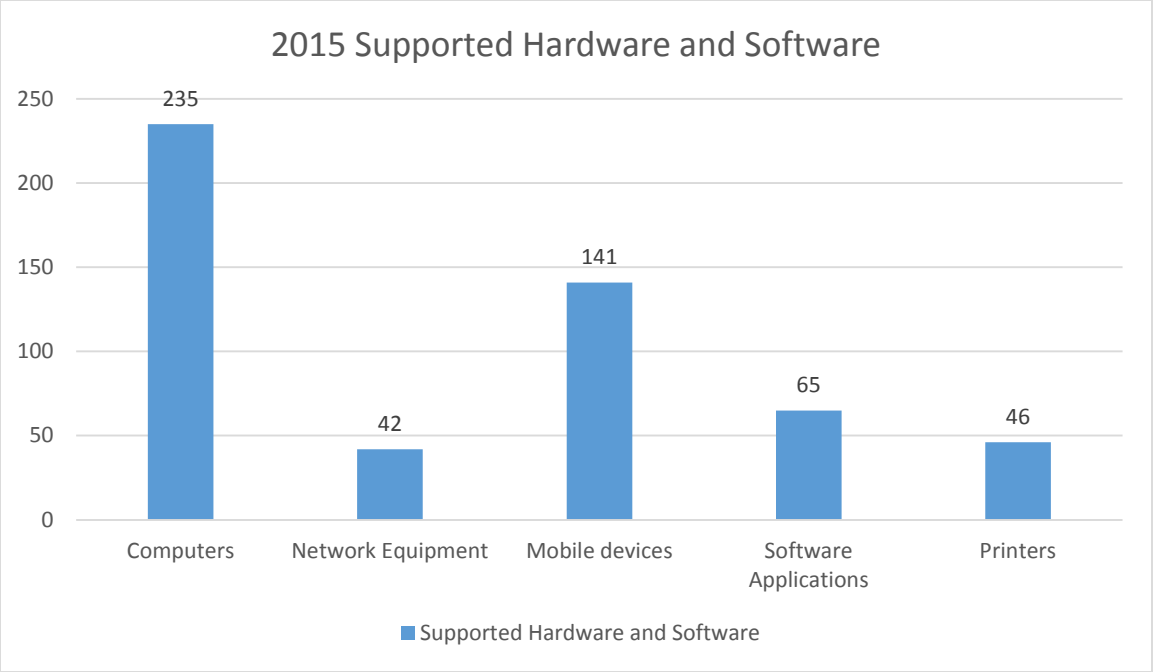
Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$32,875 *(Equipment)*	Operations	Ongoing
$29,650 *(Network Maintenance)*		
$9,500 *(Phones)*		
$72,025		

Overview

The Information Technology (IT) Department maintains and manages the City's computer infrastructure and provides governance for the use of the network, operating systems and software applications. IT provides strategic leadership and enterprise solutions ensuring the City's necessary technological needs are met, and enhances the organization's ability to deliver accurate and timely information which is conveniently available for effective decision making. IT is far beyond the scope of just keeping computers patched and running; it is a strategic asset to be leveraged that will enable growth and success. IT works cohesively and in cooperation with all City departments, providing support while ensuring the needs of the organization are met.

Information Technology is the "life line" of the City supporting 464 hardware components and 65 software applications throughout 15 City departments across 12 facilities.



In order to maintain service levels, IT operating costs increase with City growth. In 2016 there are 3 operating budget items totaling $72,025 within IT:

1. ($32,875) Equipment Replacement Reserve Funding

Reserves are important long-term financial planning tools for municipalities, and are used to set aside funds for a future purpose. To support growth and maintain the City's computer equipment replacement program, operating budgets include an annual transfer to the reserve fund. The current budgeting practice for hardware and software purchases requires that the asset is replaced after a period of time referred to as the life cycle of the asset. Typically, hardware life cycles average 3 – 5 years and software is 8 – 10 years. In order to budget efficiently, a "Computer Equipment Reserve" is in place to fund future replacements at the end of their life cycle.

Transfer to reserve funding for new purchases begins the year following the purchase. In 2016, the increased amount transferred to the reserve is calculated by dividing the total new purchases of software and hardware in 2015, by the life cycle period.

Options Considered

We have considered other options including not having a reserve fund. However, this would make it difficult to budget with annual replacement costs from tax revenue over $150,000. Having a reserve for computer equipment purchases provides a more efficient method of budgeting and strategic planning in replacement of technology.

2. ($29,650) Software and Network Maintenance

Network hardware and software applications are complex and normally require an extended level of warranty. This warranty comes in the way of a maintenance agreement with the vendor to provide software updates, patches, bug fixes, application enhancements and end-user support.

A maintenance agreement for new purchases may be included for the first year in the project costs while other maintenance agreements for new purchases are not. Therefore, maintenance costs in 2016 may include new purchases from 2015 as well as 2016.

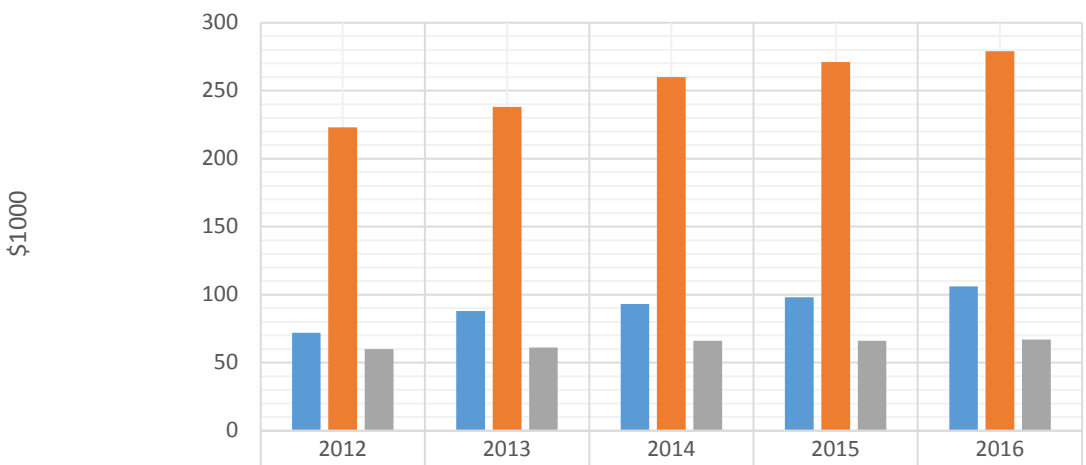
Maintenance agreements can apply to the following:

a) Network Hardware – security appliances, data backup devices and network monitoring tools.

b) Software Applications – financial systems, Microsoft licensing, Class recreation/facility booking, FDM (Fire Department), Cityview and GIS / Mapping systems.

c) Contracted Services – Telus internet, UPS systems and network links.

Annual maintenance costs increase as the software/hardware needs expand with the City's growth and additional licences need to be purchased.



	2012	2013	2014	2015	2016
Network Hardware	72	88	93	98	106
Software Applications	223	238	260	271	279
Contracted Services	60	61	66	66	67

Options Considered

Each application is unique and maintenance requirements will vary. The following options are used based on the level of support required:

1. Purchase maintenance agreements for business critical applications and network security appliances. It is very important to ensure downtime is minimized and there are no impacts on City operations. These agreements are costly but offer a high level of support.

2. Purchase maintenance agreements that are customized towards a lower level of support for less critical applications. These agreements are less costly but also provide a lower level of support.

3. Do not purchase maintenance agreements and use contracted services or in-house IT support. There is a risk of having to pay for unexpected maintenance that would not have been originally budgeted for. If a software application, hardware appliance or network service can be fully supported within the City IT department, then there is no cost for additional support.

Software and hardware maintenance is critical for continued uninterrupted operation of the City applications. It provides premium support, patches, enhancements and upgrades. The software applications will continue to be maintained at the most current version levels preventing downtime for troubleshooting and fixing technical issues. Licensing costs to support future growth are lower when the applications are under maintenance contracts.

3. ($9,500) Zultys Telephone System

Advances in technology has presented more options for municipalities to manage their own phone system with reduced telecom costs. In 2012, IT took the opportunity to review the Telus phone system while the new City Hall was being constructed. It quickly became evident that the centrex system provided by Telus was outdated and no longer supported emerging technologies. In 2013, City Hall was the first facility to introduce a new, centrally managed phone system, supported by IT. The new phone system, Zultys, integrated with the network and provided a desktop client including messaging, conference calling and administrative controls for phone moves, changes and additions at zero cost. Internally, all calls are routed over network cabling while external calls route through a shared bundle of Telus lines.

In 2015 the Zultys phone system will be installed at Harbour Pool and the Fire Hall with expansion continuing in 2016 to the James E Graham building.

Options Considered

Continue paying for the high cost of outdated centrex lines. This option doesn't allow for advancement in unified communications. Enhancing "communication and collaboration" is a goal identified in the IT Master Plan.

Efficiencies

Improved administrative control of budget for phones by having one monthly lease payment in the Information Technology's budget and a cost savings that will be recognized in department phone

budgets. The City will also recognize savings for phone moves. It costs an average of $100 to have lines moved when staff change offices or their number changes with a new position. Phones are now part of the network architecture allowing them to be moved the same as a computer would be moved, without incurring additional costs. There have been more than 150 phone moves and changes in City Hall alone since the Zultys phone system was installed.

Department phone budgets will decrease by the end of 2016. The savings will offset the cost for this project but at this time, those numbers are not known.

2016 Capital

Budget Request

Computer Equipment Replacement

Request #
16010

Division:	Corporate & Protective Services	Budget Year:	2016
Department:	Information Technology	Category:	Maintain
Responsibility:	Information Technology Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$116,300	Computer Equipment Replacement Reserve	One Time
Operating Impact		
$0		

Overview

Computer equipment is on a life cycle replacement program of 4 years. In 2016, 41 workstations, 10 laptops and 7 printers are scheduled to be replaced. It has been found through experience that extending the life cycle beyond the 3 year warranty period is of low risk with minimal costs to replace out of warranty parts. However, extending the life cycle beyond 4 years significantly increases maintenance costs and compatibility problems with software upgrades. This project is funded from the "Computer Equipment Reserve".

Options Considered

1. Replace computer equipment on a 3 year cycle. This would slightly impact the reserve fund but keep the computer equipment up to date and within warranty for the life of the replacement.

2. Replace computer equipment on a 5 year cycle. Although this is an option, the ramifications of increasing the life cycle of the computers will increase administrative costs to support outdated computer equipment.

3. Lease computer equipment. Leasing computer equipment may have some benefits from a budgeting perspective but financially would cost more than purchasing. If the City didn't have a full time IT helpdesk and support team, then leasing would offer some benefits.

Life Cycle

Industry standard for replacement is 2-3 years. Standard warranty period for computer equipment is 3 years. In year 4, risk of paying for repairs not covered by warranty is low. This is deemed to be the best time to replace equipment before escalating costs occur.

2016 Capital

Budget Request

Computer Network Infrastructure

Request #
16016

Division:	Corporate & Protective Services	Budget Year:	2016
Department:	Information Technology	Category:	Maintain
Responsibility:	Information Technology Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$180,000	Computer Equipment Replacement Reserve	One Time
$150,000	Operations	One Time
$330,000		
Operating Impact		
$0		

Overview

Computer network infrastructure is a collection of physical and virtual resources that make up the IT environment that supports the flow and processing of information between City facilities. This includes switches, modems, routers, servers, firewalls, security appliances, radios, antennas and the cabling that ties it all together. The life cycle replacement program for networking equipment is 3 - 5 years funded from the "Computer Equipment Reserve".

Part of this project consists of installing fibre optic cable between City facilities to be funded from tax revenue. This replaces the wireless network links and provides more bandwidth to support applications, allow for data redundancy and creates a stable and robust network for City staff to perform their job duties more efficiently.

Options Considered

The City relies on properly functioning network infrastructure in its everyday operations and in providing

services to residents. In order to continue providing the best and most efficient level of service, it is essential to replace network equipment as necessary, or as warranted by new technology.

Impact on Service Delivery

Without a robust, stable and efficient network infrastructure, all areas of the City suffer, which negatively impacts services as a whole. Down time for equipment repair/replacement can halt critical operations, resulting in productivity loss and increased wait time for service delivery responses.

Innovation

Although this is not new technology, it is new for the City to install fibre optic lines to connect the main City facilities. Applications require more bandwidth than in the past. Our current wireless speeds between sites are not sufficient enough for staff to use the corporate applications efficiently and to securely maintain City data. Fibre optic cabling will provide adequate bandwidth now and in the future as the City continues to grow and allow for realistic disaster recovery and redundant backup strategies.

Life Cycle

3 – 5 years for most networking components.

2016 Capital

Budget Request

Computer Hardware and Software Acquisitions

Request #
16018

Division:	Corporate & Protective Services	**Budget Year:**	2016
Department:	Information Technology	**Category:**	Growth
Responsibility:	Information Technology Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$195,000	Operations	One Time
Operating Impact		
$0		

Overview

This project is for computer equipment and software licensing purchased new and not for replacing a current asset. All purchases are funded by tax revenue and will be added to the life cycle schedule the following year in which they are purchased. A transfer to reserve is required annually to support the life cycle replacement program.

2016 new purchases include

1. $42,000 towards computer equipment and software licensing for new positions,
2. $15,500 for additional data storage to accommodate system backups,
3. $5,000 for wireless access points,
4. $37,500 for a new server host to provide data redundancy and server failover,
5. $55,000 for additional licensing of corporate applications including Adobe Acrobat, AutoCAD, Zultys, FDM Mobile RMS and Citrix.
6. $40,000 towards restructuring the Microsoft licensing model to include a Data Centre Enterprise Agreement. The City licensing numbers have increased to a point where an Enterprise

Agreement will provide further benefits and decrease annual operating costs for Software Assurance.

Business cases for staffing requests are created and supported by the requesting department.

Impact on Service Delivery

Planning and providing an effective strategy for technology impacts services delivered in all departments. Collaboration between departments and communicating effectively ensures that City wide initiatives and projects are successful.

Life Cycle

Hardware 3 – 5 years

Software 5 – 15 years

Taking Care of Business

Corporate Communications

Corporate Communications provides leadership and expertise to the organization in the areas of internal and external communications, marketing and advertising, website, social media, media relations and brand reputation.

Communications	Marketing
• Internal Communications • Event Planning • Crisis Communications • Community & Media Relations • Social Media • Online Services	• Brand Management • Market City Facilities, Programs & Events • City's Corporate Image

The subsequent pages will provide information on the department's proposed budget and 2016 operating budget requests.

Corporate Communications

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Total Revenues	-	-	-	-	-
Expenses					
Salaries, Wages and Benefits	366,400	-	191,000	-	**557,400**
Contracted and General Services	297,721	7,500	35,800	-	**341,021**
Materials, Supplies and Utilities	-	-	800	-	**800**
Total Expenses	**664,121**	**7,500**	**227,600**	**-**	**899,221**
Net (Surplus)/Deficit	**664,121**	**7,500**	**227,600**	**-**	**899,221**

Corporate Communications

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Total Revenues	-	-	-	-	-
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	296,300	-	152,800	-	449,100
Salaries - Regular:OptedOut OT	1,900	-	-	-	1,900
ER Contributions	68,200	-	38,200	-	106,400
Total Salaries, Wages and Benefits	366,400	-	191,000	-	557,400
Contracted and General Services					
Courses,Conferences&Seminars	4,644	-	1,600	-	6,244
Travel,Meals&Accomodations	5,112	-	500	-	5,612
Postage & Courier	3,061	-	1,900	-	4,961
Phone,Cell,Fax & Internet	4,398	-	600	-	4,998
Memberships & Subscriptions	3,510	-	500	-	4,010
Advertising & Promotions	257,491	7,500	700	-	265,691
Printing & Duplicating	12,405	-	30,000	-	42,405
Strategic Planning	1,100	-	-	-	1,100
Contracted Services	6,000	-	-	-	6,000
Total Contracted and General Services	297,721	7,500	35,800	-	341,021
Materials, Supplies and Utilities					
Furnishings & Equipment	-	-	800	-	800
Total Materials, Supplies and Utilities	-	-	800	-	800
Total Expenses	**664,121**	**7,500**	**227,600**	**-**	899,221
Net (Surplus)/Deficit	**664,121**	**7,500**	**227,600**	**-**	899,221

2016 Operations

Budget Request

Advertising and Promotions Adjustments

Request #
12-0088

Division:	Corporate and Protective Services	Budget Year:	2016
Department:	Corporate Communications	Category:	Inflation
Responsibility:	Corporate Communications Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$8,500	Operations	Ongoing

Overview

Advertising ($4,000)

The cost of our advertising program will increase in 2016 to reflect increases in our television and billboard advertising program. Both companies have held the line on their rates for the last 3 years and we will continue to negotiate to keep the rates down as much as possible, but we are expanding our frequency of advertising based on the results of the 2014 market survey. We measured the success of the Gotta Luv It campaign in the Capital Region and the results indicated that awareness levels of Fort Saskatchewan attributes had not increased to our goal.

The hourly rate for our contract graphic design providers increased significantly in 2015 so we have adjusted the budget slightly and we are doing as much in-house as possible with limited time and expertise in this area. We have started doing about 90% of the design work on the Leisure Guide to keep costs down.

Promotions ($4,000)

The demand for promotional items for events increases each year as our city grows and our events continue to be very well attended. We leverage these events to connect with members of the

community and share our brand. Our budget reflects an increase for promotional items relative to the purchasing trend over the last few years.

Memberships and Subscriptions ($500)

Although we hire a professional photographer to photograph our events and programs, we still rely on many stock photo images for our print projects. The budget shows a cost for a yearly subscription to a stock image service called Shutterstock. We have searched many suppliers and believe this is the best value for our dollar.

We use a program called Adobe Creative for our Leisure Guide and other in-house publications and promotional materials. Adobe has changed the way they license software so we have included a one-time cost for a licence subscription for 2016, then IT will budget for the renewals going beyond 2016.

Options considered:

Although we did consider a reduction in the advertising program and quantity of promotional item purchases, we did not feel this was advantageous to the organization and the momentum we have created to date. Our community is proud and they want to show that pride through owning our promotional items. Our advertising program needs to increase if we want a share of the voice in the region for homebuyers and business start-ups and decreasing the program at this point would be very counter-productive to our strategic goals.

Decreasing the quantity of printed materials is wise in some cases where waste is an issue (Leisure Guide). In other situations, like our resident newsletter, higher quantities lowers the per item cost.

Efficiencies:

We ensure that our promotional activities are well supported on the website and social media to reach audiences at no cost.

We have used staff photography to refresh the corporate image library which helped us leverage the most out of our professional photography costs.

We continue to create as many marketing and communications materials in-house as time and talent permits to reduce the cost of contracted graphic design services.

Innovation:

We are very limited in terms of external advertising based on our budget so we are looking to increase our digital advertising to maintain a higher level of awareness about events and about the City as a great place to live. Digital advertising is very affordable compared to traditional media like television, print and outdoor. We are also looking at digitizing our newsletters and have digitized copies of City Page ads on our website to increase readership at no cost.

Historical trends:

When analyzing our expenditures over the last several years, we see the trend of increased costs for advertising, promotional items and other marketing activities as the city grows and departments initiate new programs and services. As an example, we used to print 7,000 newsletters to reach the household distribution, now according to the 2015 census, we will have more than 10,000 occupied households in 2016.

Taking Care of Business

People Services

People Services is committed to providing excellence in customer service to all prospective, current and past employees and to treating each with respect, understanding and individual attention from their first inquiries about position vacancies, services and programs, through to retirement.

Payroll & Benefits	Health & Safety	Human Resources
• Payroll for City & Library Employees • Pension Administration • Alberta Blue Cross Administration	• Incident Investigations • Policies • Contractor Management • Enacts the Occupational Health & Safety Act, Regulation and Code • WCB Regulation & Legislation • Work Programs & Disability Management	• Employee Recruitment • Classifications & Compensation • Collective Agreement Support • Employee, Employer Labour Relations • Professional Development • Performance Management

The subsequent pages will provide information on the department's proposed budget and 2016 operating budget requests.

People Services

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Other Revenues	16,400	27,017	140,000	-	**183,417**
Total Revenues	**16,400**	**27,017**	**140,000**	**-**	**183,417**
Expenses					
Salaries, Wages and Benefits	994,005	601,351	115,732	-	**1,711,088**
Contracted and General Services	210,900	-	145,000	-	**355,900**
Materials, Supplies and Utilities	13,300	-	-	-	**13,300**
Transfer to Reserves	11,700	-	-	-	**11,700**
Other Expenses	61,800	-	-	-	**61,800**
Total Expenses	**1,291,705**	**601,351**	**260,732**	**-**	**2,153,788**
Net (Surplus)/Deficit	**1,275,305**	**574,334**	**120,732**	**-**	**1,970,371**

People Services

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Other Revenues					
Funding from Reserves	16,400	-	140,000	-	156,400
Allocations-Charges to UT Fund	-	27,017	-	-	27,017
Total Other Revenues	16,400	27,017	140,000	-	183,417
Total Revenues	**16,400**	**27,017**	**140,000**	**-**	183,417
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	595,300	61,700	-	-	657,000
Wages - Regular	64,400	(64,400)	-	-	-
Wages - Casual Relief	900	2,600	-	-	3,500
Wages - Overtime	1,000	-	-	-	1,000
Wages - Temporary Staff	14,400	-	-	-	14,400
ER Contributions	154,500	300	-	-	154,800
Other - HR/Pyrl Exp-WCB	135,000	-	65,000	-	200,000
Other - HR/Pyrl Exp Vested	15,600	-	-	-	15,600
Other - HR/Pyrll Exp Pyrl	12,905	601,151	50,732	-	664,788
Total Salaries, Wages and Benefits	994,005	601,351	115,732	-	1,711,088
Contracted and General Services					
Courses,Conferences&Seminars	16,650	-	30,000	-	46,650
Travel,Meals&Accomodations	8,050	-	-	-	8,050
Phone,Cell,Fax & Internet	4,850	-	-	-	4,850
Memberships & Subscriptions	5,400	-	-	-	5,400
Advertising & Promotions	67,400	-	-	-	67,400
Printing & Duplicating	3,450	-	-	-	3,450
Legal Services	7,200	-	-	-	7,200
Staff Resourcess & Development	79,700	-	55,000	-	134,700
Employee Assistance Program	8,200	-	-	-	8,200
Contracted Services	10,000	-	60,000	-	70,000
Total Contracted and General Services	210,900	-	145,000	-	355,900
Materials, Supplies and Utilities					
Supplies & Materials-Office	4,000	-	-	-	4,000
Employee Awards	9,300	-	-	-	9,300
Total Materials, Supplies and Utilities	13,300	-	-	-	13,300

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Transfer to Reserves					
Trsf to Reserve	11,700	-	-	-	11,700
Total Transfer to Reserves	11,700	-	-	-	11,700
Other Expenses					
Other	61,800	-	-	-	61,800
Total Other Expenses	61,800	-	-	-	61,800
Total Expenses	**1,291,705**	**601,351**	**260,732**	**-**	**2,153,788**
Net (Surplus)/Deficit	**1,275,305**	**574,334**	**120,732**	**-**	**1,970,371**

2016 Operations

Budget Request

Learning Culture Development Program

Request #
12-0053

Division:	Corporate and Protective Services	**Budget Year:**	2016
Department:	People Services	**Category:**	Growth
Responsibility:	People Services Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$50,000	Human Resources Reserve	One Time

Overview

Over the past three years a stronger focus on creating a learning culture has occurred. As outlined in Figure 1 a learning organization takes a multi-faceted and purposeful approach to developing its most valuable resource: its employees.

What does a learning culture look like?

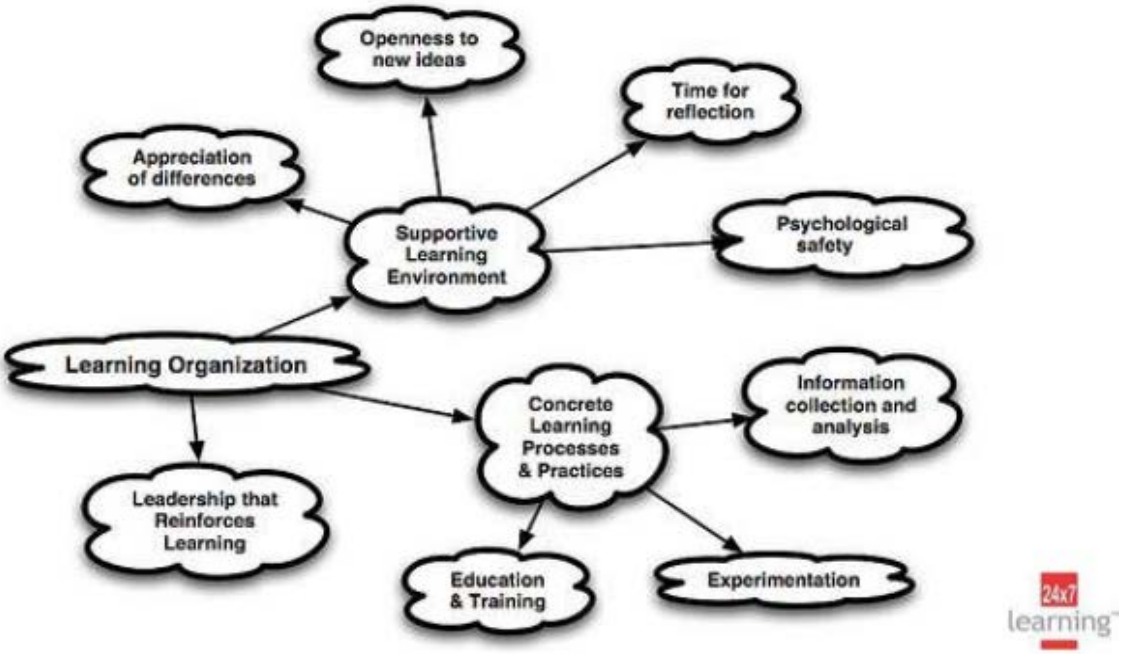


Figure 1

Embedding a learning culture results in improved employee engagement, retention and attraction, increased organizational performance, and a greater ability to meet customer needs. To embed a learning culture the organization must emphasize continual learning as an important activity at all levels, and invest time and resources to implement it. Such an initiative goes beyond technical and direct job related training to strengthen the overall competency of employees in developing themselves to better serve our organization and customers.

Opportunities for learning are diverse and include in-house and external programs. As stated by Forbes: "Often programs fall short of being *both* interesting *and* useful—qualities that should be mandatory. Interesting training enriches your life, energizes you and ideally makes you more loyal to the company. Useful training offers a practical skill critical to this stage of organizational development. It should be essential to the job you have to perform in the next six months—not the next three years. Otherwise, it will soon be forgotten or will get employees spinning in the wrong direction." For this reason the City has taken a unique approach to training by developing a "Learn Where You Are" program that takes into account various learning styles and addresses situations employees are facing today. A synopsis is attached. Due to limited resources the program is still in the infancy stages.

In order to meet the challenges of the future, especially with the changing workforce demographics, our organization must place a greater emphasis on employee development. The intent is to allocate one time money for 2016 from the reserve dedicated to human resource initiatives in order to strengthen our ability to perpetuate a learning culture.

City of Fort Saskatchewan
"Lead Where You Are" – Corporate Training Plan

Purpose

This plan provides an integrated approach to increasing leadership capacity throughout the City and an integrated, collaborative approach to service delivery.

Key Principles

The following principles will be used to guide the design and implementation of a leadership development plan or program:

1. Everyone has an opportunity to play a leadership role, regardless of their position in the organization. Therefore **all staff have been included in this program**, not just those who are considered leaders as a result of their classification or job title.

2. The intention is for this to be an **ongoing program**, with **priorities and activities set annually**.

3. A **variety of learning opportunities** will be employed, including but not limited to the following:

    a) Formal training
    b) Guest speakers
    c) Videos
    d) Brown bag sessions
    e) Guided discussions
    f) Book study / literature review
    g) Storytelling – videos and narrative celebrating internal success stories

4. Strategies shall be incorporated to **connect people from across the organization**.

5. **Practical tools** will be provided that can be readily applied in day-to-day work.

6. Accommodations will be made, where necessary, to ensure **both inside and outside workers have access to learning opportunities** (i.e., consideration given to location and time of day, multiple sessions).

7. This program is intended to **complement additional staff development** undertaken as part of personal learning and development and department-specific training plans (including such areas as project management; technical training; professional education; and on the job training such as mentorship, job shadowing and developmental positions).

2016 Operations

Budget Request

Compensation Review

Request #
12-0080

Division:	Corporate and Protective Services	**Budget Year:**	2016
Department:	People Services	**Category:**	Growth
Responsibility:	People Services Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$20,000	Human Resources Reserve	One Time

Overview

As per Council Policy HUM-004 Non-Union Staff Compensation, "a formal market survey shall be conducted every third calendar year." The last in-house salary and wage survey was completed in 2013. The paid on call fire personnel had not been included in past surveys, however will be with this review.

Options Considered

Consideration was given to not conduct a review however based on the following it is important one be completed:

1. Compliance with Council Policy HUM-004.
2. Ensure we are able to attract and retain employees at the skill and experience level required.
3. Prevent situations which occurred in the past where a review was not completed for several years which resulted in pay levels well below the market average which impacted our ability to attract and retain.

Efficiencies

The City will be utilizing an external expert in this field to ensure the best information is gathered and analyzed.

Historical Trends

A survey of our comparators was conducted in 2013 and 2006. The 2006 survey was expanded to examine other government agencies and the greater Edmonton region. This gave the City a broader perspective of salaries. The survey focuses primarily on non-union as collective bargaining is utilized with the union, however the same information is also relevant and at times applicable during the negotiation process.

Comparators

The Counties of Sturgeon, Strathcona, Parkland, and Leduc

The Cities of Leduc, Wetaskiwin, Camrose, Spruce Grove, and St. Albert

The Towns of Devon and Stony Plain

2016 Operations

Budget Request

Staff Engagement Survey

Request #
12-0082

Division:	Corporate and Protective Services	Budget Year:	2016
Department:	People Services	Category:	Growth
Responsibility:	People Services Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$20,000	Human Resources Reserve	One Time

Overview

Staff surveys provide a high level snapshot of what is going well and what can be done better in an organization. As staff are our most valuable asset, it is important to hear from them in a manner that allows candid and honest feedback. Key reasons to conduct a survey include:

1. Measures employee engagement;
2. Gives employees a voice with anonymity;
3. Increases employee engagement;
4. Provides benchmarks;
5. Provides the feedback required by leadership; and
6. It's what great organizations do.

Options Considered

Continue to conduct an in-house survey however there has been perceptions of lack of anonymity, which may lead to lower than desired participation. In 2013 the City had 229 employees participate in the survey, in 2014 the number was 209.

Changing to an external resource for conduct of the survey will allow the City to benchmark and determine if an external resource will help increase employee participation in the survey.

Efficiencies

Conducting the survey with an external expert is the best option. An external resource suggests a higher than 75% participation rate.

Comparators

Spruce Grove will be conducting a similar survey from the same contractor in 2016, pending budget approval.

2016 Operations

Budget Request

WCB Premiums

Request #
12-0084

Division: Corporate & Protective Services
Department: People Services
Responsibility: People Services Director

Budget Year: 2016
Category: Committed

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$65,000	Operations	Ongoing

Overview

Funding to pay Workers' Compensation Board (WCB) premiums. Not unlike any other employee benefit, the WCB rate is used to calculate the annual premium on wages and salaries. As wages and salaries increase, so do the premiums. The City is part of an industry rate, and that rate fluctuates based on our own incident rates. The City currently pays premiums at less than industry rate, due in part to the building of a safety program. Focusing on prevention and the return to modified work program assists in reducing costs.

Options Considered

All employers are required to pay WCB premiums.

Historical Trends

The City's employer experience ratio is 52.38% lower than industry average. Incidents that do occur impact costs for 3 years after a lag year. For example, incidents that occur in 2012 impact premiums in 2014, 2015, and 2016.

2016 Operations

Budget Request

Joint Occupational Health & Safety Committee

Request #
12-0090

Division:	Corporate and Protective Services	**Budget Year:**	2016
Department:	People Services	**Category:**	Growth
Responsibility:	People Services Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$5,000	Operations	Ongoing

Overview

The Joint Occupational Health & Safety Committee (JOHSC) has a central role supporting the Health and Safety Advisor in the development, implementation and maintenance of the City's Health & Safety Management system. Activities that members are involved in include hazard identification and control, formal inspections, incident review and investigations, and emergency response planning. The JOHSC members serve as resources to the City and work to ensure a positive safety culture is maintained. A dedicated budget would make it more efficient for the Committee for annual planning purposes.

Options Considered

As the Committee was established only three years ago, any budget allocation was held in abeyance until a determination of training needs, beyond that of standard employee safety training, were established.

Efficiencies

The work performed by the JOHSC in promoting safety culture and awareness contributes to overall safety in the workplace. This Committee allows the City to operate with only one full-time Health and Safety Advisor.

Historical Trends

The JOHSC was formed 3 years ago to support the Health and Safety Advisor. At that time no funding was allocated to support the training of Committee members.

2016 Operations

Budget Request

Safety Initiatives

Request #
24-0003

Division: Corporate and Protective Services
Department: People Services
Responsibility: People Services Director

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$50,000	Health and Safety Reserve	One Time

Overview

The goal of an effective workplace safety program is the development of a long-term plan that is successful in protecting people from injury and death, complying with regulations, and controlling the associated financial costs of loss. An effective plan must include methods to:

1. Identify and understand all hazards, real and potential; and
2. Prevent and control hazards so workers are not exposed or the exposure is minimized.

Such a program includes key components like safety awareness, training and documentation. Many of the departments already engage in various forms of safety training however as part of a review by our Health & Safety Advisor a broader corporate approach is needed. This relates to safety training and audit processes, both of which will move the City closer in achieving our Certificate of Recognition (COR).

COR is awarded to employers who develop health and safety programs that meet established standards. Certificates are issued by Alberta Jobs, Skills, Training and Labour and are co-signed by Certifying Partners, the City`s being the Alberta Municipal Health & Safety Association (AMHSA).

While the real benefit of COR is having a measured and audited health and safety program for City employees, achieving and maintaining a valid COR results in a financial incentive through the WCB

Partnerships in Injury Reduction Program. The City is moving toward achieving COR however there have been a number of challenges encountered resulting in the process being much slower than desired.

In order to obtain COR, we must build a Health and Safety Program that meets the program standards. Two areas of focus for 2016 are employee training and conducting an audit.

1. The City is required to ensure that employees maintain their competency in safety practices. This means that the City must determine what training an employee requires to do their job safely, and provide that training. COR audits focus heavily on this and it is an area where we are dependent on external service providers in order to be legislatively compliant. Training matrixes are currently being developed for all City departments, outlining what training is required for each position in order to comply with health and safety requirements. Funding is being requested to pay for any training that is needed in areas where departments do not have sufficient funding available. This is being proposed only for 2016 and 2017. Starting in the 2018 budget year, all departments will be expected to budget for their own training.

2. The City is required by the COR program to conduct an audit in order to be awarded COR status. External auditors are independent consultants. Funding is being requested to pay for auditor fees and expenses, audit license fees, and any other fees directly relating to the execution of the audit.

Options Considered

The City has considered doing training internally. This is still the preferred method, however is not always a practical approach due to the complexity of ensuring the courses are legislatively compliant, and the costs associated with certifying and maintaining an employee able to conduct the training.

The City has considered conducting a "peer audit", which is currently allowed by the COR Certifying Partner. This system has existed for many years, and it has been communicated that it may be phased out. It has also been communicated that even though the system still currently exists, demands exceed supply of peer auditors, and some requests cannot be fulfilled. This option would also require training, coaching and maintenance of several City employees as Peer Auditors, with ongoing maintenance requirements. This would be a significant financial cost to the City, and would create the requirement to "loan" City auditors to other municipalities to conduct peer audits potentially in excess of 2 weeks per year.

Efficiencies

City staff are working to complete training matrixes to ensure that documentation exists of what is required of each position to meet health and safety requirements. The City has acquired an electronic Training Management System which allows for the effective tracking of training compliance, expiry dates, and will allow for more efficient budgeting for future health and safety training (e.g. readily accessible reporting on upcoming required renewal courses for existing employees).

Historical Trends

The City passed an external audit and received COR in 1999. In 2002 significant legislative changes were made to the *Occupational Health and Safety Act* and without a designated health and safety

professional to advise and support the new requirements (the current Health and Safety Advisor position did not exist until 2009) we failed our external audit with a mark of 78.3% in November of 2002. A mark of 80% is required to achieve COR.

Taking Care

of Business

Infrastructure and Community Services Division

The Infrastructure and Community Services Division includes the following departments: Project Management, Infrastructure Management, Planning & Development, Culture Services, Family and Community Support Services, Recreation Services and Economic Development; which are led by a General Manager.

Project Management..... Section 21

Planning & Development..... Section 22

Culture Services …….... Section 23

Family and Community Support Services…….. Section 24

Recreation Services……..... Section 25

Economic Development……..…… Section 26

Infrastructure Management……..... Section 27

Project Management

Project Management provides the purchasing, construction and lifecycle costing of the City's infrastructure and facilities. The department further ensures that all purchases and construction projects meet the leading edge of best practices for environmental stewardship. The result is our City's infrastructure and assets are sustainable and innovative and provide a safe, livable community.

Project Management	New Development Construction	General Engineering

• Annual & ten year capital program for upgrades to the following:
  • Roads
  • Utilities
  • Facilities
  • Parks
  • Fleet & Mobile Equipment Procurement
	• Developer Levies & Bylaws
	• Development Standards
	• Development Engineering
	• Lot Grading Program
	• Service Inspections (Residential Water & Sewer)
	• Annual Capital Projects for New Construction
		• Traffic Counts
		• Intersection Warrants
		• Water & Sewer System Models
		• Engineering Support Services to All City Departments

The subsequent pages will provide information on the department's proposed budget, 2016 operating budget requests, 2016 capital budget requests and fees and charges.

Project Management
2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges	1,000	-	29,000	-	**30,000**
Fines, Licenses and Permits	125,000	-	20,000	-	**145,000**
Government Transfers	24,500	-	(22,000)	-	**2,500**
Other Revenues	-	-	400,000	-	**400,000**
Total Revenues	**150,500**	**-**	**427,000**	**-**	**577,500**
Expenses					
Salaries, Wages and Benefits	424,100	-	-	-	**424,100**
Contracted and General Services	67,500	-	429,100	-	**496,600**
Materials, Supplies and Utilities	-	-	3,000	-	**3,000**
Total Expenses	**491,600**	**-**	**432,100**	**-**	**923,700**
Net (Surplus)/Deficit	**341,100**	**-**	**5,100**	**-**	**346,200**

Project Management

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges					
Service Fees	1,000	-	29,000	-	30,000
Total Sales, Rentals and User Charges	1,000	-	29,000	-	30,000
Fines, Licenses and Permits					
Permits	125,000	-	20,000	-	145,000
Total Fines, Licenses and Permits	125,000	-	20,000	-	145,000
Government Transfers					
Grants	24,500	-	(22,000)	-	2,500
Total Government Transfers	24,500	-	(22,000)	-	2,500
Other Revenues					
Funding from Reserves	-	-	400,000	-	400,000
Total Other Revenues	-	-	400,000	-	400,000
Total Revenues	**150,500**	**-**	**427,000**	**-**	577,500
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	302,300	-	-	-	302,300
Wages - Grant Programs	50,000	-	-	-	50,000
ER Contributions	71,800	-	-	-	71,800
Total Salaries, Wages and Benefits	424,100	-	-	-	424,100
Contracted and General Services					
Courses,Conferences&Seminars	9,100	-	(1,000)	-	8,100
Travel,Meals&Accomodations	11,500	-	(2,000)	-	9,500
Phone,Cell,Fax & Internet	-	-	7,100	-	7,100
Memberships & Subscriptions	1,500	-	-	-	1,500
Contracted Services	45,400	-	425,000	-	470,400
Total Contracted and General Services	67,500	-	429,100	-	496,600
Materials, Supplies and Utilities					
Supplies&Materials-Maintenance	-	-	3,000	-	3,000
Total Materials, Supplies and Utilities	-	-	3,000	-	3,000
Total Expenses	**491,600**	**-**	**432,100**	**-**	923,700
Net (Surplus)/Deficit	**341,100**	**-**	**5,100**	**-**	346,200

2016 Operations

Budget Request

Transportation Master Plan Update

Request #
32-0017

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Project Manager	**Category:**	Growth
Responsibility:	Project Manager Director		

Corporate Strategic Plan: Strong, Diverse Economy

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$275,000	Financial Stabilization Reserve	One Time

Overview

This is a one-time $275,000 expense to update the Transportation Master Plan. The budget is based on estimates received to complete the work given the current base information available from our current studies and the Alberta Transportation Regional Traffic model.

The Current Right of Way Master Plan was completed in 2008. It is good practice to review and update these types of plans every 8 to 10 years. With the pace of growth that the City has seen over the past few years updating this plan will help establish priorities for network improvements.

Using the recently updated Southfort Transportation Plan as a base, this plan will pay particular attention to the Highway Corridors, recommending options and timing for upgrades. While the main focus of the plan will be on the roadways, multi-model transportation is an important part of our community. The plan will evaluate all transportation corridors including our trail and sidewalk networks.

The plan will identify the upgrade requirements and timing (based on population) to build-out for the City's transportation network. This will include defining the timeline for upgrading the highway to 6-lanes, required intersection improvements, identifying pinch points within our system and recommending options to improve the overall function of the transportation network.

This plan will feed into any short term requirements for transportation planning as a result of the Growth Study. The recommendations of the plan will help strengthen the position of the City when in discussions with the Province and surrounding municipalities regarding transportation planning and upgrading.

A robust transportation network is key to maintaining our industrial and commercial growth and supporting the existing industrial and commercial facilities within the City and surrounding area.

Options Considered

Not updating the plan at this time. This would have us rely on existing plans that are at the end of their useful life and relevance. Without up to date plans it will be difficult to move the City's agenda forward in regards to Regional Transportation Planning.

Completing the plan in-house - The Project Management Department does not have the resources or precise expertise required to complete this study. This type of study requires specialized software and skill sets that are not efficient to maintain on an on-going basis for a City our size.

Efficiencies

This document will provide a prioritized plan to upgrade our transportation corridors, and information that will help back up and reinforce the budgeting decisions that need to be made in the future.

Historical Trends

Historically the City has updated the Transportation Master Plan about every 7 – 8 years. Plans were completed in 2000, and 2008. As the City continues to grow and transportation trends change within the region it is important to keep the plan current to help provide guidance in future planning.

Comparators

Strathcona County completed an updated plan in 2012 with previous plans being completed in 1991 and 2001.

The City of St. Albert is currently updating their 2009 Master Plan.

Spruce Grove completed an update in 2012 with the previous plan being from 2000.

2016 Operations

Budget Request

Project Management – New Fees & Account Adjustments

Request #
32-0018

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Project Manager	**Category:**	Growth
Responsibility:	Project Manager Director		

Corporate Strategic Plan: Strong, Diverse Economy

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$27,000	Service Fees & Permits	Ongoing
$25,000	Operations	Ongoing
$2,000		

Overview

This plan request makes adjustments in the accounts of Project Management to better reflect historical trends and to introduce a new engineering review fee.

This request includes:

1. A $1,000 reduction in service fees. This budget was setup as a cost recovery for performing custom mapping functions for the public upon request. With the advent of online mapping tools these requests are no longer being made.
2. A $22,000 reduction in grants. With the changes to the summer grant programs made a few years ago, we have seen a significant reduction in the amount of grant funding received for our summer students over the last 3 years. This reduction will align the budget with actual reimbursements.
3. A $20,000 increase in permit revenue for lot grading. In 2015 the revenue for lot grading was moved into Project Management. The revenue in 2015 is projecting significantly above the projected budget. The $20,000 increase is a conservative adjustment based on the uncertainty in the building industry.
4. A $25,000 increase to Contracted Services to better reflect the historical trends of this function.

5. A $30,000 increase to service fees based on a new engineering review fee.

The adjustments in the accounts reflect the historical trends and help make the budget a better reflection of the spending and revenues experienced within the Department.

The addition of the engineering review fees offset some of the costs of development. This is not a full cost recovery model, but rather a balance between providing services and ensuring that development pays for itself.

Historical Trends

There has been $0 collected in Service Fees since 2013.

Grant funding for summer students has averaged $2,200 since 2013.

2015 YTD (June 15, 2015) lot grading and service connection revenue is at $115,000 of the $125,000 budget.

The Contracted Services account is used for engineering reviews of intersection warrants, water and sewer modelling, and one off unplanned requests (William Casey Park environmental review, Southfort Estates drainage review, etc.) It is also used to fund the infrastructure assessments required to maintain our pavement management system. Based on historical trends, what was needed to complete these kinds of services has been closer to $70,000, as a result an increase of $25,000 is requested.

Comparators

Engineering review fees are consistently applied throughout the Capital Region for new developments. The Urban Development Institute (UDI) provided their 2014 fee comparison.

Edmonton - $4,271/ha - minimum 3 ha plus $2,000 per Development Agreement

St. Albert - $3,770 / agreement plus $4,200 / ha for a Development Agreement

Spruce Grove - $2,500 / inspection plus $2,500 per Development Agreement

The new fee at $2,000 / ha leaves us at the lower end of fees for the Capital Region.

2016 Operations

Budget Request

Project Management – Medium Industrial Levy Update

Request #
32-0026

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Project Management	Category:	Growth
Responsibility:	Project Management Director		

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$125,000	Financial Stabilization Reserve	One Time

Overview

With the passing of the updated North Josephburg Road Area Structure Plan (ASP) a revised servicing concept is envisioned. These revisions potentially eliminate the need for a reservoir and adjust the servicing standards for a large area of the lands. This update will take into account those changes and make adjustments to the levy bylaw to reflect the servicing being proposed.

Keeping our levy bylaws up to date ensures that the developers are paying for the infrastructure required to support their developments.

The updated levy will help plan the capital program and ensure that the required funding is available when the projects are required.

2016 Capital

Budget Request

Local Road Rehabilitation

Request #
16017

Division:	Infrastructure & Community Services	**Budget Year:**	2016
Department:	Project Management	**Category:**	Maintain
Responsibility:	Project Management Director		

Corporate Strategic Plan: Strong and Vibrant Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$2,600,000	MSI & Federal Gas Tax Grant	One Time
Operating Impact		
$0		

Overview

This is part of an ongoing program to improve and rehabilitate the paved road system within the city of Fort Saskatchewan. Projects are identified using the Municipal Pavement Management Application (MPMA) and are verified by Engineering and Public Works staff. MPMA and other infrastructure asset management initiatives are used to apply best management practices and assist in developing short and long range rehabilitation programs.

Rehabilitation options include:

1. Mill and Overlay - mill off the existing wearing surface and overlay a new surface.
2. Micro-surface – a thin lift of asphalt is placed over the surface to fill high and low areas and rejuvenate the roadway.
3. Spot Repairs and overlay – perform deep base repairs of failed areas and mill and overlay the surface.
4. Full Reconstruct – remove the entire road surface and base and reconstruct using new material.

The length of road that can be rehabilitated varies from year to year depending on the types of work required.

The MPMA system is set to keep the roadways at a Pavement Quality Index (PQI) of 7.0. This represents a balanced approach ensuring that roads are not rehabilitated until required, but still protect the base structure which reduces the need for a full reconstruct of roadways.

At the proposed spending level, MPMA results indicate that the overall Pavement Quality Index can be maintained with current levels of annual spending.

Options Considered

Reducing the target PQI will result in lower initial capital costs, but will create increased long term maintenance and replacement costs. Roads will fall below the level where a simple mill and overlay would be effective and additional surface reconstructions will be required.

Innovation

Methods are continually being evaluated for cost and effectiveness. The Pavement Management Software helps us determine the optimum treatment and the optimum time in the pavement deterioration curve.

Life Cycle

New pavement on collectors and residential has an expected life of about 20 years. Resurfacing of the highway can be as short as 10 years with the heavy truck traffic.

2016 Capital

Budget Request

Neighbourhood Rehabilitation

Request #
16019

Division:	Infrastructure & Protective Services	Budget Year:	2016
Department:	Project Management	Category:	Maintain
Responsibility:	Project Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$988,000	MSI Grant	One Time
$912,000	Utility Reserve	One Time
$1,900,000		

Operating Impact
$0

Overview

As part of an ongoing effort to replace and rehabilitate substandard water mains, sewers and roads, this project will upgrade a neighbourhood to new standards.

This project will design and replace all water, sewer, and storm services to property, curbs and roadways within a neighborhood prioritized using Fire Flow Capacity, pipe conditions and road conditions.

Options Considered

Relining pipes in areas where the existing pipe is sufficient in size and the condition warrants. If there are major offsets or deterioration the pipe can no longer be relined. As well, if other pipes are required to be replaced, and/or the surface is in need of reconstruction, it is more cost effective to dig than to perform a reline.

Impact on Service Delivery

The upgrades to the system help make the system more reliable and able to meet the needs of the community.

Innovation

We are working to combine our underground asset management system with our pavement management system. This will give us a comprehensive look at our entire system and help us determine the best rehabilitation methods and timing as we move forward.

Life Cycle

Pipes are expected to last 75 years, with concrete 40 years and pavement 25 years.

2016 Capital

Budget Request

Sewer Service Relines

Request #
16020

Division:	Infrastructure & Protective Services	Budget Year:	2016
Department:	Project Management	Category:	Maintain
Responsibility:	Project Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$1,200,000	Debenture	One Time
Operating Impact		
$134,615	Utility Operations	Ongoing

Overview

This capital budget request is an ongoing program to remove properties from the sewer root program within the City.

Liners will be installed in all sewers within a selected area each year. The liner acts like a new pipe that is installed within the old pipe. The liner material is plastic and will be resistant to tree root intrusion and other pipe failure. The liner is expected to last 50 years with minimal maintenance. Liners are installed in laterals and mains. A structural seal is installed at the connection point between the lateral and main, creating a root resistant barrier.

2017 is expected to be the last year for this program.

Options Considered

Replacing pipes in these areas was considered, but is a more expensive option and is not required. The pipe sizes are adequate and the pipes themselves are in generally good condition. The liners help seal the pipes form root intrusion resulting in a pipe that is as good as or better than today's PVC standards.

Impact on Service Delivery

This program creates a more reliable system with fewer backup emergency callouts and repairs.

Innovation

Relining the entire system from manhole to house is an innovative solution to ensure that roots have no "gaps" to enter the piping system.

Life Cycle

Liners are expected to last at least 50 years.

Project Management

For 2016, Project Management is proposing revisions to its fees and charges to reflect increases due to inflation as well, Project Management is proposing new fees to reflect cost recovery. The following are being proposed:

- Increased Fees
    - Residential Lot Grading Program
    - Excavation Permit

- New Fees
    - Development Agreement Engineering Review

Please see the following for Project Management's detailed Fees and Charges for further explanation of revisions.

Project Management

2016 Fees & Charges

Preliminary information subject to change. E&OM accepted

Notes		Description	GST Applicable	Unit of Measure	2015 *	2016 *
		** Fees and Charges exclude GST. Where taxable (T), GST is charged at point of sale.*	*Taxable = T Exempt = E*		Current	Proposed
	Department: Project Management					
		Permit Fees				
1		Residential Lot Grading Program	E	per permit	$ 257.50	$ 260.00
1		Excavation Permit	E	each	$ 360.00	$ 365.00
		Development Agreement Engineering Review:				
2	**New**	Includes: One inspection at CCC & FAC for each of the following: underground, surface (excluding walks), sidewalks, and landscaping	E	each	$ -	$2000.00/ha
3	**New**	Development Agreement Re-inspection/Additional Inspection	E	each	$ -	$ 500.00

Notes	Description	Plan Request #
1	Inflation Adjustments	32-0018
2	This fee is being implemented to cover some of the costs associated with reviewing development proposals.	32-0018
3	No budget has been allocated to this fee as we hope to never collect it. This fee is put in place as a deterrent to ensure that work is complete prior to being called for inspection.	32-0018

Planning and Development

The Planning and Development Department represents the City's interests throughout the development process. We use the Municipal Development Plan, Community Sustainability Plan and Area Structure Plans to define the vision and principles for our community, based on extensive public engagement. Various regulatory frameworks help the City align with these principles and work toward our vision: *Engaged People, Thriving Community.*

Planning	Development

• Maintain & Implement Planning Documents
  • Municipal Development Plan
  • Area Structure Plans
  • Area Redevelopment Plans
• Engage & Educate the General Public
• Review & Approve Developer Prepared Outline Plans
• Redistricting & Subdivision Applications
• Project Support for the Growth Study
• Inter-municipal Referrals
• Represents the City Capital Region Board Committees
	• Maintain & Implement the Land Use Bylaw (LUB)
	• Issue Development Permits
	  • Commercial
	  • Industrial
	  • Residential
	  • Institutional
	• Process Building & Safety Code Permits
	• Development Agreements
	• Compliance Certificates

The subsequent pages will provide information on the department's proposed budget, 2016 operating budget requests and fees and charges.

Planning & Development

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges	252,050	-	-	-	**252,050**
Fines, Licenses and Permits	1,097,500	-	42,813	-	**1,140,313**
Government Transfers	19,000	-	36,850	-	**55,850**
Other Revenues	-	-	145,000	-	**145,000**
Total Revenues	**1,368,550**	**-**	**224,663**	**-**	**1,593,213**
Expenses					
Salaries, Wages and Benefits	1,196,931	-	85,762	-	**1,282,693**
Contracted and General Services	794,540	-	148,000	-	**942,540**
Grants to Organizations	10,000	-	-	-	**10,000**
Total Expenses	**2,001,471**	**-**	**233,762**	**-**	**2,235,233**
Net (Surplus)/Deficit	**632,921**	**-**	**9,099**	**-**	**642,020**

Planning & Development

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges					
Service Fees	230,000	-	-	-	230,000
Sale of Goods	500	-	-	-	500
Leases	21,550	-	-	-	21,550
Total Sales, Rentals and User Charges	252,050	-	-	-	252,050
Fines, Licenses and Permits					
Permits	1,097,500	-	42,813	-	1,140,313
Total Fines, Licenses and Permits	1,097,500	-	42,813	-	1,140,313
Government Transfers					
Grants	19,000	-	36,850	-	55,850
Total Government Transfers	19,000	-	36,850	-	55,850
Other Revenues					
Funding from Reserves	-	-	145,000	-	145,000
Total Other Revenues	-	-	145,000	-	145,000
Total Revenues	**1,368,550**	**-**	**224,663**	**-**	1,593,213
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	816,281	33,100	34,250	-	883,631
Salaries - Regular:OptedOut OT	6,800	-	-	-	6,800
Wages - Regular	140,600	(34,600)	-	-	106,000
Wages - Casual Relief	5,300	(600)	8,348	-	13,048
Wages - Overtime	2,200	-	-	-	2,200
Wages - Grant Programs	-	-	27,975	-	27,975
ER Contributions	225,750	2,100	15,189	-	243,039
Total Salaries, Wages and Benefits	1,196,931	-	85,762	-	1,282,693
Contracted and General Services					
Courses,Conferences&Seminars	11,600	-	2,000	-	13,600
Travel,Meals&Accomodations	11,000	-	1,000	-	12,000
Phone,Cell,Fax & Internet	3,600	-	-	-	3,600
Memberships & Subscriptions	4,700	-	-	-	4,700
Printing & Duplicating	2,300	-	-	-	2,300
Legal Services	28,690	-	-	-	28,690
Strategic Planning	200,000	-	50,000	-	250,000
Contracted Services	532,650	-	95,000	-	627,650
Total Contracted and General Services	794,540	-	148,000	-	942,540

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Grants to Organizations					
Grants to Organizations	10,000	-	-	-	10,000
Total Grants to Organizations	10,000	-	-	-	10,000
Total Expenses	**2,001,471**	**-**	**233,762**	**-**	**2,235,233**
Net (Surplus)/Deficit	**632,921**	**-**	**9,099**	**-**	**642,020**

2016 Operations

Budget Request

Parking Strategy

Request #
61-0002

Division: Infrastructure and Community Services
Department: Planning and Development
Responsibility: Planning and Development Director

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$50,000	Financial Stabilization Reserve	One Time

Overview

Fort Saskatchewan has experienced unprecedented growth over the past ten years. During this time, vehicle-orientated commercial development has primarily located along major roadways. With the adoption of the Downtown Area Redevelopment Plan in 2009, the City recognizes the economic and community value of attracting new businesses to the central core. A parking study will investigate alternative parking strategies that facilitate economic development and encourage active modes of transportation. The study will provide recommendations for the City in developing and implementing a parking strategy.

Options Considered

1. Prepare a study that investigates parking strategies with the aim of facilitating economic development and encouraging active modes of transportation.
2. Do not proceed with a study and rely on Land Use Bylaw parking regulations. The status quo will not investigate creative funding opportunities for shared parking and may inhibit physical and economic development within certain areas of the City.

Efficiencies

Parking is a type of land use but can also be an economic development tool. The provision of onsite parking for non-residential land uses can be costly and consume land that can otherwise be used for building area. Parking strategies can promote efficient land use, support local business, and provide

efficient and equitable parking solutions. The strategies will guide staff in developing policy and changes to regulatory documents.

Innovation

Municipal parking policies and practices can be instrumental in building a successful city.

Parking is a vital component of the urban street and transportation system. The availability, cost and perceptions of parking influence decisions on how people choose to travel and the viability of commercial areas. The adequacy of parking impacts the economic return on public and private investments, affects property values and development opportunities.

A parking strategy can be important in achieving a community's vision by doing the following:

- Foster compact urban development and good urban design;
- Facilitate and support economic development;
- Encourage active modes of transportation; and
- Generate revenue to fund parking and transportation projects and initiatives.

A study can identify innovative parking strategies that maximize existing parking and increase parking opportunities. Such strategies may include one or a combination of the following:

- Cash-in-lieu of required onsite parking;
- Shared parking;
- Maximum parking requirements;
- Parking reductions for car sharing or other innovative programs.

2016 Operations

Budget Request

Review of Safety Code Services

Request #
61-0026

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Planning and Development	**Category:**	Growth
Responsibility:	Planning and Development Director		

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$95,000	Financial Stabilization Reserve	One Time

Overview

Obtain a contractor to prepare a business case to assess the benefits and implications of partially converting Safety Code Services (building inspectors) to an in-house employee as opposed to solely contracted services. The business case will estimate the cost of the conversion, preparing the City to make an informed decision.

The City provides Safety Code Services which includes issuing permits and conducting inspections for building, electrical, plumbing and gas. Similar to several smaller municipalities, Fort Saskatchewan has contracted these services to an external agency for several years.

In 2015, the City entered a new contract with The Inspections Group to continue to provide these services. The contract includes an option to reduce services in September 2016, at the City's sole discretion. The reduced services would be supplemented with a fulltime employee who would be responsible for providing some inspection services while also supervising the contract.

Similar municipalities, such as Spruce Grove and Leduc, have opted to provide full or partial in-house services. They reported the improved commitment to the municipality from the employee, along with the expertise necessary to challenge the safety code officers, enhanced the value gained from the municipality's investment.

Initial findings suggest the conversion is a worthwhile pursuit, but the full benefits and implications are unknown at this time. Before proceeding, Planning and Development is recommending a business case be prepared by an external consultant to guide an informed decision.

Options Considered

1. Prepare a business case to assess the benefits and implications of partially converting Safety Code Services to an in-house employee as opposed to solely contracted services.

2. Omit the business case and proceed with the conversion unaware of the full impacts.

3. Do not proceed with the conversion and continue to provide Safety Code Services through contracted services.

Innovation

In speaking with neighbouring municipalities, the benefits of partial or full in-house services were described favourably. In particular, multiple municipalities indicated the quality for Safety Code Services improved, which subsequently improved the work of local builders.

Historical Trends

Over the past three years, payment to contracted services for Safety Code Services has averaged $600,000.

Comparators

Other municipalities of similar size within the region have partially or fully converted to in-house services. These municipalities include Leduc, Spruce Grove, and Beaumont.

Planning and Development

For 2016, Planning and Development is proposing revisions to its fees and charges to reflect increases due to inflation and cost recovery. Planning and Development is proposing new fees to reflect cost recovery and effective client services. The following are some fees being proposed:

- Various increased Fees
    - Accessory Building
    - Modular Home Building
    - Gas Permits
    - Plumbing Permits
    - Electrical Permits
    - Various Planning & Development Fees

- New Fees
    - Archived Building Permit Report
    - Planning Documents
    - Printing fees
    - Seasonal Developments

Please see the following Planning and Development detailed Fees and Charges for further explanation of revisions.

Planning & Development

2016 Fees & Charges

Preliminary information subject to change. E&OM accepted

Notes		Description	GST Applicable	Unit of Measure	2015 *	2016 *
		** Fees and Charges exclude GST. Where taxable (T), GST is charged at point of sale.*	*Taxable = T Exempt = E*		Current	Proposed
	Department: Planning and Development					
		Maps, Reports, Plans, Labels and Studies Fees				
		Address Map:				
1		- Small	T	per map	$ 9.00	$ 10.00
1		- Large	T	per map	$ 21.00	$ 20.00
1		Land Use Bylaw Map	T	per map	$ 21.00	$ 20.00
1		Land Use Bylaw	T	per book	$ 58.00	$ 60.00
2	new	Archived Building Permit Report	T	per monthly report	$ -	$ 10.00
6		Residential, Commercial and Home Business Labels	T	per set	$ 21.00	$ -
7	new	Planning Document (printed)	T	per sheet double sided	$ -	$ 0.24
3	new	Planning Document (digital)	T	per sheet double sided	$ -	$ 10.00
7		Municipal Development Plan	T	per book	$ 42.00	$ -
7		Area Structure Plans	T	per book	$ 42.00	$ -
7		River's Edge Recreation Study	T	per book	$ 42.00	$ -
		Custom Mapping Fees *				
		**** These fees are a combination of Drafting Technician***				
			T	minimum fee PLUS	$ 20.00	$ 20.00
		Drafting Technician - Labour	T	per hour	$ 50.00	$ 50.00
		Drafting Technician - Computer	T	per hour	$ 5.00	$ 5.00
8	new	Printing - Regular (36" x 48")	T	per map	$ -	$ 20.00
8	new	Printing - Glossy (36" x 48")	T	per map	$ -	$ 30.00
		Line Drawing - Premium Bond: *				
		**** Any drawing where there is significant white space on the paper where no ink was used such as blueprints, street maps, land use zoning***				
8		- 11" x 17"	T	per map	$ 2.00	$ -
8		- 17" x 22"	T	per map	$ 4.00	$ -
8		- 22" x 34"	T	per map	$ 8.00	$ -
8		- 34" x 44"	T	per map	$ 15.00	$ -
8		- 36" x 48"	T	per map	$ 18.00	$ -
		Line Drawing - Full Colour with Fills - Premium Bond: *				
		**** Any drawing where most or all of the area is saturated with ink such as aerial photos and line work with full colour thematic fills***				
		- 11" x 17"	T	per map	$ -	$ -
8		- 17" x 22"	T	per map	$ 8.00	$ -
8		- 22" x 34"	T	per map	$ 16.00	$ -
8		- 34" x 44"	T	per map	$ 30.00	$ -
8		- 36" x 48"	T	per map	$ 36.00	$ -
		Full Colour with Fills - Semi Gloss Paper: *				
		**** Any drawing where most or all of the area is saturated with ink such as aerial photos and line work with full colour thematic fills***				
		- 11" x 17"	T	per map	$ -	$ -
8		- 17" x 22"	T	per map	$ 10.00	$ -
8		- 22" x 34"	T	per map	$ 20.00	$ -
8		- 34" x 44"	T	per map	$ 38.00	$ -
8		- 36" x 48"	T	per map	$ 45.00	$ -
		Photocopying Charges				
		- 8.5" x 11" Single Sided	T	per sheet	$ 0.14	$ 0.14
		- 8.5" x 11" Double Sided	T	per sheet	$ 0.24	$ 0.24
		- 8.5" x 14" Single Sided	T	per sheet	$ 0.19	$ 0.19
		- 8.5" x 14" Double Sided	T	per sheet	$ 0.33	$ 0.33
		- 11" x 17" Single Sided	T	per sheet	$ 0.24	$ 0.24
		- 11" x 17" Double Sided	T	per sheet	$ 0.38	$ 0.38
		- 24" x 36" Single Sided	T	per sheet	$ 7.62	$ 7.62

		Residential Development Permit Fees				
9		Single Family Dwelling / Semi-Detached/Duplex	E	per unit	$ 150.00	$ 175.00
		Multi-Family Dwelling - 3 units or more	E	minimum permit fee PLUS	$ 300.00	$ 300.00
			E	per unit	$ 75.00	$ 75.00
9		Show Home	E	per permit	$ 125.00	$ 150.00
		Secondary Suite	E	per permit	$ 150.00	$ 150.00
		Variance for New Development:				
10		- Less than 10% variance	E	per permit	$ 75.00	$ 100.00
10		- 10% variance or greater	E	per permit	$ 100.00	$ 125.00
		Variance for Existing Development:				
10	new	- Less than 6% (other than side yard setback)	E	per permit	$ -	$ 100.00
10	new	- Between 6% to 10% (other than side yard setback)	E	base fee	$ -	$ 50.00
10	new		E	per percent	$ -	$ 10.00
10	new	- 10% variance or greater (other than side yard setback)	E	base fee	$ -	$ 50.00
10	new		E	per percent	$ -	$ 20.00
10	new		E	maximum	$ -	$ 350.00
10	new	- Variance for side yard setback of the principal building	E	base fee	$ -	$ 100.00
10	new		E	per percent	$ -	$ 50.00
11		Re-Submission of Plans - After Approval	E	per permit	$ 50.00	$ 100.00
		Request for Development Permit Time Extension	E	per permit	$ 50.00	$ 50.00
		Accessory Building:				
		- Area between 10m² to 33.5m² (107.6ft² to 360ft²)	E	per permit	$ 40.00	$ 40.00
		- Area greater than 33.5m² (360ft²)	E	per permit	$ 70.00	$ 70.00
		Raised Deck	E	per permit	$ 40.00	$ 40.00
12		Covered Deck/Pergolas	E	per permit	$ 40.00	$ -
9		In Ground Swimming Pool	E	per permit	$ 70.00	$ 100.00
		Addition	E	per permit	$ 100.00	$ 100.00
11		Demolition	E	per permit	$ 50.00	$ 100.00
		Home Occupation	E	per permit	$ 100.00	$ 100.00
		Second Access	E	per permit	$ 125.00	$ 125.00
9		Stripping and Grading	E	per permit	$ 150.00	$ 250.00
		Commercial, Light Industrial & Institutional Development Permit Fees				
		New Building, Addition, Renovation or Development				
		- This Fee is the Greater of A or B:				
		A)	E	minimum permit fee PLUS	$ 300.00	$ 300.00
			E	per square foot	$ 0.10	$ 0.10
		OR				
		B)	E	minimum fee per permit PLUS	$ 300.00	$ 300.00
			E	per $1,000 of project value	$ 0.15	$ 0.15
		Variance for New Development:				
10		- Less than 10% variance	E	per permit	$ 75.00	$ 150.00
10		- 10% variance or greater	E	per permit	$ 100.00	$ 200.00
		Re-Submission of Plans - After Approval				
		- This Fee is the Greater of A or B:				
		A)	E	minimum fee	$ 400.00	$ 400.00
		OR				
		B)	E	% of orginal permit fee	50%	50%
		Request for Development Permit Time Extension	E	per permit	$ 150.00	$ 150.00
9		Sign	E	per sign	$ 100.00	$ 125.00
9		Stripping and Grading	E	per permit	$ 150.00	$ 250.00
11		Demolition	E	per permit	$ 200.00	$ 250.00
		Change of Use	E	per permit	$ 200.00	$ 200.00
		New Occupancy	E	per permit	$ 150.00	$ 150.00
		Accessory Building	E	minimum fee per permit PLUS	$ 150.00	$ 150.00
			E	per square foot fee	$ 0.25	$ 0.25
12		Shipping Container as Accessory Development	E	per permit	$ 200.00	$ -
		Sidewalk Café Development Permit Application	E	per permit	$ 100.00	$ 100.00
		Annual Seasonal Developments (no modifications):				
4	New	- First year	E	per permit	$ -	$ 200.00
4	New	- Renewal	E	per permit	$ -	$ 100.00
		Medium & Heavy Industrial Development Permit Fees				
		New Building, Addition, Renovation or Development not Involving Building - Based on Gross Floor Area of Building:				
		- This Fee is the Greater of A or B:				
		A)	E	minimum fee per permit PLUS	$ 400.00	$ 400.00
			E	per square foot fee	$ 0.10	$ 0.10
		OR				
		B)	E	minimum fee per permit PLUS	$ 400.00	$ 400.00
			E	per $1,000 of project value	$ 0.20	$ 2.00
10		Development with less than 10% Variance	E	per permit	$ 150.00	$ 300.00
10		Development in excess of 10% Variance to and measurable standard of the Land Use Bylaw	E	per permit	$ 200.00	$ 400.00
		Re-Submission of Plans - After Approval				

		- This Fee is the Greater of A or B:				
		A)	E	minimum fee	$ 400.00	$ 400.00
		OR				
		B)	E	% of orginal permit fee	50%	50%
		Request for Development Permit Time Extension	E	per permit	$ 150.00	$ 150.00
9		Stripping and Grading	E	per permit	$ 150.00	$ 250.00
		Demolition	E	per permit	$ 300.00	$ 300.00
		Change of Use	E	per permit	$ 200.00	$ 200.00
		New Occupancy	E	per permit	$ 150.00	$ 150.00
		Accessory Building	E	minimum fee per permit PLUS	$ 150.00	$ 150.00
			E	per square foot fee	$ 0.25	$ 25.00
12		Shipping Container as Accessory Development	E	per permit	$ 200.00	$ -
		Other Planning & Development Fees				
9		Compliance Certificate - Residential *	E	per letter / regular service	$ 100.00	$ 125.00
			E	per letter / rush service	$ 400.00	$ 400.00
		Compliance Certificate - Commercial / Industrial *	E	per letter / regular service	$ 200.00	$ 200.00
			E	per letter / rush service	$ 500.00	$ 500.00
		**** No additional charge if Compliance Certificate is updated within 60 days of original issuance***				
		Encroachment Agreement - on City Property or Easement:				
		- Up to 5m² (50ft²)	E	per agreement	$ 200.00	$ 200.00
		- Between 5m² to 9m² (50ft² to 100ft²)	E	per agreement	$ 400.00	$ 400.00
		- Over 9m² (100ft²)	E	per agreement	$ 600.00	$ 600.00
11		Re-submission for Revisions Prior to Registration at Land Titles	E	per re-submission	$ 50.00	$ 100.00
11		Caveat and Other Legal Instrument - Review/Update	E	per legal instrument	$ 75.00	$ 100.00
11		File Search - Residential:	E	minimum per unit PLUS	$ 25.00	$ 50.00
			E	per copy	Photocopy Charges as per "Other" Section	Photocopy Charges as per "Other" Section
13	new		E	maximum	$ -	$ 350.00
11		Request to Defer Levy Payment to Council	E	per request	$ 200.00	$ 750.00
11		File Search - Industrial, Commercial, Institutional	E	per request	$ 150.00	$ 350.00
				per copy	Photocopy Charges as per "Other" Section	Photocopy Charges as per "Other" Section
11		Request for Archived Plans	E	minimum per request PLUS	$ 50.00	$ 100.00
			E	per copy	Photocopy Charges as per "Other" Section	Photocopy Charges as per "Other" Section
		Re-notification:				
14	new	- Land owner notifications	E	per notification	$ -	$ 1.50
14	new	- Quarter page ad	E	per ad	$ -	$ 200.00
14	new	- Half page ad	E	per ad	$ -	$ 400.00
		Illegal Signs Impounded:				
10		- Sign face area up to 1m² (10ft²)	E	per sign	$ 25.00	$ 50.00
10		- Sign face area over 1m² (10ft²)	E	per sign	$ 50.00	$ 100.00
11		Development Agreement - Minor	E	per agreement	$ 500.00	$ 1,000.00
		Development Agreement - Addendum to Existing Agreement	E	per agreement	$ 1,750.00	$ 1,750.00
		Development Agreement - Major	E	per agreement	$ 2,500.00	$ 2,500.00
		Re-inspection Fee for Securities Release for Development Permit	E	per request	$ 100.00	$ 100.00
		Outline Plan Review	E	per review	$ 2,000.00	$ 2,000.00
		Bylaw and Statutory Plan Amendment Fees				
		Land Use Bylaw or Statutory Plan Amendment	E	per amendment	$ 2,500.00	$ 2,500.00
		Road Closure	E	per amendment	$ 2,500.00	$ 2,500.00
		Subdivision Fees				
		Application (Including Bareland)	E	minimum fee PLUS	$ 1,000.00	$ 1,000.00
			E	per lot fee	$ 200.00	$ 200.00
		Endorsement of Plan of Subdivision - Including Bareland *	E	minimum fee PLUS	$ 300.00	$ 300.00
			E	per lot fee	$ 150.00	$ 150.00
		**** Excluding reserve parcels or public utility lots***				
19		Endorsement of Conventional Condominium Plan - Excluding Bareland	E	per condomunium unit	$ 50.00	$ 40.00
19		Condominium Conversion	E	per condomunium unit	$ 50.00	$ 40.00
		Subdivision Approval Time Extension	E	per request	$ 500.00	$ 500.00
		Subdivision and Development Appeal Board Fees				
15		Commercial/Industrial *	E	per appeal	$ 150.00	$ -
15		Residential *	E	per appeal	$ 50.00	$ -
		**** Refundable to the successful appellant***				

		Contravention of Land Use Bylaw Penalties				
		Development Commencing Prior to Issuance of a Development Permit	E	per offence	Twice the original permit fee	Twice the original permit fee
13	New		E	maximum penalty		$ 10,000.00
		Violation ticket to an Individual	E	per offence	$ 100.00	$ 100.00
			E	maximum penalty	$ 500.00	$ 500.00
16		Violation ticket to a Corporation	E	per offence	$ 1,000.00	$ 500.00
			E	maximum penalty	$ 10,000.00	$ 10,000.00
		Illegal Signs Impounded - First Violation:				
10		- Sign face area up to 1m² (10ft²)	E	per sign	$ 25.00	$ 50.00
10		- Sign face area over 1m² (10ft²)	E	per sign	$ 50.00	$ 100.00
		Illegal Signs Impounded - After First Violation:				
10		- Sign face area up to 1m² (10ft²)	E	per sign / per no. of violations for that company	$ 25.00	$ 50.00
10		- Sign face area over 1m² (10ft²)	E	per sign / per no. of violations for that company	$ 50.00	$ 100.00
		Building Permit Fees - Residential Dwelling Units				
		New Construction	E	per permit / per square foot	$ 0.55	$ 0.55
		Additions / Renovations *	E	per permit / per square foot	$ 0.55	$ 0.55
9			E	minimum per permit fee *	$ 85.00	$ 100.00
		Calculated to a maximum of the same rate as new construction building permit fee				
11		Modular Home Building	E	per permit	$ 400.00	$ 800.00
		Basement Development:				
		- Up to 93m² (1,000ft²)	E	per permit	$ 130.00	$ 130.00
		- Over 93m² (1,000ft²)	E	per permit	$ 175.00	$ 175.00
		Garage - Attached	E	flat fee per permit	$ 100.00	$ 100.00
		Accessory Building:				
9		- Area between 10m² to 33.4m² (107.6ft² to 360ft²)	E	per permit	$ 50.00	$ 65.00
9		- Area between 33.5m² to 54.9m² (361ft² to 591ft²)	E	per permit	$ 100.00	$ 115.00
9		- Area greater than 55m² (592ft²)	E	per permit	$ 150.00	$ 165.00
5	new	Temporary Tent	E	per tent	$ -	$ 50.00
9		Raised Deck	E	per permit	$ 85.00	$ 100.00
12		Covered Deck / Pergolas (See Additions/Renovations)	E	per permit	$ 85.00	$ -
9		Hot Tub/In Ground Swimming Pool	E	per permit	$ 85.00	$ 100.00
11		Relocations and Mobile Homes	E	flat set up fee per permit	$ 85.00	$ 150.00
9		Fireplace and Other Woodstove Installations (If not Included in New Construction)	E	flat fee per permit	$ 85.00	$ 100.00
9		Demolition	E	flat fee per permit	$ 85.00	$ 100.00
11		Re-Submission and Re-Examination of Plans	E	per permit	$ 150.00	$ 300.00
		Re-Inspection Fee	E	per inspection	$ 85.00	$ 85.00
		Constructing a Structure Without a Permit	E	per occurance	Twice the original permit fee	Twice the original permit fee
		Safety Codes Council Fee		each	As established by the Alberta Safety Codes Council	As established by the Alberta Safety Codes Council
		Cancelling Permit After Processing - Retained Amount:*				
		- This Fee is the Greater of A or B:				
11		A)	E	per permit amount retained - flat fee	$ 25.00	$ 50.00
		OR				
11		B)	E	per permit amount retained - % of original fee	25%	50%
		**** No refund if an inspection(s) has been completed by the Building Inspector***				
		Building Permit Fees - Commercial / Industrial / Institutional				
		Up to $15,000 Construction Value	E		$ 300.00	$ 300.00
		Over $15,000 construction value	E	minimum fee per permit PLUS	$ 300.00	$ 300.00
			E	per $1,000 of project value	$ 7.00	$ 7.00
		Shipping Container as Accessory Building	E	per permit	$ 100.00	$ 100.00
		Accessory Building:				
		- Area between 10m² to 33.4m² (107.6ft² to 360ft²)	E	per permit	$ 100.00	$ 100.00
		- Area between 33.5m² to 54.9m² (361ft² to 591ft²)	E	per permit	$ 150.00	$ 150.00
		- Area greater than 55m² (592ft²)	E	per permit	$ 300.00	$ 300.00
		Demolition	E	flat fee per permit	$ 200.00	$ 200.00
11		Re-Submission and Re-Examination of Plans	E	per permit	$ 200.00	$ 400.00
		Constructing a Structure Without a Permit	E	per occurance	Twice the original permit Fee	Twice the original permit fee
		Safety Codes Council Fee		each	As established by the Alberta Safety Codes Council	As established by the Alberta Safety Codes Council
		Cancelling Permit After Processing - Retained Amount: *				

		- This Fee is the Greater of A or B:				
11		A)	E	per permit amount retained - flat fee	$ 25.00	$ 50.00
		OR				
11		B)	E	per permit amount retained - % of original fee	25%	50%
		** No refund if an inspection(s) has been completed by the Safety Codes Inspector*				
		Gas Permits - Residential Installations				
9		1 Outlet	E	per permit	$ 75.00	$ 95.00
		Each additional outlet	E	per outlet	$ 10.00	$ 10.00
		Re-Inspection	E	per inspection	$ 85.00	$ 85.00
		Installation Without a Permit	E	per installation	Twice the original permit fee	Twice the original permit fee
		** No refund if an inspection(s) has been completed by the Safety Codes Inspector*				
		Gas Permits - Non-Residential Installations *				
		** BTU fees include one meter*				
		Additional Gas Meters	E	per meter	$ 20.00	$ 20.00
9		Up to 100,000 BTU Input	E	per permit	$ 75.00	$ 95.00
17	New	Each additional 10,000 BTU Input	E	per permit	$ -	$ 10.00
17		120,000 BTU Input	E	per permit	$ 95.00	$ -
17		130,000 BTU Input	E	per permit	$ 100.00	$ -
17		140,000 BTU Input	E	per permit	$ 105.00	$ -
17		150,000 BTU Input	E	per permit	$ 110.00	$ -
17		170,000 BTU Input	E	per permit	$ 115.00	$ -
17		190,000 BTU Input	E	per permit	$ 120.00	$ -
17		210,000 BTU Input	E	per permit	$ 125.00	$ -
17		230,000 BTU Input	E	per permit	$ 130.00	$ -
17		250,000 BTU Input	E	per permit	$ 135.00	$ -
17		300,000 BTU Input	E	per permit	$ 140.00	$ -
17		350,000 BTU Input	E	per permit	$ 145.00	$ -
17		400,000 BTU Input	E	per permit	$ 150.00	$ -
17		450,000 BTU Input	E	per permit	$ 155.00	$ -
17		500,000 BTU Input	E	per permit	$ 160.00	$ -
17		550,000 BTU Input	E	per permit	$ 165.00	$ -
17		600,000 BTU Input	E	per permit	$ 170.00	$ -
17		650,000 BTU Input	E	per permit	$ 175.00	$ -
17		700,000 BTU Input	E	per permit	$ 180.00	$ -
17		750,000 BTU Input	E	per permit	$ 185.00	$ -
17		800,000 BTU Input	E	per permit	$ 190.00	$ -
17		850,000 BTU Input	E	per permit	$ 195.00	$ -
17		900,000 BTU Input	E	per permit	$ 200.00	$ -
17		950,000 BTU Input	E	per permit	$ 225.00	$ -
17		1,000,000 BTU Input	E	per permit	$ 250.00	$ -
17		Over 1,000,000 BTU Input	E	minimum fee per installation PLUS	$ 250.00	$ -
17			E	each additional 100,000 BTU over 1,000,000 BTU	$ 7.00	$ -
		Re-Inspection	E	per inspection	$ 85.00	$ 85.00
		Installation Without a Permit	E	per installation	Twice the orignal permit fee	Twice the original permit fee
		Safety Codes Council Fee		each	As established by the Alberta Safety Codes Council	As established by the Alberta Safety Codes Council
		Cancelling Permit After Processing - Retained Amount: *				
		- This Fee is the Greater of A or B:				
11		A)	E	per permit amount retained - flat fee	$ 25.00	$ 50.00
		OR				
11		B)	E	per permit amount retained - % of original fee	25%	50%
		** No refund if an inspection(s) has been completed by the Building Inspector*				
		Gas Permits - Propane and Small Installations				
9		Propane Tank Sets - New or Replacements	E	per permit	$ 85.00	$ 100.00
9		Temporary Propane/Natural Gas Heating - Includes Tank Set	E	per permit / per set	$ 85.00	$ 100.00
		Gas/Propane Cylinder Refill Centers	E	per permit / per refill	$ 275.00	$ 275.00
		Replacement of Commercial or Industrial Appliances:				
		- Up to 400,000 BTU Input	E	per permit / per unit	$ 140.00	$ 140.00
		- 400,000 to 5,000,000 BTU Input	E	per permit / per unit	$ 150.00	$ 150.00
		- Over 5,000,000 BTU Input	E	per permit / per unit	$ 250.00	$ 250.00
12		Modular Home - New Construction	E	per permit / per unit	$ 75.00	$ -
		Re-Inspection Fee	E	per inspection	$ 85.00	$ 85.00
		Installation Without a Permit	E	per installation	Twice the regular permit fee	Twice the original permit fee

		Safety Codes Council Fee		each	As established by the Alberta Safety Codes Council	As established by the Alberta Safety Codes Council
		Cancelling Permit After Processing - Retained Amount: *				
		- This Fee is the Greater of A or B:				
11		A)	E	per permit amount retained - flat fee	$ 25.00	$ 50.00
		OR				
11		B)	E	per permit amount retained - % of original fee	25%	50%
		**** No refund if an inspection(s) has been completed by the Safety Codes Inspector***				
		Plumbing Permits				
9		1 Fixture	E	per permit	$ 75.00	$ 95.00
9		Each additional fixture	E	per fixture	$ 5.00	$ 7.00
		Re-Inspection	E	per inspection	$ 85.00	$ 85.00
		Installation Without a Permit	E	per installation	Twice the original permit fee	Twice the original permit fee
		Safety Codes Council Fee		each	As established by the Alberta Safety Codes Council	As established by the Alberta Safety Codes Council
		Cancelling Permit After Processing - Retained Amount: *				
		- This Fee is the Greater of A or B:				
11		A)	E	per permit amount retained - flat fee	$ 25.00	$ 50.00
		OR				
11		B)	E	per permit amount retained - % of original fee	25%	50%
		**** No refund if an inspection(s) has been completed by the Safety Codes Inspector***				
		Private Sewage Disposal Systems Permits				
		Permit Fee	E	per permit	$ 265.00	$ 265.00
		Re-Inspection	E	per inspection	$ 85.00	$ 85.00
		Installation Without a Permit	E	per installation	Twice the original permit Fee	Twice the original permit fee
		Safety Codes Council Fee		each	As established by the Alberta Safety Codes Council	As established by the Alberta Safety Codes Council
		Cancelling Permit After Processing - Retained Amount: *				
		- This Fee is the Greater of A or B:				
11		A)	E	per permit amount retained - flat fee	$ 25.00	$ 50.00
		OR				
11		B)	E	per permit amount retained - % of original fee	25%	50%
		**** No refund if an inspection(s) has been completed by the Safety Codes Inspector***				
		Underground Water & Sewer Services				
		Commercial, Industrial, Institution and High Density Residential	E	per service	$ 125.00	$ 125.00
		Underground Storm Sewer Services				
		Commercial, Industrial, Institution and High Density Residential	E	per service	$ 125.00	$ 125.00
		Electrical Permit Fee - Low Density Residential				
		Up to 112m² (1,200ft²)	E	per permit	$ 150.00	$ 150.00
		112m² to 139m² (1,201ft² to 1,500ft²)	E	per permit	$ 175.00	$ 175.00
		140m² to 185m² (1,501ft² to 2,000ft²)			$ 200.00	$ 200.00
		186m² to 232m² (2,001ft² to 2,500ft²)	E	per permit	$ 225.00	$ 225.00
		Over 232m² (2,500ft²)	E	per permit	$ 250.00	$ 250.00
9		Detached Garages Electrical for New Homes	E	per permit	$ 85.00	$ 95.00
18			E	per square foot	$ 0.10	$ -
		Attached Garage permit included with square footage of new dwelling				
11		Modular Home - New Construction	E	per permit	$ 75.00	$ 100.00
		Re-Inspection Fee	E	per inspection	$ 85.00	$ 85.00
		Installation Without a Permit	E	per installation	Twice the original permit Fee	Twice the original permit fee
		Safety Codes Council Fee		each	As established by the Alberta Safety Codes Council	As established by the Alberta Safety Codes Council

		Cancelling Permit After Processing - Retained Amount: *				
		- This Fee is the Greater of A or B:				
11		A)	E	per permit amount retained - flat fee	$ 25.00	$ 50.00
		OR				
11		B)	E	per permit amount retained - % of original fee	25%	50%
		** No refund if an inspection(s) has been completed by the Building Inspector*				
		Annual Electrical Permit Fee - Industrial, Commercial, and Institutional				
		** Annual electric permit fee*				
		Up to $2,000	E	per permit	$ 265.00	$ 265.00
			E	minimum fee PLUS	$ 265.00	$ 265.00
		$2,001 to $5,000	E	per $100 value	$ 3.00	$ 3.00
			E	maximum fee	$ 355.00	$ 355.00
			E	minimum fee PLUS	$ 355.00	$ 355.00
		$5,001 to $50,000	E	per $100 value	$ 1.50	$ 1.50
			E	maximum fee	$ 1,030.00	$ 1,030.00
		$50,001 to $1,000,000	E	minimum fee PLUS	$ 1,030.00	$ 1,030.00
			E	per $100 value	$ 1.00	$ 1.00
			E	maximum fee	$ 10,530.00	$ 10,530.00
		$1,000,001 to $3,000,000	E	minimum fee PLUS	$ 10,530.00	$ 10,530.00
			E	per $100 value	$ 0.75	$ 0.75
			E	maximum fee	$ 25,530.00	$ 25,530.00
			E	minimum fee PLUS	$ 25,530.00	$ 25,530.00
		$3,000,001 and Over	E	per $100 value	$ 0.25	$ 0.25
			E	maximum fee	$ -	-
		Re-Inspection Fee	E	per inspection	$ 85.00	$ 85.00
		Installation Without a Permit	E	per installation	Twice the original permit Fee	Twice the original permit fee
		Safety Codes Council Fee		each	As established by the Alberta Safety Codes Council	As established by the Alberta Safety Codes Council
		Cancelling Permit After Processing - Retained Amount: *				
		- This Fee is the Greater of A or B:				
11		A)	E	per permit amount retained - flat fee	$ 25.00	$ 50.00
		OR				
11		B)	E	per permit amount retained - % of original fee	25%	50%
		** No refund if an inspection(s) has been completed by the Safety Codes Inspector*				
		Electrical Permit Fee - Multi-family (more than 4 units) Commercial, Industrial, Institutional, and alterations for all.				
9		Installation cost between $1.00 to $500.00	E	per permit	$ 75.00	$ 95.00
9		1,000.01 to 1,500	E	per permit	$ 95.00	$ 110.00
9		1,500.01 to 2,000	E	per permit	$ 100.00	$ 120.00
9		2,000.01 to 2,500	E	per permit	$ 110.00	$ 130.00
9		2,500.01 to 3,000	E	per permit	$ 120.00	$ 140.00
9		3,000.01 to 3,500	E	per permit	$ 130.00	$ 150.00
9		3,500.01 to 4,000	E	per permit	$ 140.00	$ 160.00
9		4,000.01 to 4,500	E	per permit	$ 150.00	$ 170.00
9		4,500.01 to 5,000	E	per permit	$ 160.00	$ 180.00
9		5,000.01 to 5,500	E	per permit	$ 165.00	$ 190.00
9		5,500.01 to 6,000	E	per permit	$ 170.00	$ 200.00
9		6,000.01 to 6,500	E	per permit	$ 175.00	$ 210.00
9		6,500.01 to 7,000	E	per permit	$ 180.00	$ 220.00
9		7,000.01 to 7,500	E	per permit	$ 185.00	$ 230.00
9		7,500.01 to 8,000	E	per permit	$ 190.00	$ 240.00
9		8,000.01 to 8,500	E	per permit	$ 195.00	$ 250.00
9		8,500.01 to 9,000	E	per permit	$ 200.00	$ 260.00
9		9,000.01 to 9,500	E	per permit	$ 205.00	$ 270.00
9		9,500.01 to 10,000	E	per permit	$ 210.00	$ 280.00
9		10,000.01 to 11,000	E	per permit	$ 215.00	$ 300.00
9		11,000.01 to 12,000	E	per permit	$ 220.00	$ 305.00
9		12,000.01 to 13,000	E	per permit	$ 225.00	$ 310.00
9		13,000.01 to 14,000	E	per permit	$ 230.00	$ 315.00
9		14,000.01 to 15,000	E	per permit	$ 235.00	$ 320.00
9		15,000.01 to 16,000	E	per permit	$ 240.00	$ 325.00
9		16,000.01 to 17,000	E	per permit	$ 245.00	$ 330.00
9		17,000.01 to 18,000	E	per permit	$ 250.00	$ 335.00
9		18,000.01 to 19,000	E	per permit	$ 255.00	$ 340.00
9		19,000.01 to 20,000	E	per permit	$ 260.00	$ 345.00
9		20,000.01 to 21,000	E	per permit	$ 265.00	$ 350.00
9		21,000.01 to 22,000	E	per permit	$ 270.00	$ 355.00

9		22,000.01 to 23,000	E	per permit	$ 275.00	$ 360.00
9		23,000.01 to 24,000	E	per permit	$ 280.00	$ 365.00
9		24,000.01 to 25,000	E	per permit	$ 285.00	$ 370.00
9		25,000.01 to 26,000	E	per permit	$ 290.00	$ 375.00
9		26,000.01 to 27,000	E	per permit	$ 295.00	$ 380.00
9		27,000.01 to 28,000	E	per permit	$ 300.00	$ 385.00
9		28,000.01 to 29,000	E	per permit	$ 305.00	$ 390.00
9		29,000.01 to 30,000	E	per permit	$ 310.00	$ 395.00
9		30,000.01 to 31,000	E	per permit	$ 315.00	$ 400.00
9		31,000.01 to 32,000	E	per permit	$ 320.00	$ 405.00
9		32,000.01 to 33,000	E	per permit	$ 325.00	$ 410.00
9		33,000.01 to 34,000	E	per permit	$ 330.00	$ 415.00
9		34,000.01 to 35,000	E	per permit	$ 335.00	$ 420.00
9		35,000.01 to 36,000	E	per permit	$ 340.00	$ 425.00
9		36,000.01 to 37,000	E	per permit	$ 345.00	$ 430.00
9		37,000.01 to 38,000	E	per permit	$ 350.00	$ 435.00
9		38,000.01 to 39,000	E	per permit	$ 355.00	$ 440.00
9		39,000.01 to 40,000	E	per permit	$ 360.00	$ 445.00
9		40,000.01 to 41,000	E	per permit	$ 365.00	$ 450.00
9		41,000.01 to 42,000	E	per permit	$ 370.00	$ 455.00
9		42,000.01 to 43,000	E	per permit	$ 375.00	$ 460.00
9		43,000.01 to 44,000	E	per permit	$ 380.00	$ 465.00
9		44,000.01 to 45,000	E	per permit	$ 385.00	$ 470.00
9		45,000.01 to 46,000	E	per permit	$ 390.00	$ 475.00
9		46,000.01 to 47,000	E	per permit	$ 395.00	$ 480.00
9		47,000.01 to 48,000	E	per permit	$ 400.00	$ 485.00
9		48,000.01 to 49,000	E	per permit	$ 425.00	$ 490.00
9		49,000.01 to 50,000	E	per permit	$ 450.00	$ 495.00
9		50,000.01 to 60,000	E	per permit	$ 475.00	$ 500.00
9		60,000.01 to 70,000	E	per permit	$ 500.00	$ 550.00
9		70,000.01 to 80,000	E	per permit	$ 550.00	$ 600.00
9		80,000.01 to 90,000	E	per permit	$ 600.00	$ 650.00
9		90,000.01 to 100,000	E	per permit	$ 650.00	$ 700.00
9		100,000.01 to 110,000	E	per permit	$ 700.00	$ 750.00
9		110,000.01 to 120,000	E	per permit	$ 750.00	$ 800.00
9		120,000.01 to 130,000	E	per permit	$ 800.00	$ 850.00
9		130,000.01 to 140,000	E	per permit	$ 850.00	$ 900.00
9		140,000.01 to 150,000	E	per permit	$ 900.00	$ 950.00
9		150,000.01 to 160,000	E	per permit	$ 950.00	$ 1,000.00
9		160,000.01 to 170,000	E	per permit	$ 1,000.00	$ 1,050.00
9		170,000.01 to 180,000	E	per permit	$ 1,050.00	$ 1,100.00
9		180,000.01 to 190,000	E	per permit	$ 1,100.00	$ 1,150.00
9		190,000.01 to 200,000	E	per permit	$ 1,150.00	$ 1,200.00
9		200,000.01 to 210,000	E	per permit	$ 1,200.00	$ 1,250.00
9		210,000.01 to 220,000	E	per permit	$ 1,250.00	$ 1,300.00
9		220,000.01 to 230,000	E	per permit	$ 1,300.00	$ 1,350.00
9		230,000.01 to 240,000	E	per permit	$ 1,400.00	$ 1,450.00
9		240,000.01 to 250,000	E	per permit	$ 1,500.00	$ 1,550.00
9		250,000.01 to 300,000	E	per permit	$ 1,600.00	$ 1,700.00
9		300,000.01 to 350,000	E	per permit	$ 1,700.00	$ 1,800.00
9		350,000.01 to 400,000	E	per permit	$ 1,800.00	$ 1,900.00
9		400,000.01 to 450,000	E	per permit	$ 1,900.00	$ 2,000.00
9		450,000.01 to 500,000	E	per permit	$ 2,000.00	$ 2,100.00
9		500,000.01 to 550,000	E	per permit	$ 2,100.00	$ 2,200.00
9		550,000.01 to 600,000	E	per permit	$ 2,200.00	$ 2,300.00
9		600,000.01 to 650,000	E	per permit	$ 2,300.00	$ 2,400.00
9		650,000.01 to 700,000	E	per permit	$ 2,400.00	$ 2,500.00
9		700,000.01 to 750,000	E	per permit	$ 2,500.00	$ 2,600.00
9		750,000.01 to 800,000	E	per permit	$ 2,600.00	$ 2,700.00
9		800,000.01 to 850,000	E	per permit	$ 2,700.00	$ 2,800.00
9		850,000.01 to 900,000	E	per permit	$ 2,800.00	$ 2,900.00
9		900,000.01 to 950,000	E	per permit	$ 2,900.00	$ 3,000.00
9		950,000.01 to 1,000,000	E	per permit	$ 3,000.00	$ 3,100.00
		Re-Inspection Fee	E	per inspection	$ 85.00	$ 85.00
		Installation Without a Permit	E	per installation	Twice the original permit Fee	Twice the original permit fee
		Safety Codes Council Fee		each	As established by the Alberta Safety Codes Council	As established by the Alberta Safety Codes Council
		Cancelling Permit After Processing - Retained Amount: *				
		- This Fee is the Greater of A or B:				
11		A)	E	per permit amount retained - flat fee	$ 25.00	$ 50.00
		OR				
11		B)	E	per permit amount retained - % of original fee	25%	50%

		** No refund if an inspection(s) has been completed by the Safety Codes Inspector*				
		Installation Costs	E	% of cost incurred for electrical materials, fixture, supplies and labour (in case of a homeowner - double the value of materials, fixtures and supplies to get installation cost)	100%	100%
		Electrical Permit Fee - Temporary and Underground Electrical Services				
9		Residential	E	per service	$ 75.00	$ 95.00
		Commercial, Industrial, Institutional, High Density Multiple Residential	E	per service	$ 125.00	$ 125.00
		Installation Without a Permit	E	per installation	Twice the original permit Fee	Twice the original permit fee
		Safety Codes Council Fee		each	As established by the Alberta Safety Codes Council	As established by the Alberta Safety Codes Council
		Cancelling Permit After Processing - Retained Amount: *				
		- This Fee is the Greater of A or B:				
11		A)	E	per permit amount retained - flat fee	$ 25.00	$ 50.00
		OR				
11		B)	E	per permit amount retained - % of original fee	25%	50%
		** No refund if an inspection(s) has been completed by the Safety Codes Inspector*				

Notes	Description	Plan Request #
1	Round the service fee to the nearest tenth for ease and convenience.	
2	New service. Building reports since 2014 are available for free online. For previous years a custom report is prepared. Fee introduced to recuperate staffing cost.	
3	New service. Encourages customers to opt for a digital copy of a planning document instead of a printed copy.	
4	New service. Annual seasonal developments (such as greenhouses) can now renew a permit if there are no changes instead of applying for a new permit.	
5	New service. Temporary tents erected for more than 5 consecutive days require a development permit to ensure adherence with the Land Use Bylaw.	
6	No longer a requested service.	
7	Simplifying fees. Now states 'Planning Documents' instead of listing each document.	
8	Simplifying fees. Reduces printing options for a rarely used service.	
9	As application volumes are anticipated to decrease in due to market conditions, service fees are increasing to balance budget impacts.	
10	Fee adjusted to reflect administrative cost of staff's time.	
11	Fee increased/introduced to encourage greater adherence to approved plans or regulations.	
12	Removal of fee that fits within a broader fee (i.e. covered decks should be treated as an addition)	
13	Maximum fee introduced to prevent exponential cost.	
14	New fee introduced for instances where changes within an application warrant re-notification.	
15	SDAB fees moved into Legislative Services Fees & Charges	
16	Reducing the minimum violation fee amount to allow for greater range.	
17	Simplifying fees. Fee increases every 10,000 BTUs instead of listing several ranges.	
18	Square footage charge eliminated to equalize the cost of detached garages with attached garages.	
19	Fee adjusted to align with provincial regulations.	

Taking Care of Business

Culture Services

Culture Services connects with one's identity and history, and fosters a deep sense of pride, ownership and belonging. Fort Saskatchewan is uniquely able to offer something not many communities can; a rich history of law and order. The department strives to offer cultural experiences that create an unbreakable sense of pride at the core of our community.

Performing & Visual Arts	Fort Heritage Precinct	Special Events	Cultural Services
• Shell Theatre • Art Gallery Displays • Public Art Program	• Display Artifacts • Public Programs/Tours • School Programs/Tours • Historical Special Event Coordination • Site & Building Management	• Community/ Cultural Events • City Mascot Program • Sheep Grazing Program	• Liaise with Fort Saskatchewan Public Library • Liaise with Regional, Provincial & Governing Bodies • Cultural Community Development • Information Centre • Support to Projects

The subsequent pages will provide information on the department's proposed budget, 2016 operating budget requests, 2016 capital budget requests and fees and charges.

Culture Services

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges	348,000	-	3,700	-	**351,700**
Government Transfers	137,263	-	(91,863)	-	**45,400**
Other Revenues	64,000	-	21,900	-	**85,900**
Total Revenues	**549,263**	**-**	**(66,263)**	**-**	**483,000**
Expenses					
Salaries, Wages and Benefits	1,097,480	-	10,700	62,000	**1,170,180**
Contracted and General Services	401,472	-	34,000	4,100	**439,572**
Purchased from Other Governments	-	-	-	5,000	**5,000**
Materials, Supplies and Utilities	85,800	-	(1,900)	11,500	**95,400**
Grants to Organizations	1,028,912	61,229	-	-	**1,090,141**
Transfer to Reserves	38,400	-	20,000	9,000	**67,400**
Other Expenses	4,700	-	-	-	**4,700**
Total Expenses	**2,656,764**	**61,229**	**62,800**	**91,600**	**2,872,393**
Net (Surplus)/Deficit	**2,107,501**	**61,229**	**129,063**	**91,600**	**2,389,393**

Culture Services

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges					
Sale of Goods	13,900	-	-	-	13,900
Registration	42,000	-	600	-	42,600
Admissions	158,600	-	1,800	-	160,400
Rentals	119,700	-	5,800	-	125,500
Leases	13,800	-	(4,500)	-	9,300
Total Sales, Rentals and User Charges	348,000	-	3,700	-	351,700
Government Transfers					
Grants	137,263	-	(91,863)	-	45,400
Total Government Transfers	137,263	-	(91,863)	-	45,400
Other Revenues					
Donations	24,800	-	5,400	-	30,200
Fundraising	10,000	-	-	-	10,000
Other Revenue	4,200	-	500	-	4,700
Funding from Reserves	25,000	-	16,000	-	41,000
Total Other Revenues	64,000	-	21,900	-	85,900
Total Revenues	**549,263**	**-**	**(66,263)**	**-**	483,000
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	755,800	-	6,900	34,700	797,400
Salaries - Regular:OptedOut OT	7,200	-	-	-	7,200
Wages - Regular	85,700	-	(100)	16,000	101,600
Wages - Casual Relief	31,600	-	9,800	-	41,400
Wages - Overtime	2,080	-	-	-	2,080
Wages - Grant Programs	22,600	-	-	-	22,600
Wages - Temporary Staff	6,800	-	(6,800)	-	-
ER Contributions	185,700	-	900	11,300	197,900
Total Salaries, Wages and Benefits	1,097,480	-	10,700	62,000	1,170,180
Contracted and General Services					
Courses,Conferences&Seminars	8,700	-	4,000	1,000	13,700
Travel,Meals&Accomodations	10,300	-	5,000	2,000	17,300
Postage & Courier	5,400	-	(1,000)	-	4,400
Phone,Cell,Fax & Internet	8,100	-	8,100	1,100	17,300
Memberships & Subscriptions	2,400	-	400	-	2,800
Advertising & Promotions	103,272	-	(1,900)	-	101,372
Printing & Duplicating	-	-	800	-	800

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Service&Mtnc Contracts	6,100	-	900	-	7,000
Service&Mtnc Contracts	146,300	-	-	-	146,300
Contracted Services	108,200	-	18,000	-	126,200
Rental-Equipment	2,300	-	(300)	-	2,000
Repairs & Maintenance	400	-	-	-	400
Total Contracted and General Services	401,472	-	34,000	4,100	439,572
Purchased from Other Governments					
Service&Mtnc Contracts	-	-	-	5,000	5,000
Total Purchased from Other Government	-	-	-	5,000	5,000
Materials, Supplies and Utilities					
Supplies & Materials-Gen	16,500	-	300	-	16,800
Supplies & Materials-Office	3,100	-	(800)	-	2,300
Supplies&Materials-Prog&Lesson	7,600	-	(2,800)	-	4,800
Supplies&Materials-Maintenance	35,700	-	2,000	1,000	38,700
Supplies&Material-Cleaning	-	-	-	2,000	2,000
Furnishings & Equipment	22,900	-	(600)	3,500	25,800
Electricity	-	-	-	2,500	2,500
Natural Gas	-	-	-	1,500	1,500
Water, Sewer & Solid Waste	-	-	-	1,000	1,000
Total Materials, Supplies and Utilities	85,800	-	(1,900)	11,500	95,400
Grants to Organizations					
Grants to Organizations	1,028,912	61,229	-	-	1,090,141
Total Grants to Organizations	1,028,912	61,229	-	-	1,090,141
Transfer to Reserves					
Trsf to Reserve	38,400	-	20,000	9,000	67,400
Total Transfer to Reserves	38,400	-	20,000	9,000	67,400
Other Expenses					
Other	4,700	-	-	-	4,700
Total Other Expenses	4,700	-	-	-	4,700
Total Expenses	**2,656,764**	**61,229**	**62,800**	**91,600**	**2,872,393**
Net (Surplus)/Deficit	**2,107,501**	**61,229**	**129,063**	**91,600**	**2,389,393**

2016 Operations

Budget Request

Refresh of Guide to Fort Saskatchewan

Request #
74-0026

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Culture Services	**Category:**	Maintain
Responsibility:	Culture Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$5,000	Financial Stabilization Reserve	One Time

Overview

This project occurs every 4 years and aims at refreshing the main content of the Guide to Fort Saskatchewan. This tourism publication provides information on the community, events and businesses. A writer is contracted to create content and new stories relevant to visitors. Each year, 20,000 copies of the Guide to Fort Saskatchewan are distributed throughout the province.

Options Considered:

Consideration was given for not proceeding with an update to the Guide. With our community growth, the document becomes quickly out of date.

Efficiencies:

This one time project requires expert writing skills. Hiring a contracted writer is the most efficient way to review the content of the Guide to Fort Saskatchewan and has low impact on staff capacity.

Innovation:

New or enhanced amenities, programs and services could be featured in the Guide to Fort Saskatchewan.

Historical Trends:

The guide is updated every 4 years and follows our City development trend for new or enhanced amenities and services. As an example, a new story on the Warden's House could be written with a focus on its designation and attraction as a new historic resource. The same can be done for our new West River's Edge developments and NWMP Fort Stables exhibits.

2016 Operations

Budget Request

MSI Operating Grant Elimination

Request #
74-0032

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Culture Services	**Category:**	Maintain
Responsibility:	Culture Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$91,863	Operations	Ongoing

Overview

In 2013, the Government of Alberta announced the elimination of the operating portion of the Municipal Sustainability Initiative (MSI) funding to all Alberta Municipalities by 2016 in order to address the shift away from operating support. Instead, the Province redirected the funds to the Regional Collaboration Program to encourage municipalities to work with each other to achieve regional objectives.

In 2013, the City received $288,000 in MSI Operating Grant. (Please note that this MSI Operation grant is different than the MSI Capital Grant). In our case, the reduction in MSI Operation grant occurred as follows:

- 2014: Reduction of $104,600
- 2015: Reduction of $91,600

In 2016, the reduction is $91,863. This will complete the gradual elimination of the MSI Operating Grant allocation to the City.

The Finance Department allocated the MSI Operating Grant funding to offset the Public Library annual municipal grant.

Options Considered:

There is no option to be considered for this item as the MSI Grant operation is coordinated by the Province of Alberta.

Efficiencies:

In the future, if the Province provides a similar operating grant program to municipalities, Administration will favor allocating operating grant funds to support one-time operating projects, therefore reducing the effect on our on-going operating budget.

Historical Trends:

The MSI Operating Grant allocation has been gradually reduced since 2014 and will no longer be available in 2016.

Comparators:

All Alberta municipalities have been affected by this MSI Operating Grant elimination.

2016 Operations

Budget Request

Costume Replacement (Auggie the Mascot)

Request #
74-0034

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Culture Services	Category:	Maintain
Responsibility:	Culture Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$7,000	Financial Stabilization Reserve	One Time

Overview

This Budget Request replaces the current costume of Auggie, our City Mascot. The costume is 20 years old and past its life cycle.

Options Considered:

We considered cancelling the mascot program. This will result in a decrease in service level and a lack of representation of our City during events. Auggie the mascot is an excellent public relation program.

Innovation:

The new costume will have new features to help create a more comfortable environment for the actors.

Historical Trends:

Based on usage, maintenance and storage, the life cycle of a mascot costume varies between 6 and 12 years.

Auggie attends 15 – 20 special events per year.

2016 Operations

Budget Request

Historic Resource Study

Request #
74-0035

Division: Infrastructure and Community Services
Department: Culture Services
Responsibility: Culture Director

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$5,000	Operations	Ongoing

Overview

In 2014, City Council approved the Municipal Historic Resource Designation Program (MHRDP). The program aims at protecting buildings, sites or structures that have historical significance in our community. It is anticipated that the City could designate one historic resource on a yearly basis. Culture Services will require on-going funding to sustain the program, which will be applied to creating a Statement of Significance and Integrity study for application worth pursuing. The study is an essential part of a Municipal Historic Resource Designation Bylaw and is also required by the Province for listing on the Alberta Register of Historic Places.

The City has a "Place of Interest List" describing 28 historically significant sites within the city limits. To date, four of these sites have been designated either by the City or the Province as a historic resource.

Options Considered:

Culture Services continues to search for grants to offset the cost of programs such as the MHRDP. Unfortunately, conditional grants do not guarantee the sustainability of a program or project. On-going City funding will result in supporting this Council approved program.

Innovation:

This is a new program intended to preserve Fort Saskatchewan historic resources.

Historical Trends:

Culture Services level of service will be to commission one study per year based on application.

Comparators:

Our MHRDP is in line with guidelines and standards for the preservation of historic resources in the Province.

2016 Operations

Budget Request

Culture Small Budget Adjustments

Request #
74-0037

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Culture Services	Category:	Maintain
Responsibility:	Culture Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$2,300	Admissions Revenue	Ongoing

Overview

This Budget Request is a housekeeping item, adjusting revenues to new fees and charges, and expenses to reflect actuals and needs. Regarding fees and charges, museum admissions are up by 40% (but still affordable within market). Museum rental is up by an average of 7%. These increases are justified by the recent enhancements to the Fort Heritage Precinct (NWMP Fort exhibit, CN station restoration).

Options Considered:

We considered not proceeding with these budget adjustments. Revenues and expenses could remain in current accounts. This would negatively impact variance reports.

Efficiencies:

These housekeeping items fine tune the Culture Services budget and will result in greater accuracy for variance reporting and analysis.

Historical Trends:

Each of the accounts were reviewed comparing the 2016 base budget and actuals, back to 2011.

2016 Operations

Budget Request

Transfer to DCC Theatre Equipment Reserve

Request #
74-0039

Division: Infrastructure and Community Services
Department: Culture Services
Responsibility: Culture Director

Budget Year: 2016
Category: Maintain

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$20,000	Operations	Ongoing

Overview

This Project Request increases the budgeted amount of funding allocated to the DCC Theatre Equipment Reserve to fund replacement of the current dimmer system and permanent Shell Theatre stage floor due to life cycle.

Options Considered:

Culture Services considered using the Self Financing Infrastructure Reserve as a one-time contribution to the replacement of the dimmer system and stage floor. This would result in a major one-time impact to our reserve. Adjusting our reserve provides a more gradual and reliable on-going source of funding to replace essential equipment or stage structure.

Efficiencies:

Contributing annually to our equipment reserve helps reduce one time financial impacts to the budget.

Historical Trends:

The dimmer system has shown signs of failure in 2015. The lifecycle is 15 years. The system is currently 12 years old.

The Shell Theatre stage floor also shows signs of aging and is also in need of leveling. The lifecycle is 15 years and the floor is currently 12 years old.

Comparators:

Discussion with suppliers estimate the cost of a new dimmer system and stage floor replacement at $80,000 and $100,000 respectively. These will be added to the DCC Theatre equipment list which includes major items such as sound mixing console, house speakers, lighting console, theatre seats, projector and stage risers.

By modifying our equipment replacement schedule, we can accommodate the replacement of these two new items in 2018 and 2020.

2016 Operations

Budget Request

Culture Safety Training & Work Alone Implementation

Request #
74-0041

Division: Infrastructure and Community Services
Department: Culture Services
Responsibility: Culture Director

Budget Year: 2016
Category: Maintain

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$13,000	Operations	Ongoing
$4,000	Financial Stabilization Reserve	One Time
$17,000		

Overview

This Project Request increases budget allocation to the Shell Theatre and Museum accounts to provide Health and Safety training to Culture Services staff and volunteers, and meet the City work alone requirements at the Fort Heritage Precinct.

Options Considered:

We considered not proceeding with budget adjustments. Staff training, volunteer training and work alone remains status quo and the department will have difficulties achieving Health and Safety City standards and COR. Most staff training is offered by third party experts on site or during courses and seminars.

Efficiencies:

This project takes a purposeful approach to Health and Safety training with Culture Services staff and volunteers, and helps meet City work-alone standards at the museum.

At the museum, volunteer training costs can be shared with the Fort Saskatchewan Historical Society. A portion of this request will also help reduce potential for injuries to museum volunteers, especially during the blacksmith program and demonstration.

Historical Trends:

Current budget allocations for Culture Services staff training apply to programming.

Comparators:

Work alone procedures at the museum will be in line with other City departments.

2016 Capital

Budget Request

Fort Phase 4 – Small Amenities

Request #
15021

Division: Infrastructure & Community Services
Department: Culture Services
Responsibility: Culture Director

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Vibrant and Thriving Community

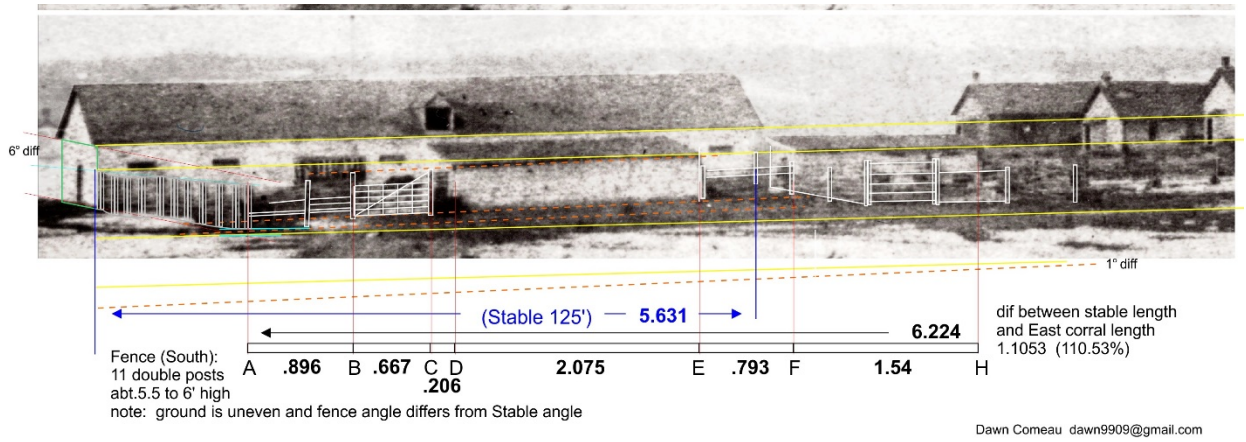
Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$60,000	GST Savings Reserve	One Time
Operating Impact		
$9,500	Operations	Ongoing

Overview

Culture Services continues the implementation of the 10 Year Guiding Document for the Development of the Fort Heritage Precinct. City Council has supported the construction of the NWMP Fort in phases. This project consists of adding small buildings to the NWMP Fort site. It started in 2015 with the construction of the latrines, gallows and ice house. In 2016, the focus will be the Cattle Yard, which consists of building a fence and two outbuildings to the south of the Stables, outside the NWMP Fort Walls as shown in the picture below.

The Fort Saskatchewan Historical Society was consulted in the forensic analysis of the Cattle Yard for historical accuracy.

Project Management and Infrastructure Services were consulted to help project, manage and maintain these amenities. These projects have low operating impacts for the Facilities Management Unit.



Options Considered

The only option considered is delaying the implementation of this project.

Impact on Service Delivery

This project aims at completing the NWMP Fort site. It will enhance the visitor's experience by providing new amenities to be used for historical interpretation.

Life Cycle

New buildings will require small maintenance and should last 30-50 years.

2016 Capital

Budget Request

Canada 150 Grant Fort Heritage Precinct Accessibility

Request #
16001

Division: Infrastructure & Community Services
Department: Culture Services
Responsibility: Culture Director

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$207,600	MSI Grant	One Time
$207,600	Economic Diversification Grant	One Time
$415,200		
Operating Impact		
$26,000	Operations	Ongoing

Overview

Culture Services continues the implementation of the 10 Year Guiding Document for the Development of the Fort Heritage Precinct and the implementation of the Historic Precinct Site Master Plan. Options for the development of the Heritage Precinct were presented at the June 23, 2015 Regular Council Meeting.

As illustrated in Figure 1, this project consists of adding approximately 1,000 linear meters of trails with lights connecting the NWMP Fort to the Warden's House parking lot and the Village. This will contribute to making our site more accessible to visitors, especially seniors, families, children and people with mobility challenges. The project will also include the installation of entrance signs in the Heritage Precinct.

The City applied to Western Economic Diversification for the Canada 150 Community Infrastructure program and was successful. The Grant in the amount of $207,600 covers 50% of the cost of this specific project.

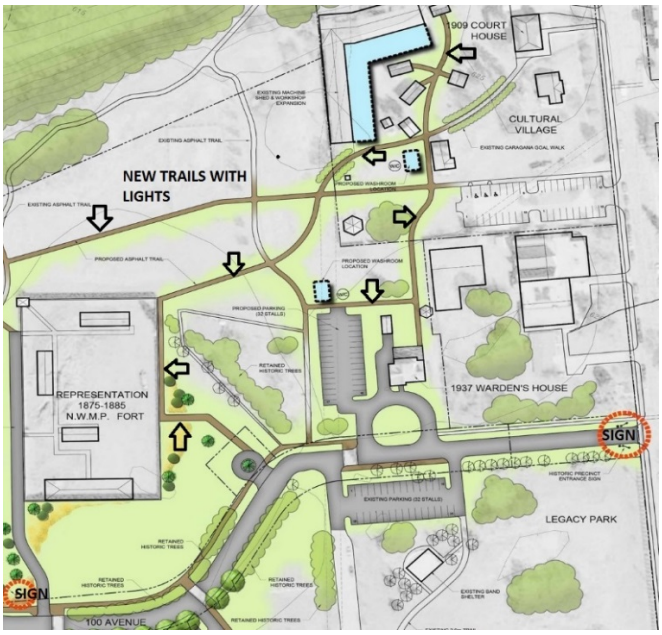


Figure 1 – New trails, lights and entrance sign locations.

Options Considered

The only option considered is delaying the implementation of this project.

Impact on Service Delivery

This project aims at enhancing the experience at the Fort Heritage Precinct by providing better access to facilities on site.

Life Cycle

Signs: 25 years.

CITY OF FORT SASKATCHEWAN

2016 Budget

Options for the Development of the Fort Heritage Precinct that could be considered by City Council during the 2016 Budget Discussion.

✓	Fort Heritage Precinct Projects	Capital Cost	Operating Impact	Note
	Option 1 Do Nothing	-	-	
	Option 2 The Bare Minimum	$500,000	$85,000	
	Option 3 Site Improvements	$1.0 M	$120,000	Capital Project 16001 and 16002 includes all items in this Option. 2017 Operating Budget includes one exhibit at the Court House. Canada 150 Community Infrastructure program available in the amount of $207,000.
	Option 4 Site & Program Enhancements	$2.0 M	$160,000	Capital Project 16001 includes Lights on trails and Entrance signs. 2017 Operating Budget includes Virtual Exhibits. Canada 150 Community Infrastructure program available in the amount of $207,000.
	Option 5 Reduced Fort Heritage Precinct Building	$3.0 M	$170,000	
	Option 6 Reduced Fort Heritage Precinct Building & More	$4.0 M	$260,000	
	Option 7 The Heritage Centre	$8.0 M	$520,000	

2016 Capital

Budget Request

Fort Heritage Precinct Site Enhancements

Request #
16002

Division: Infrastructure & Community Services
Department: Culture Services
Responsibility: Culture Director

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$726,300	GST Saving Reserve & Self-Financing Infrastructure Reserve	One Time
$23,700	Operations	One Time
$750,000		
Operating Impact		
$82,600	Operations	Ongoing

Overview

Culture Services continues the implementation of the 10 Year Guiding Document for the Development of the Fort Heritage Precinct and the implementation of the Historic Precinct Site Master Plan. Options for the development of the Heritage Precinct were presented at the June 23, 2015 Regular Council Meeting.

This project consists of preserving our history by relocating our museum collection and archives storage to City Hall; enhancing the Warden's House parking; and creating proper public washrooms to accommodate trail users, site visitors and program participants. The location of the public washroom and the Warden's House parking enhancement are illustrated in Figure 1.

Figure 1 – Public washroom location and Warden's House parking enhancement.

Options Considered

The only option considered is delaying the implementation of this project.

Impact on Service Delivery

This project preserves our history by providing appropriate storage for our museum collection and archives. Efficiencies are found by collaborating with Legislative Services for coordinating records and access to museum collections and archives.

This project will provide much needed historical themed washroom facility located strategically to meet the needs of museum and trail users. Washrooms are much needed to properly service visitors and participants during City programs and Historical Society events.

Life Cycle

City Hall Storage: 25 years.

Washrooms: 50 years.

On the following page is the summary for the Fort Heritage Precinct options that were presented to Council on June 23, 2015.

2016 Capital

Budget Request

Theatre Stage Risers

Request #
16027

Division:	Infrastructure & Protective Services	**Budget Year:**	2016
Department:	Culture Services	**Category:**	Maintain
Responsibility:	Culture Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$30,000	DCC Equipment Reserve	One Time
Operating Impact		
$0		

Overview

This program request is to replace portable staging risers used on the Shell Theatre stage and throughout the Dow Centennial Centre. The current risers have reached the end of their life cycle. The replacement cost is budgeted at $30,000.

Options Considered

The following options were considered:

1. Renting risers is not recommended due to the liability concerns of using equipment with an unknown origin or history that could potentially be unsafe. Also, rented equipment may not be available when needed.
2. Repairing the existing risers is not recommended due to engineering requirements. Full repair costs would be similar to that of purchasing new, but with no guarantee as to the quality and safety of the equipment.

Innovation

Newer materials and design improvements should make this equipment sturdier (capacity load), safer and easier to set-up and use.

Life Cycle

The life cycle is approximately 10 years but depends on equipment usage. Currently, the risers are 11 years old and due to their condition are in need of replacement.

Culture Services

For 2016, Culture Services is proposing revisions to its fees and charges to reflect increases due to changes within the Capital region, cost recovery and inflation. Culture Services is proposing new fees to reflect cost recovery. Culture Services is proposing the following:

- Various Increased Fees
    - Museum admissions
    - Museum/Fort rentals
    - DCC Theatre Rental rates

- New Fees
    - Facility Rental – Damage Deposit
    - Additional Cleaning Fee

Please see the following for Culture Services' detailed Fees and Charges for further explanation of revisions.

Culture Services

2016 Fees & Charges

Preliminary information subject to change. E&OM accepted

Notes		Description	GST Applicable	Unit of Measure	2015 *	2016 *
		** Fees and Charges exclude GST. Where taxable (T), GST is charged at point of sale.*	*Taxable = T Exempt = E*		Current	Proposed
	Department: Culture Services					
		Museum - Admission *				
		**** Museum is open to the public during regular hours of operations.***				
1		Child - 2 to 12 Years Old	T	each	$ 2.86	$ 3.81
1		Youth - 13 to 17 / Senior - 65+	T	each	$ 3.81	$ 4.76
1		Adult - 18 to 64 Years Old	T	each	$ 4.76	$ 7.62
1		Family	T	each	$ 12.38	$ 19.05
		School Programs	T	per student	$ 4.76	$ 4.76
		History Centre Fee	T	per session	$ 309.52	$ 309.52
		Museum Outreach Fee	T	per 1.5 hour session	$ 95.24	$ 95.24
		Facility Rental Fees - Museum *				
		**** Museum is open to the public during regular hours of operations.***				
1		- Village Grounds and Buildings / All	T	per hour / 2 hour minimum	$ 95.53	$ 104.76
1		- One Building Only	T	per hour / 2 hour minimum	$ 71.04	$ 76.19
1		- Museum Grounds Only	T	per hour / 2 hour minimum	$ 71.04	$ 76.19
1		Rotary Amphitheatre	T	per hour / 2 hour minimum	$ 71.04	$ 76.19
1		Photo Reproductions	T	per photo	$ 15.48	$ 19.05
1		Research Fee	T	per hour	$ 42.48	$ 47.62
		Damage Deposit - Village, Refundable if No Damage	N	per rental	$ 500.00	$ 500.00
		Facility Rental Fees - CN Station				
		Annual Block Booking: *				
		**** More than 10 bookings per year. Self clean up / setup***				
1		- Kinsmen Room	T	per hour	$ 12.04	$ 14.29
1			T	per day	$ 96.38	$ 114.29
1		- Bougher Room	T	per hour	$ 7.38	$ 9.52
1			T	per day	$ 59.19	$ 76.19
1		- Proctor Room	T	per hour	$ 8.81	$ 11.43
1			T	per day	$ 79.38	$ 91.43
		Casual Booking: *				
		**** Self clean up / setup***				
1		- Kinsmen Room	T	per hour	$ 21.29	$ 23.81
1			T	per day	$ 170.38	$ 190.48
1		- Bougher Room	T	per hour	$ 15.67	$ 17.14
1			T	per day	$ 125.19	$ 137.14
1		- Proctor Room	T	per hour	$ 17.52	$ 19.05
			T	per day	$ 140.00	$ 152.38
		Facility Rental Fees - City Centre Square				
		Use of the Square Fee		per use	$ -	$ -
		Special and Additional Services Required with Use of Square	T	% of cost incurred	100%	100%
		Facility Rental Fees - 1875 to 1885 North West Mounted Police (NWMP) Fort				
		Program Space: *				
		**** Two hour minimum for meetings.***				
1		- Local Youth / Non-Profit Group	T	per hour	$ 22.57	$ 23.81
1			T	per day	$ 180.38	$ 190.48
1		- Local Adult Group	T	per hour	$ 30.24	$ 28.57
1			T	per day	$ 242.00	$ 228.57
1		- Private Function, Commercial or Non-Local	T	per hour	$ 36.33	$ 38.10
1			T	per day	$ 290.81	$ 304.76
1		- Fort Grounds and Program Space Special Events	T	per hour / 2 hour minimum	$ 95.52	$ 104.76
		- One Building Only	T	per hour / 2 hour minimum	$ 71.04	$ -
		- Fort Grounds Only	T	per hour / 2 hour minimum	$ 71.04	$ -
		Canon Firing	T	per firing	$ 238.10	$ 238.10

		Facility Rental Fees - DCC Shell Theatre *				
		**** All performance rental rates include one technician.***				
		**** A day rental is equivalent to 10 hours. Any additional rental / technician hours will be charged at the applicable hourly rate.***				
		The fee applicable to major functions and/or events for which admissions are charged will be the greater of 10% of the gross ticket sales/proceeds (net of GST) or the rate as stated. Admission includes ticket sales, silver collection, suggested donation or similar charges.				
		Cancellation Fee: *				
		**** Cancellation policy for shows via Ticketpro is regulated under Ticketed Event License Agreement***				
		Shows sold via Ticketpro	T	each	as per Ticket Event License Agreement	
		Performances:				
		- Local Youth / Non-Profit Group	T	minimum book - 5 hours	$ 354.81	$ 383.19
2			T	each additional hour over 5 hours	$ 70.95	$ 76.63
			T	per day	$ 567.71	$ 613.13
		- Local Adult Group	T	minimum book - 5 hours	$ 590.38	$ 596.29
2			T	each additional hour over 5 hours	$ 118.10	$ 124.00
			T	per day	$ 944.62	$ 991.85
2		- Private Function, Commercial or Non-Local	T	minimum book - 5 hours	$ 826.90	$ 826.90
			T	each additional hour over 5 hours	$ 165.38	$ 170.20
			T	per day	$ 1,323.10	$ 1,349.17
		Rehearsals:				
		- Local Youth / Non-Profit Group	T	minimum book - 5 hours	$ 295.05	$ 295.05
2			T	each additional hour over 5 hours	$ 59.00	$ 70.80
			T	per day	$ 472.10	$ 509.87
		- Local Adult Group	T	minimum book - 5 hours	$ 507.34	$ 507.34
2			T	each additional hour over 5 hours	$ 101.48	$ 120.63
			T	per day	$ 811.72	$ 811.72
		- Private Function, Commercial or Non-Local	T	minimum book - 5 hours	$ 679.27	$ 679.27
2			T	each additional hour over 5 hours	$ 135.85	$ 156.24
			T	per day	$ 1,086.81	$ 1,097.68
		Front of Curtain Assemblies / Ceremonies:				
		- Local Youth / Non-Profit Group	T	minimum book - 5 hours	$ 294.81	$ 303.65
2			T	each additional hour over 5 hours	$ 58.96	$ 60.72
			T	per day	$ 471.71	$ 485.86
		- Local Adult Group	T	minimum book - 5 hours	$ 384.19	$ 395.72
2			T	each additional hour over 5 hours	$ 76.86	$ 79.17
			T	per day	$ 614.71	$ 633.15
		- Private Function, Commercial or Non-Local	T	minimum book - 5 hours	$ 502.24	$ 517.31
2			T	each additional hour over 5 hours	$ 100.43	$ 103.44
			T	per day	$ 803.58	$ 827.68
		Conference Monitor	T	per day	$ 125.00	$ 125.00
		Grand Piano:				
		- Per Use Fee	T	minimum fee	$ 87.43	$ 87.43
		- Tuning Fee	T	per each / % of cost incurred	100%	100%
		Upright Piano:				
		- Per Use Fee	T	minimum fee	$ 43.71	$ 43.71
		- Tuning Fee	T	per each / % of cost incurred	100%	100%
		Ticketing Facility Fees:				
		- Local Youth / Non-Profit Group	T	per ticket valued at under $10.00	$ 0.72	$ 0.72
			T	per ticket valued at $10.00 and over	$ 0.95	$ 0.95
		- Local Adult Group	T	per ticket valued at under $10.00	$ 0.95	$ 0.95
			T	per ticket valued at $10.00 and over	$ 1.43	$ 1.43
		- Private Function, Commercial or Non-Local	T	per ticket	$ 1.67	$ 1.67
		Services Fees:				
		- Technician / Stagehand Labour	T	per hour / per person / 4 hour minimum	$ 41.48	$ 41.48
		- Technician / Stagehand Labour Overtime	T	per hour / per person	$ 62.24	$ 62.24
		- Specialized Labour	T	% of cost incurred / 4 hours minimum	100%	100%
		Front of House Staff	T	per hour / person	$ 20.00	$ 20.00
		Front of House Staff Overtime	T	per hour / person	$ 40.00	$ 40.00
		- Security / Parking Personnel	T	% of cost incurred	100%	100%
		- Heavy Equipment	T	% of cost incurred	100%	100%
		- Special Request Lighting and Audio Equipment	T	% of cost incurred	100%	100%
		- Royalty on Merchandizing - Performing Arts	T	% of cost incurred	15%	15%
		- Royalty on Merchandizing - Visual Arts	T	% of cost incurred	20%	20%
2		- Royalty - Dance and Music Festivals / Competitions	T	per merchant	$ 190.48	$ 214.29
		Box Office Services (Ticketpro):				
		- Event Setup Fee	T	minimum fee PLUS	$ 47.62	$ 47.62

		- Box Office Sales / Ticket Fee	T	per each sale / ticket	$ 0.19	$ 0.19
		- Credit Card / Debit Ticket Sale Charge	T	each	as per Ticket Event License Agreement	
		Performances - Fort Saskatchewan 50 / 50: *				
		**** Volunteers contributing a minimum 50 volunteer hours to the DCC Shell Theatre are eligible to receive discounted rates as per below***				
		- Local Youth / Non-Profit Group	T	minimum book - 5 hours	$ 177.43	$ 191.60
2			T	each additional hour over 5 hours	$ 35.48	$ 38.31
			T	per day	$ 283.86	$ 306.57
		- Local Adult Group	T	minimum book - 5 hours	$ 295.19	$ 298.14
2			T	each additional hour over 5 hours	$ 59.05	$ 62.00
			T	per day	$ 472.33	$ 495.92
		- Private Function, Commercial or Non-Local	T	minimum book - 5 hours	$ 502.24	$ 507.26
2			T	each additional hour over 5 hours	$ 100.43	$ 103.44
			T	per day	$ 803.58	$ 811.61
		Facility Rental - Additional Services				
		DCC Bar - Includes Mix *				
		- 1 to 100 Guests	T	each	$ -	$ -
		- 101 to 450 Guests	T	each	$ -	$ -
		**** Service now offered under new DCC Cater***				
3	**New**	Damage Deposit - Theatre Spaces, Refundable if No Damage	N	per rental	$ -	$ 350.00
3	**New**	Additional Cleaning Charge	T	each	$ -	At Cost

Notes	**Description**	**Plan Request #**
1	Museum Admissions are up by 40% (but still affordable within market). Museum rental is up by an average of 7%. These increases are justified by the recent enhancements to the Fort Heritage Precinct (NWMP Fort exhibit, CN station restoration).	74-0037
2	Theatre rental rates are up by 3% to 5%, and within regional market. Additional revenue will help offset additional Front of House cost.	74-0036
3	New fees to be charged to clients as needed. Damage Deposit is an "In and out" transaction. Cleaning fees are charged only as needed. These fees and associated revenue are not affecting the budget and therefore not reflected in a Budget Request.	N/A

Taking Care of Business

Family and Community Support Services (FCSS)

The Family and Community Support Services department enhances the quality of life for children, youth, families, seniors and others by providing programs and services that are empowering, build resiliency and strengthen our community. Our department ensures that social needs are identified and supports are in place to maintain and enhance the well-being of our community. We encourage social partnership and advocacy to build community capacity and foster social wellness.

Community Development	Senior Services	Youth & Family Services
• Support Volunteer Organizations • Liaise with Community Groups	• Home Support • Liaise with Senior Groups • Information & Referral Services • Senior Services & Programs	• Counselling Services • Children & Youth Services/Programs • Early Childhood Development • Family School Liaison Services

The subsequent pages will provide information on the department's proposed budget, 2016 operating budget requests and fees and charges.

Family & Community Support Services

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges	68,700	-	(7,130)	-	**61,570**
Government Transfers	459,800	-	68,220	-	**528,020**
Other Revenues	18,100	-	-	-	**18,100**
Total Revenues	**546,600**	**-**	**61,090**	**-**	**607,690**
Expenses					
Salaries, Wages and Benefits	822,500	-	27,400	-	**849,900**
Contracted and General Services	133,125	340	(450)	-	**133,015**
Purchased from Other Governments	-	-	-	-	**-**
Materials, Supplies and Utilities	15,850	-	1,200	-	**17,050**
Grants to Organizations	302,300	1,400	-	-	**303,700**
Transfer to Reserves	500	-	-	-	**500**
Other Expenses	5,300	-	-	-	**5,300**
Total Expenses	**1,279,575**	**1,740**	**28,150**	**-**	**1,309,465**
Net (Surplus)/Deficit	**732,975**	**1,740**	**(32,940)**	**-**	**701,775**

Family & Community Support Services

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges					
Service Fees	65,500	-	(7,130)	-	58,370
Registration	3,200	-	-	-	3,200
Total Sales, Rentals and User Charges	68,700	-	(7,130)	-	61,570
Government Transfers					
Grants	459,800	-	68,220	-	528,020
Total Government Transfers	459,800	-	68,220	-	528,020
Other Revenues					
Donations	500	-	-	-	500
Fundraising	17,600	-	-	-	17,600
Total Other Revenues	18,100	-	-	-	18,100
Total Revenues	**546,600**	**-**	**61,090**	**-**	607,690
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	464,800	-	-	-	464,800
Wages - Regular	125,000	-	12,844	-	137,844
Wages - Casual Relief	29,500	-	-	-	29,500
Wages - Overtime	1,800	-	-	-	1,800
Wages - Grant Programs	78,100	-	-	-	78,100
ER Contributions	123,300	-	14,556	-	137,856
Total Salaries, Wages and Benefits	822,500	-	27,400	-	849,900
Contracted and General Services					
Courses,Conferences&Seminars	16,200	-	-	-	16,200
Travel,Meals&Accomodations	28,500	-	750	-	29,250
Postage & Courier	1,600	-	-	-	1,600
Phone,Cell,Fax & Internet	5,950	-	(100)	-	5,850
Memberships & Subscriptions	1,300	-	-	-	1,300
Advertising & Promotions	9,600	-	(600)	-	9,000
Printing & Duplicating	3,500	-	-	-	3,500
Service&Mtnc Contracts	51,000	-	-	-	51,000
Audit Services	3,675	-	-	-	3,675
Contracted Services	8,800	-	-	-	8,800
Insurance	3,000	340	(500)	-	2,840
Total Contracted and General Services	133,125	340	(450)	-	133,015

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Materials, Supplies and Utilities					
Supplies & Materials-Gen	8,750	-	800	-	9,550
Supplies & Materials-Office	5,500	-	400	-	5,900
Furnishings & Equipment	1,600	-	-	-	1,600
Total Materials, Supplies and Utilities	15,850	-	1,200	-	17,050
Grants to Organizations					
Grants to Organizations	302,300	1,400	-	-	303,700
Total Grants to Organizations	302,300	1,400	-	-	303,700
Transfer to Reserves					
Trsf to Reserve	500	-	-	-	500
Total Transfer to Reserves	500	-	-	-	500
Other Expenses					
Other	5,300	-	-	-	5,300
Total Other Expenses	5,300	-	-	-	5,300
Total Expenses	**1,279,575**	**1,740**	**28,150**	**-**	1,309,465
Net (Surplus)/Deficit	**732,975**	**1,740**	**(32,940)**	**-**	701,775

2016 Operations

Budget Request

Provincial FCSS Funding Increase

Request #
51-0035

Division: Infrastructure and Community Services
Department: FCSS
Responsibility: FCSS Director

Budget Year: 2016
Category: Growth

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
($7,130)	Service Fees	Ongoing
$68,220	FCSS Grant	Ongoing
$29,550	Operations	Ongoing
$31,540		

Overview

Family and Community Support Services (FCSS) supports Fort Saskatchewan residents in four main areas: Community Development, Senior Services, Home Support Services and Youth and Family Services. FCSS is a unique partnership between the Province of Alberta and municipalities, with a minimum funding formula of an 80/20 split between the Province and the municipality. No other province has this delivery method for providing preventative social services, and 99.9% of all Albertan's have access to FCSS funded programs.

The Provincial Government recognizes that although these programs are often offered through municipalities, there is a larger societal benefit and as such initially funded 80% of Provincially approved programs. However, Provincial FCSS funding has not kept up with the costs of providing the services in communities. This means that to continue to deliver Fort Saskatchewan's preventative social programs at the same level of service, over the past five years the City has had to contribute more than its minimum 20%, in 2015 the City contributed 53% to the FCSS budget. In 2015 the 80/20 split was actually a 47/53% split.

Recently the Province announced an increase to the FCSS funding. Fort Saskatchewan's grant will increase by $68,220 from $352,600 to $420,820. The total proposed FCSS budget in 2016 is $701,775. This brings the ratio of Provincial funding to municipal funding to 60/40. The FCSS budget requests can easily be absorbed in the new Provincial funding, which results in no increase to the taxpayer. FCSS is requesting funding for:

1. Counselling services
2. Increase in Home Support hours
3. Seniors Coordinator benefits adjustment
4. Inflation for the Volunteer Programs Association

1. Counselling

Counselling is provided by contracted professional counsellors to individuals, families, and groups on a short-term preventative basis. Fees for services are on a sliding fee scale based on income and family size. Since 2012, the program has seen a substantial increase in low income residents utilizing this service. This means that the amount of revenue anticipated has decreased even though our costs have not. No change was made in the budget for the last few years in case this trend was only temporary. Unfortunately, it appears to be a trend and as such the 2016 counselling budget needs to reflect a reduction in revenue from $22,400 to $14,270 (8,130). The additional funding from the Province will offset this cost without any additional burden on the municipal taxpayer.

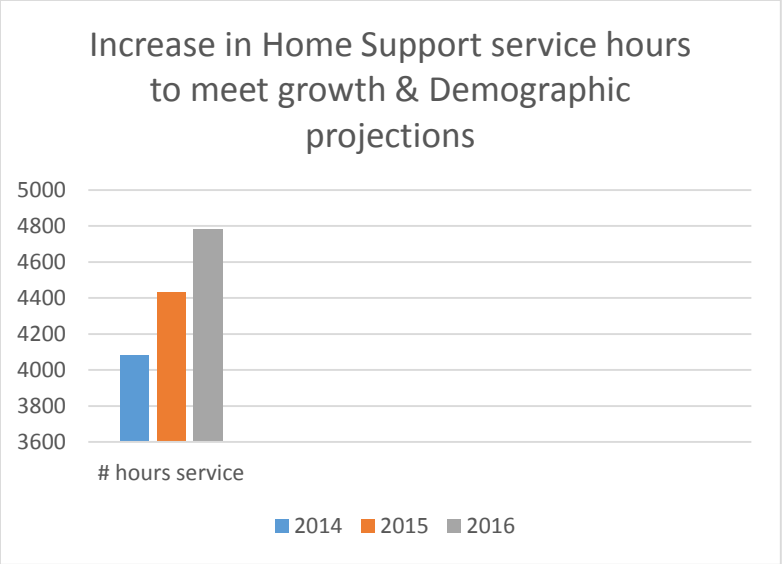
There is the option to reduce the level of service to the community by the $8,130 however, normally money spent on preventative programs like counselling, helps to reduce the likelihood of issues arising in other areas which may negatively impact our community both financially and socially.

Options considered:

i. To allocate $8,130 from the new Provincial funding to the counselling program and maintain the current service level.
ii. To reduce the counselling budget by the $8,130 and subsequently reduce the service level as well.

2. Home Support

The aging population in Canada will accelerate between 2010 and 2031, during this period all baby boomers will reach the age of 65. By 2031, when the last of the baby boomers reach 65 years of age, one in four Albertans will be a senior (Stats Canada). 25% of those seniors require cost effective home assistance, most commonly, housework and transportation. Studies have shown seniors want to live in their own homes as long as possible and their physical and mental health is greatly improved when they are able to do so. In a recent FCSS survey, 60% of respondents experienced a reduction in anxiety/stress as a result of their Home Support Service. One of the major trends we are seeing with seniors living at home longer is increasing frailty and needing more help in the home as their health deteriorates. The chart below outlines the increase in service hours needed in order to meet growth based on a projected 2016 population of 24,612 residents. The increase in service hours equals a 0.4 FTE. Recognizing this increase in volume, $1,000 was added to service fees.



Options Considered

i. Allocate $14,000 of wages plus $750 travel expenses to adequately staff Home Support Services to meet projected growth and demographic changes for Fort Saskatchewan, from the new Provincial funding.
ii. Do not provide funding and implement a waitlist for Home Support Services. Due to ongoing needs of current clients, any new intakes could potentially wait several months to receive service.

Historical Trends

Appropriate staffing levels makes the Home Support Program a valued FCSS asset, clients will continue to receive exceptional and timely service which supports and embraces the City's principles of Compassionate Community & Sense of Community.

3. Seniors Coordinator

This request is to increase the Seniors Coordinator benefits to the actual cost. This position was split out from the Home Support Supervisor position in 2008 and then increased from part time to full time in 2011. The benefits were not adjusted at that time.

Options Considered

iii. To allocate $13,400.00 of the new FCSS funding to this request, which results in no impact to the taxpayer.
iv. To not request an increase and report a variance.

Efficiencies

The FCSS team went through the FCSS budget reviewing for efficiencies. The Seniors Coordinator benefits was not able to be absorbed within the existing FCSS budget.

Historical Trends

Historically FCSS has reported a variance in this budget line item, but has been able to cover the over expenditure through other budget line items that were underspent.

4. The Volunteer Center

As the Volunteer Centre is an established agency and is able to promote, encourage and support volunteers, it is reasonable for Family and Community Support Services to continue to provide inflationary and growth adjustments to their grant funding for their operating budget. In recognition of our active, engaged volunteers, the Volunteer Centre hosts a community wide celebration for volunteers at the Shell Theatre, every two years, during Volunteer Week. In 2014 the Volunteer Centre and FCSS conducted a 'volunteer hours' survey based on 2013 hours contributed by individuals, community organizations and services clubs. Based on the statistics that were reported we found that over 138,000 hours were contributed with a monetary value of $3.5 million dollars proving that we are a vibrant and thriving community with active and engaged volunteers.

Should the Volunteer Centre budget not increase with respect to inflation, it could result in an impact to service levels. The Volunteer Programs Association (VPA) assumed responsibility for the Volunteer Centre in 1989 with the provision that Family and Community Support Services (FCSS) and the City would continue to fund it. Prior to 1989, the Volunteer Centre was an FCSS program. Without FCSS and City funding, the VPA would likely dissolve the Volunteer Centre program. If that were to happen City Council and administration would have to decide whether they wanted to have volunteer services available in Fort Saskatchewan. Without a Volunteer Centre, it would likely fall to FCSS to assume these responsibilities and at a much higher cost

Comparators

Other municipalities continue to fund independent volunteer centers.

Funding

The Volunteer Programs Association is requesting an additional $1400 in funding to support 2016 Volunteer Centre operations.

Options considered

i. To allocate $1,400 from the new provincial funding to the Volunteer Center and maintain the level of service and support for our volunteers.
ii. To not increase the funding for the Volunteer Center and risk a reduction in services available.

Summary

FCSS received $68,220 in new funding from the Province. The total FCSS funding requests for 2016 equal $37,600, which leaves $31,540 in additional funding from the Province which will be applied to current FCSS programs resulting in a reduction required from the municipality, and bringing our funding formula split closer to a 60/40 split.

Family & Community Support Services

For 2016, Family and Community Support Services is proposing NO revisions to its fees and charges.

Family & Community Support Services

2016 Fees & Charges

Preliminary information subject to change. E&OM accepted

Notes		Description	GST Applicable	Unit of Measure	2015 *	2016 *
		** Fees and Charges exclude GST. Where taxable (T), GST is charged at point of sale.*	*Taxable = T Exempt = E*		Current	Proposed
	Department: Family and Community Support Services (FCSS)					
		FCSS Counselling Service Fees				
		Gross Family Monthly Income - 1 to 3 Family Members:				
		- Up to $799	E	per hour	$ 5.00	$ 5.00
		- $800 to $999	E	per hour	$ 7.00	$ 7.00
		- $1,000 to $1,299	E	per hour	$ 10.00	$ 10.00
		- $1,300 to $1,699	E	per hour	$ 15.00	$ 15.00
		- $1,700 to $1,999	E	per hour	$ 18.00	$ 18.00
		- $2,000 to $2,399	E	per hour	$ 22.00	$ 22.00
		- $2,400 to $2,599	E	per hour	$ 26.00	$ 26.00
		- $2,600 to $2,799	E	per hour	$ 32.00	$ 32.00
		- $2,800 to $3,099	E	per hour	$ 38.00	$ 38.00
		- $3,100 to $3,499	E	per hour	$ 43.00	$ 43.00
		- $3,500 to $3,999	E	per hour	$ 50.00	$ 50.00
		- $4,000 to $4,299	E	per hour	$ 55.00	$ 55.00
		- Over $4,300	E	per hour	$ 60.00	$ 60.00
		Employee Assistance Programs that are Direct Billed	E	per hour	$ 75.00	$ 75.00
		Gross Family Monthly Income - 4 or more Family Members:				
		- Up to $799	E	per hour	$ 5.00	$ 5.00
		- $800 to $999	E	per hour	$ 6.00	$ 6.00
		- $1,000 to $1,299	E	per hour	$ 8.00	$ 8.00
		- $1,300 to $1,699	E	per hour	$ 12.00	$ 12.00
		- $1,700 to $1,999	E	per hour	$ 16.00	$ 16.00
		- $2,000 to $2,399	E	per hour	$ 18.00	$ 18.00
		- $2,400 to $2,599	E	per hour	$ 22.00	$ 22.00
		- $2,600 to $2,799	E	per hour	$ 30.00	$ 30.00
		- $2,800 to $3,099	E	per hour	$ 36.00	$ 36.00
		- $3,100 to $3,499	E	per hour	$ 40.00	$ 40.00
		- $3,500 to $3,999	E	per hour	$ 47.00	$ 47.00
		- $4,000 to $4,299	E	per hour	$ 50.00	$ 50.00
		- Over $4,300	E	per hour	$ 60.00	$ 60.00
		Employee Assistance Programs that are Direct Billed	E	per hour	$ 75.00	$ 75.00
		FCSS Home Support Service Fees				
		Net Family Monthly Income:				
		- Up to $1,500	E	per hour	$ 8.00	$ 8.00
		- $1,501 to $1,750	E	per hour	$ 9.50	$ 9.50
		- $1,751 to $2,000	E	per hour	$ 10.50	$ 10.50
		- $2,001 to $2,250	E	per hour	$ 11.50	$ 11.50
		- $2,251 to $2,500	E	per hour	$ 12.50	$ 12.50
		- $2,501 to $2,750	E	per hour	$ 13.50	$ 13.50
		- $2,751 to $3,000	E	per hour	$ 14.50	$ 14.50
		- $3,001 to $3,250	E	per hour	$ 15.50	$ 15.50
		- $3,251 to $3,500	E	per hour	$ 16.50	$ 16.50
		- $3,501 to $3,750	E	per hour	$ 17.50	$ 17.50
		- $3,751 to $4,000	E	per hour	$ 20.50	$ 20.50
		- Over $4,000	E	per hour	$ 25.00	$ 25.00
		Veteran Affairs	E	per hour	$ 20.50	$ 20.50
		Workers Compensation Board	E	per hour	$ 25.00	$ 25.00

Taking Care of Business

Recreation Services

The Recreation Services Department strives to provide every citizen in our community with the opportunity to live an enhanced quality of life. Our health and wellness programs provide the tools to enable healthy lifestyles. We also plan services within our facilities in consultation with our user groups and community stakeholders.

Dow Centennial Centre	Harbour Pool	Community Recreation	Recreation Programming
• Special Events • Spontaneous Activities • Health & Wellness Programs • Arena & Soccer Facility	• Public Programs • School Programs • Private Programs • Aquatic Programs • Therapeutic Classes • Leadership Courses	• Liaise with User Groups & Service Groups • Facilitate Booking Coordination • Children's Summer Programs • Leadership Programs	• Fitness & Wellness Classes • Summer Sport Camps • Leisure Guide

The subsequent pages will provide information on the department's proposed budget, 2016 operating budget requests, and fees and charges.

Recreation

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges	2,062,835	65,245	264,700	-	**2,392,780**
Government Transfers	11,800	-	-	-	**11,800**
Other Revenues	26,900	-	350	-	**27,250**
Total Revenues	**2,101,535**	**65,245**	**265,050**	**-**	**2,431,830**
Expenses					
Salaries, Wages and Benefits	3,782,100	(500)	250,093	-	**4,031,693**
Contracted and General Services	892,610	8,400	68,410	2,660	**972,080**
Materials, Supplies and Utilities	950,700	5,100	52,325	-	**1,008,125**
Grants to Organizations	15,000	-	3,000	-	**18,000**
Debentures	1,191,555	-	-	-	**1,191,555**
Transfer to Reserves	291,500	-	-	-	**291,500**
Other Expenses	19,300	-	5,700	-	**25,000**
Total Expenses	**7,142,765**	**13,000**	**379,528**	**2,660**	**7,537,953**
Net (Surplus)/Deficit	**5,041,230**	**(52,245)**	**114,478**	**2,660**	**5,106,123**

Recreation

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges					
Service Fees	102,800	5,000	(500)	-	**107,300**
Sale of Goods	18,600	-	-	-	**18,600**
Registration	347,000	-	(6,600)	-	**340,400**
Admissions	773,100	26,000	100,000	-	**899,100**
Lessons	193,500	13,545	69,500	-	**276,545**
Reimbursed Costs	4,800	-	-	-	**4,800**
Rentals	490,200	16,700	70,700	-	**577,600**
Leases	132,835	4,000	31,600	-	**168,435**
Total Sales, Rentals and User Charges	2,062,835	65,245	264,700	-	**2,392,780**
Government Transfers					
Grants	11,800	-	-	-	**11,800**
Total Government Transfers	11,800	-	-	-	**11,800**
Other Revenues					
Donations	7,200	-	-	-	**7,200**
Other Revenue	17,700	-	-	-	**17,700**
Miscellaneous Revenue	2,000	-	-	-	**2,000**
Total Other Revenues	26,900	-	-	-	**26,900**
Total Revenues	**2,101,535**	**65,245**	**264,700**	**-**	**2,431,480**
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	657,300	-	96,369	-	**753,669**
Wages - Regular	2,038,900	17,200	4,132	-	**2,060,232**
Wages - Casual Relief	334,300	3,700	106,743	-	**444,743**
Wages - Overtime	39,900	-	9,000	-	**48,900**
Wages - Grant Programs	12,300	-	-	-	**12,300**
Wages - Temporary Staff	71,000	-	-	-	**71,000**
ER Contributions	628,400	(21,400)	33,849	-	**640,849**
Total Salaries, Wages and Benefits	3,782,100	(500)	250,093	-	**4,031,693**
Contracted and General Services					
Courses,Conferences&Seminars	30,900	-	200	1,000	**32,100**
Travel,Meals&Accomodations	24,100	-	(600)	1,000	**24,500**
Postage & Courier	10,950	300	(3,800)	-	**7,450**
Phone,Cell,Fax & Internet	52,720	-	(5,400)	660	**47,980**
Memberships & Subscriptions	9,700	-	(700)	-	**9,000**
Advertising & Promotions	94,000	-	(23,200)	-	**70,800**

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Printing & Duplicating	8,300	-	1,700	-	10,000
Licences & Permits	500	-	-	-	500
Contracted Services	569,500	5,100	85,200	-	659,800
Rental-Equipment	5,140	-	1,460	-	6,600
Insurance	86,800	3,000	13,200	-	103,000
Total Contracted and General Services	892,610	8,400	68,060	2,660	971,730
Materials, Supplies and Utilities					
Supplies & Materials-Gen	6,500	-	-	-	6,500
Supplies & Materials-Office	62,400	-	(3,300)	-	59,100
Supplies&Materials-Prog&Lesson	17,100	-	2,200	-	19,300
Supplies&Materials-Maintenance	208,200	-	20,800	-	229,000
Supplies&Material-Cleaning	10,400	600	550	-	11,550
Supplies&Material-Chemicals	44,000	2,700	19,000	-	65,700
Uniforms	18,700	-	5,275	-	23,975
Furnishings & Equipment	131,500	1,800	10,300	-	143,600
Electricity	311,600	-	(17,500)	-	294,100
Natural Gas	82,000	-	10,000	-	92,000
Water, Sewer & Solid Waste	58,300	-	5,000	-	63,300
Total Materials, Supplies and Utilities	950,700	5,100	52,325	-	1,008,125
Grants to Organizations					
Grants to Organizations	15,000	-	3,000	-	18,000
Total Grants to Organizations	15,000	-	3,000	-	18,000
Debentures					
Principal Payments-Debentures	723,164	-	41,260	-	764,424
Interest Payments-Debentures	468,391	-	(41,260)	-	427,131
Total Debentures	1,191,555	-	-	-	1,191,555
Transfer to Reserves					
Trsf to Reserve	291,500	-	-	-	291,500
Total Transfer to Reserves	291,500	-	-	-	291,500
Other Expenses					
Sales Discounts-DCC	19,300	-	5,700	-	25,000
Total Other Expenses	19,300	-	5,700	-	25,000
Total Expenses	**7,142,765**	**13,000**	**379,178**	**2,660**	**7,537,603**
Net (Surplus)/Deficit	**5,041,230**	**(52,245)**	**114,478**	**2,660**	**5,106,123**

2016 Operations

Budget Request

Maintain Harbour Pool Service Levels

Request #
72-0062

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Recreation	**Category:**	Inflation
Responsibility:	Recreation Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$27,460	Operations	Ongoing

Overview

After a review with suppliers and service providers there are several areas of the Harbour Pool budget that require increases in order to maintain current service levels.

The requested increases to postage and courier, contracted services, rental equipment, supplies and materials (cleaning), supplies and materials (chemicals) are essential to maintain pool operations according to legislative requirements as outlined in the Public Health Act, Public Swimming Pools Regulations and Alberta Health, and Pool Standards. Suppliers have indicated the following increases for 2016: 7% for Postage and Courier, 7% for Contracted Services, 3% for Supplies and Materials (Cleaning), 5% for Supplies and Materials (Chemicals).

Increases to furnishings and equipment reflect supplier increases. Suppliers have indicated a 3% increase for 2016. For example, items reflected in this budget allocation are for first aid materials and supplies. These are required to ensure the staff have the supplies and equipment to respond in the event of an emergency situation.

To align with the City's strategic goal of providing safe and efficient services, an increase is required to supplies and materials (chemicals) to reflect the implementation of a life cycle replacement and maintenance program for operational chemical equipment. Based on manufacturer's specifications, the chemical equipment for the pool needs to be put on a replacement and maintenance program schedule to ensure that the pool is kept safe at all times. This is an effective and cost efficient way to preserve operating systems and minimize emergency pool closures which may result in lost revenue and unhappy

customers. Proper forecasting and budget allocation ensures that current approved service levels can be maintained with required supplies, repairs, and maintenance.

Options Considered

Approve the requested amount to ensure compliance to legislative requirements and a safe operational environment. This request is only for essential operational budget items.

Not approving this has the potential to result in chemicals and cleaning supplies not being available and pool operational equipment not being able to be maintained or repaired. There would be potential for unscheduled pool closures, Health Act and Pool Standard violations, and deterioration of the facility further affecting the pool operational hours. In the event that the budget increase is not approved there may be a potential requirement to reduce the current service level by 250 hours or approximately 16 days due to operational supplies not being available.

Efficiencies

This budget request reflects a cost efficient way to preserve operational systems and reduces the impact of emergency pool closures, or closures due to supplies and chemicals not being available.

In order to ensure safe and efficient services at Harbour Pool, a long term plan to deliver quality service with a multiyear lifecycle plan is being implemented for operational chemical equipment. The approval of the budget request ensures funds are available to plan ahead and reduce the occurrence of emergency repairs. Proper life cycle replacement ensures equipment life and compliance with health regulations.

2016 Operations

Budget Request

Recreation Revenue Adjustment

Request #
72-0080

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Recreation	**Category:**	Inflation
Responsibility:	Recreation Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$212,300	Admissions & Rental Revenue	Ongoing

Overview

This budget request is for revenue adjustments for both inflation and growth within Recreation Services as follows:

Inflationary

1. Service Fees – DCC Fitness and Child-minding have an increase of 3% based on regional comparators.
2. DCC Admissions – 3% inflationary increase based on regional comparators.
3. Rentals - an increase of 5% to the JRC, SPX and DCC arena fees will maintain our lower end price ranking when compared to other municipalities as they also increase rates 3-5% per year. Secondly, there is an increase of 5% and 3% respectively to the Gymnasium rental fees and Flexhall rental fees at the DCC based on comparators.
4. Leases – inflationary increase for tenant leaseholders at the DCC, based on amount outlined in leases.

Growth

1. Admissions – DCC admissions for 2016 increased to be aligned with estimated revenue from 2015 admissions.
2. Rentals – DCC Banquet Hall and meeting room rentals increased revenue to reflect usage in 2015.
3. Leases – revenue from new tenant at the DCC in 2016.

Details

1) Service Fees - $5,000

The Dow Centennial Centre collects fees for services such as personal training, fitness and nutrition assessments, and Child-minding. For 2016, an increase of 3% has been applied to fees in the DCC Fitness Area as well as DCC Child-minding based on regional comparators. Revenue from these service fees are as follows:

- $3,200 from DCC Fitness Area
- $1,800 from Child-minding

Total $5,000

2) Admissions - $121,000

Revenue projections for admissions at the Dow Centennial Centre are based on a 3% inflationary fee increase plus an increase in volume of users. The 2015 admission revenue budget to the Dow Centennial Centre was $600,000. Combining the 2016 projected increase in admission growth revenue of $100,000 with the inflationary 3% increase, the Dow Centennial Centre admissions numbers continue to meet or exceed prior years' targets.

- $100,000 (estimated increase in admission growth revenue for 2016)
- + $21,000 (3% inflation increase based on estimated $700,000 admission revenue budget)

Total: $121,000

3) Rentals - $55,200

An increase of 5% to arena fees will maintain our lower end price ranking when compared to other municipalities as they also increase rates 3-5% per year. The 2015 pricing comparison is shown below:

	Fort Sask 2015	Fort Sask 2016 proposed	Strathcona County	Spruce Grove	Beaumont	Clareview	Ardrossan	Leduc
Adult Prime	**$196.75**	**$206.62**	$237.64	$204.76	$229.70	$265.15	$216.80	$229.50
Adult Non - Prime	**$118.05**	**$123.95**	$118.48	$104.76	$133.40	$212.15	$118.48	$151.70
Youth Prime	**$114.75**	**$120.48**	$237.64	$125.71	$133.40	$131.60	$216.80	$122.20
Youth Non - Prime	**$68.90**	**$72.38**	$118.48	$71.42	$112.80	$78.55	$118.48	$140.20

The revenue from the 5% inflationary increase based on predicted 2015 ice rental hours will be distributed as follows:

- DCC - $12,500
- SPX - $8,400
- JRC - $17,900

Total: $38,800

Inflationary revenue from an increase of 5% and 3% respectively to the Gymnasium rental fees and Flexhall rental fees based on forecasted 2015 rentals will account for $4,200.
Growth revenue from Meeting Room rentals will account for $1,000 and growth revenue from Banquet Hall rentals will account for an additional $11,200 based on projection for 2015.

- Ice Rentals $38,800
- Gymnasium and Flexhall Rentals $ 4,200
- Meeting Room Rentals $ 1,000
- Banquet Hall Rentals $11,200

Total **$55,200**

4) DCC Tenant Leases - $31,100

The Dow Centennial Centre leaseholder information is as follows:

TENANT	2015	2016
Apulia (estimated)	$30,000.00	$33,000.00
Pottery Guild (expires 2015)	$5,400.00	$5,500.00
Dairy Queen (new in 2015)		$28,000.00
Total	$35,400.00	$66,500.00

$66,500
-$35,400
Total **$31,100 (based on new Dairy Queen lease and inflation)**

Efficiencies

By aligning the user fees, revenue is increased without negatively impacting revenues and usage. Proper forecasting and budgeting by facilities will ensure that the departments can maintain service levels and provide safe and well maintained buildings to our residents.

Historical Trends

Arena fees were increased by 5% in 2014 and 2015. Historically we have been generally lower than all our comparators, and even with this increase, we will remain in the lower percentile compared to other municipalities.

Comparators

The following are the municipalities that are used as comparators:
Leduc, Strathcona County, Spruce Grove, Edmonton, Ardrossan, Beaumont

2016 Operations

Budget Request

DCC Maintenance Increase

Request #
72-0087

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Recreation	**Category:**	Maintain
Responsibility:	Recreation Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$50,000	Operations	Ongoing

Overview

This request is for an increase of $50,000 in Contracted Services for maintenance in the Dow Centennial Centre. The facility has been in operation now for 11 years. Many areas such as plumbing and electrical are older than this as they were installed early on in the construction of the facility. Several areas are now starting to show their age and are in need of replacement. The facility has a lot of doors. The handles, push bars, hinges, keys and locks on these doors are starting to wear out. Each year $5,000 is allocated for replacement or repairs. All these smaller items do add up over the course of a year. Replacing a single door can cost over a thousand dollars depending on the size and fire rating.

Other items such as plumbing fixtures (faucets, shower heads, taps, sinks, water fountains) are starting to wear out and we need to start gradually replacing them once they fail. Our current budget for 2015 is $170,000. Each year we allocate $5,000 within the contracted services budget for annual plumbing repairs that require a certified plumber. Unfortunately, the type of water fountains in the Dow Centennial Centre are no longer in production. They will require a full replacement once they fail. Many of these fountains have the custom tiles surrounding them. Replacement will require careful removal of these tiles and then be reinstalled. Electrical items such as light fixtures, ballasts, and cover screens are also starting to wear out and are replaced when needed. Each year we allocate $65,000 within the contract services budget for electrical work and repairs that require a certified electrician.

The video surveillance system failed this year and required replacement. $15,000 was allocated for phase 1 which was to replace the existing system. Another $40,000 will be required for phase 2 to upgrade the older cameras and add new additional cameras to many blind areas within and around the facility.

Efficiencies

The Facility Operations staff handle as many of these repairs as they can within the scope of their position. Major electrical, plumbing, mechanical and construction work does require certified contractors to accomplish the work.

2016 Operations

Budget Request

DCC Spring & Summer Ice

Request #
72-0089

Division:	Infrastructure & Community Services	Budget Year:	2016
Department:	Recreation	Category:	New Initiative
Responsibility:	Recreation Services Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$58,500	Rental Revenue	Ongoing
$98,000	Operations	Ongoing
$39,500		

Overview

This request is for an increase of $39,500 to introduce spring and summer ice at the Dow Centennial Centre. As this will be the first time offering this new initiative, this budget request is based on the amount of ice time requested by user groups, projected utility usage over the summer, additional supplies required, increased contract services plus an augmented advertising effort to promote this new ice time.

Innovation

Local user groups have been requesting year round ice for several years. Year round ice will help to develop their programs, retain coaches and athletes and potentially recruit new ones. Having year round ice within the City of Fort Saskatchewan will provide new opportunities to host hockey schools, training camps, summer camp programming, year round figure skating programs and additional public skating times.

Efficiencies

As the Dow Centennial Centre has Facility Operators on site year round, no additional staffing is required for this new initiative. In addition, the recent renovation to the ice plant and HVAC systems will minimize the additional utilities required to maintain ice throughout the year.

Recreation Services

For 2016, Recreation is proposing revisions to its fees and charges to reflect increases due to inflation, as well as proposing new fees to reflect comparables within the Capital Region. The following are some fees being proposed:

- Various increased Fees
    - Facility Rental Fees
    - DCC – Specialized Fitness Services
    - Child-minding Services
    - DCC Admissions
    - Harbour Pool

- New Fees
    - Child Monthly/Annual Family Rate
    - Facility Rentals – JRC Skybox, SPX Meeting Room, Ortona Room
    - Special Event Fees Year Round

Please see the following Recreation detailed Fees and Charges for further explanation of revisions.

Recreation

2016 Fees & Charges

Preliminary information subject to change. E&OM accepted

Notes		Description	GST Applicable	Unit of Measure	2015 *	2016 *
		** Fees and Charges exclude GST. Where taxable (T), GST is charged at point of sale.*	*Taxable = T Exempt = E*		Current	Proposed
	Department: Recreation					
		Multi Facility Admission Card - Dow Centennial Centre (DCC) and Harbour Pool - 1 Month Pass				
1		Child - 2 to 12 Years Old	T	each	$ 20.76	$ 21.52
1		Youth - 13 to 17 / Senior - 65+ Years Old	T	each	$ 35.05	$ 36.90
1		Adult - 18 to 64 Years Old	T	each	$ 41.71	$ 44.00
		Family: *				
1		- Child	T	each	$ 14.86	$ 15.71
11		- Youth	T	each	$ 14.86	$ 18.29
1		- First Adult	T	each	$ 41.71	$ 44.00
1		- Second Adult	T	each	$ 35.62	$ 37.67
1		- First Senior	T	each	$ 35.05	$ 36.90
1		- Second Senior	T	each	$ 29.86	$ 31.52
		Aquasize:				
1		- Youth - 13 to 17 / Senior - 65+ Years Old	T	each	$ 42.86	$ 45.00
1		- Adult - 18 to 64 Years Old	T	each	$ 49.86	$ 53.86
		** Child and Youth rates on family passes only applicable if purchased in conjunction with at least one adult card.*				
		Multi Facility Admission Card - Dow Centennial Centre (DCC) and Harbour Pool - Annual Pass				
1		Child - 2 to 12 Years Old	T	each	$ 229.05	$ 236.76
1		Youth - 13 to 17 / Senior - 65+ Years Old	T	each	$ 383.29	$ 405.95
1		Adult - 18 to 64 Years Old	T	each	$ 458.67	$ 484.00
		Family: *				
1		- Child	T	each	$ 163.76	$ 172.86
11		- Youth	T	each	$ 163.76	$ 201.14
1		- First Adult	T	each	$ 458.67	$ 484.00
1		- Second Adult	T	each	$ 390.71	$ 414.33
1		- First Senior	T	each	$ 383.29	$ 405.95
1		- Second Senior	T	each	$ 328.67	$ 346.76
		Aquasize:				
1		- Youth - 13 to 17 / Senior - 65+ Years Old	T	each	$ 464.24	$ 495.00
1		- Adult - 18 to 64 Years Old	T	each	$ 538.43	$ 592.38
		** Child and Youth rates on family passes only applicable if purchased in conjunction with at least one adult card.*				
		Harbour Pool - Single Admission				
		Tots Under 2 Years Old	T	each	$ -	-
1		Child - 2 to 12 Years Old	T	each	$ 3.14	$ 3.33
1		Youth - 13 to 17 / Senior - 65+	T	each	$ 4.29	$ 4.52
1		Adult - 18 to 64 Years Old	T	each	$ 5.90	$ 6.19
1		Family	T	each	$ 12.24	$ 12.86
		Aquasize:				
1		- Youth - 13 to 17 / Senior - 65+ years Old	T	each	$ 5.24	$ 5.48
1		- Adult - 18 to 64 Years Old	T	each	$ 6.57	$ 7.14
		- Surcharge - Applies to Monthly and Annual Pass Holders Only	T	each	$ 0.95	$ 0.95
		Harbour Pool - Punch Pass (10 Visits)				
		Tots Under 2 Years Old	T	each	$ -	$ -
1		Child - 2 to 12 Years Old	T	each	$ 28.38	$ 29.52
1		Youth - 13 to 17 / Senior - 65+	T	each	$ 38.57	$ 40.48
1		Adult - 18 to 64 Years Old	T	each	$ 53.14	$ 55.71
1		Family	T	each	$ 110.10	$ 115.71
		Aquasize:				
1		- Youth - 13 to 17 / Senior - 65+ Years Old	T	each	$ 47.05	$ 49.52
1		- Adult - 18 to 64 Years Old	T	each	$ 59.24	$ 64.29
		Harbour Pool - 1 Month Pass				
		Tots Under 2 Years Old	T	each	$ -	$ -
		Child - 2 to 12 Years Old	T	each	$ 15.71	$ 16.62
		Youth - 13 to 17 / Senior - 65+ Years Old	T	each	$ 29.76	$ 31.24
		Adult - 18 to 64 Years Old	T	each	$ 38.29	$ 40.24
		Family:				
2	New	- Child	T	each	$ -	$ 12.00
1		- Youth	T	each	$ 11.43	$ 13.81
1		- First Adult	T	each	$ 38.29	$ 40.24
1		- Second Adult	T	each	$ 30.67	$ 32.24

1		- First Senior	T	each	$ 29.76	$ 31.24
1		- Second Senior	T	each	$ 25.19	$ 26.48
		Aquasize:				
1		- Youth - 13 to 17 / Senior - 65+ Years Old	T	each	$ 37.76	$ 39.67
1		- Adult - 18 to 64 Years Old	T	each	$ 46.62	$ 50.00
		Harbour Pool - Annual Pass				
		Tots Under 2 Years Old	T	each	$ -	$ -
1		Child - 2 to 12 Years Old	T	each	$ 157.10	$ 166.19
1		Youth - 13 to 17 / Senior - 65+	T	each	$ 297.62	$ 312.38
1		Adult - 18 to 64 Years Old	T	each	$ 382.86	$ 402.38
		Family:				
3	New	- Child	T	each	$ -	$ 120.00
1		- Youth	T	each	$ 114.29	$ 138.14
1		- First Adult	T	each	$ 382.86	$ 402.38
1		- Second Adult	T	each	$ 306.67	$ 322.38
1		- First Senior	T	each	$ 297.62	$ 312.38
1		- Second Senior	T	each	$ 251.90	$ 264.76
		Aquasize:				
1		- Youth - 13 to 17 / Senior - 65+ Years Old	T	each	$ 377.71	$ 396.67
1		- Adult - 18 to 64 Years Old	T	each	$ 466.19	$ 500.00
		Harbour Pool - Group Lessons				
		Red Cross:				
1		- Level Pre-RC 4	E	per lesson	$ 6.50	$ 7.00
1		- Level 5 to 10	E	per lesson	$ 7.00	$ 7.50
1		Adult	T	per lesson	$ 7.81	$ 8.00
1		Bronze Star - 8 to 13 Years Old	E	each	$ 70.00	$ 80.00
		Bronze Cross:				
1		- Under 16 Years Old	E	each	$ 126.00	$ 150.00
1		- Over 16 Years Old	T	each	$ 126.00	$ 150.00
1		Schools	E	per lesson / per student	$ 5.50	$ 6.00
1		Preschool Plunge and Play	E	per lesson	$ 14.50	$ 16.00
		Baby Size (8 Lessons)	T	each	$ 50.48	$ -
1		Baby Size	T	per lesson	$ 6.48	$ 7.14
1		Adaptive Aquatics	E	per lesson	$ 7.10	$ 7.50
1		Home School Lessons	E	per lesson	$ 7.10	$ 8.00
		Aquatic Emergency Care with O2	T	each	$ 204.76	$ 204.76
1		National Lifeguard Service *	T	each	$ 228.57	$ 240.00
9		Assistant Water Safety Instructor *	T	each	$ 214.29	$
1		Water Safety Instructor *	T	each	$ 190.48	$ 425.00
		**** Includes Books***				
		Harbour Pool - Private Lessons				
		Youth:				
1		- Under 16 Years Old - Half Hour	E	per lesson	$ 25.00	$ 25.75
1		- Under 16 Years Old - Full Hour	E	per lesson	$ 50.00	$ 51.50
1		- Additional Youth Under 16 Years Old - Half Hour	E	per lesson	$ 7.50	$ 7.75
1		- Additional Youth Under 16 Years Old - Full Hour	E	per lesson	$ 14.95	$ 15.50
		Adult:				
1		- Half Hour	T	per lesson	$ 25.00	$ 25.95
1		- Full Hour	T	per lesson	$ 50.00	$ 51.90
1		- Additional Adult - Half Hour	T	per lesson	$ 7.50	$ 7.71
1		- Additional Adult - Full Hour	T	per lesson	$ 14.95	$ 15.43
		Dow Centennial Centre (DCC) - Single Admission				
		Tots Under 2 Years Old	T	each	$ -	-
1		Child - 2 to 12 Years Old	T	each	$ 3.86	$ 4.00
1		Youth - 13 to 17 / Senior - 65+ Years Old	T	each	$ 6.24	$ 6.57
1		Adult - 18 to 64 Years Old	T	each	$ 7.48	$ 7.90
1		Family	T	each	$ 17.43	$ 18.38
		DCC - Punch Pass (10 Visits)				
		Tots Under 2 Years Old	T	each	$ -	-
1		Child - 2 to 12 Years Old	T	each	$ 34.76	$ 36.00
1		Youth - 13 to 17 / Senior - 65+ Years Old	T	each	$ 56.19	$ 59.14
1		Adult - 18 to 64 Years Old	T	each	$ 67.43	$ 71.15
1		Family	T	each	$ 156.95	$ 165.43
		DCC - 1 Month Pass				
		Tots Under 2 Years Old	T	each	$ -	-
1		Child - 2 to 12 Years Old	T	each	$ 17.43	$ 18.33
1		Youth - 13 to 17 / Senior - 65+ Years Old	T	each	$ 31.19	$ 32.86
1		Adult - 18 to 64 Years Old	T	each	$ 37.48	$ 39.52
		Family:				
1		- First Adult	T	each	$ 37.48	$ 39.52
1		- Second Adult	T	each	$ 31.76	$ 33.57
1		- Child	T	each	$ 12.38	$ 13.10
1		- Youth	T	each	$ 12.38	$ 15.24
1		- First Senior	T	each	$ 31.19	$ 32.86
1		- Second Senior	T	each	$ 26.38	$ 27.86
		DCC - Annual Pass				
		Tots Under 2 Years Old	T	each	$ -	-
1		Child - 2 to 12 Years Old	T	each	$ 192.52	$ 201.67
1		Youth - 13 to 17 / Senior - 65+ Years Old	T	each	$ 342.52	$ 361.43
1		Adult - 18 to 64 Years Old	T	each	$ 412.24	$ 434.76
		Family:				

1		- First Adult	T	each	$ 412.24	$ 434.76
1		- Second Adult	T	each	$ 350.10	$ 369.29
1		- Child	T	each	$ 137.00	$ 144.05
1		- Youth	T	each	$ 137.00	$ 167.62
1		- First Senior	T	each	$ 342.52	$ 361.43
1		- Second Senior	T	each	$ 290.05	$ 306.43
		Corporate Rates *	T	each / % of monthly pass fee	15%	15%
		**** Offered to companies with 5 or more employees.***				
		**** Company must sign an agreement.***				
		DCC - Childminding Services				
1		Individual Child	T	per half hour	$ 2.24	$ 2.62
1			T	20 passes (half hour per pass)	$ 35.71	$ 41.90
1		Family *	T	per half hour	$ 3.29	$ 3.81
1			T	20 passes (half hour per pass)	$ 57.10	$ 60.95
		****No limit on no. of children in 1 family under 8 yrs of age***				
		DCC - Specialized Fitness Services				
		Personal Training Service:				
1		- Personal Program - 1.5 Hour	T	per 1.5 hour session	$ 75.00	$ 78.62
1		- Personal Fitness Assessment - 1.5 Hour	T	per 1.5 hour session	$ 75.00	$ 78.62
1		- Personal Program and Fitness Assessment Package	T	per 2.5 to 3 hour session	$ 125.00	$ 130.86
		Personal Training Packages:				
1		- Package One, 1 Hour Package	T	per package	$ 50.00	$ 52.48
1		- Package Two, 5 Hour Package	T	per package	$ 225.00	$ 236.33
1		- Package Three, 10 Hour Package	T	per package	$ 450.00	$ 472.62
1		- Package Four, Group Training - 2 people, 1 Hour Package	T	per package	$ 60.00	$ 62.95
1		Body Composition Test	T	per half hour test	$ 25.00	$ 26.14
		Cancellation Fee:				
			T	each / % of fitness services fee	100%	100%
		- Less than 24 hours Notice Provided	T	flat rate	Pro-rated per Personal Training Sessions Remaining	Pro-rated per Personal Training Sessions Remaining
		Facility Rental Fees				
		A day rental is equivalent to 10 hours. Any additional hours will be charged at the applicable hourly rate.				
		Non-Profit - Must be a registered charity or society. May be asked to provide a registration number.				
		Local Youth - Whether individual or group, must be under 18 and have a City of Fort Saskatchewan mailing address.				
10		***Non-Local/Private - Non-Resident or Corporate individuals or groups.***				
		Local Adult - Whether individual or group, 18+ and have a City of Fort Saskatchewan address.				
		Damage Deposit - Refundable if No Damage *	E		$ 350.00	$ 350.00
		**** Refers to either damages or extra cleaning - more cleaning than normally required***				
		Cancellation Fee *				
		- Museum, Weddings, Banquets, Christmas Parties, Larger Functions, Special Events such as Trade Shows, Antique Shows, Sports Camps, etc				
		- More than 90 days Notice Provided	T	flat rate	$ 30.00	$ 30.00
		- Less than 90 Days Notice Provided	T	% of rental cost	50%	50%
		- Less than 30 Days Notice Provided	T	% of rental cost	100%	100%
		- Meetings, Hockey, Birthday Parties, All Other Rentals				
		- More than 72 hours Notice Provided	T	flat rate	$ -	
		- Less than 72 hours Notice Provided	T	% of rental cost	100%	100%
		Facility Rental Fees - SOCAN *				
		**** Society of Composers, Authors and Music Publishers of Canada***				
		This fee is applicable where music is part of a function				
		Function Without Dance:				
		- 1 - 100 People Attending Function	T	per function	$ 20.56	$ 20.57
		- 101 - 300 People Attending Function	T	per function	$ 29.56	$ 29.57
		- 301 - 500 People Attending Function	T	per function	$ 61.69	$ 61.67
		- 501 and Over People Attending Function	T	per function	$ 87.40	$ 87.38
		Function With Dance:				
		- 1 - 100 People Attending Function	T	per function	$ 41.13	$ 41.14
		- 101 - 300 People Attending Function	T	per function	$ 59.17	$ 59.19
		- 301 - 500 People Attending Function	T	per function	$ 123.38	$ 123.38
		- 501 and Over People Attending Function	T	per function	$ 174.79	$ 174.81

		Facility Rental Fees - ReSound*				
		This fee is applicable where music is part of a function				
		Function Without Dance:				
		- 1 - 100 People Attending Function	T	per function	$ 9.25	$ 9.24
		- 101 - 300 People Attending Function	T	per function	$ 13.30	$ 13.29
		- 301 - 500 People Attending Function	T	per function	$ 27.76	$ 27.76
		- 501 and Over People Attending Function	T	per function	$ 39.33	$ 39.33
		Function With Dance:				
		- 1 - 100 People Attending Function	T	per function	$ 18.51	$ 18.52
		- 101 - 300 People Attending Function	T	per function	$ 26.63	$ 26.62
		- 301 - 500 People Attending Function	T	per function	$ 55.52	$ 55.52
		- 501 and Over People Attending Function	T	per function	$ 78.66	$ 78.67
		Facility Rental Fees - Legacy Park Bandshell				
1		Adult	T	per hour	$ 29.43	$ 30.33
1		Youth / Non-Profit	T	per hour	$ 11.88	$ 12.24
		Facility Rental Fees - Library				
		Youth / Non-Profit:				
1		- Rooms 1 and 2, Supervised	T	per hour	$ 21.83	$ 22.48
1			T	per day	$ 174.61	$ 179.86
1		- Room 9, Supervised	T	per hour	$ 10.94	$ 11.29
1			T	per day	$ 87.51	$ 90.14
		Adult:				
1		- Rooms 1 and 2, Supervised	T	per hour	$ 38.11	$ 39.29
1			T	per day	$ 304.88	$ 314.05
1		- Room 9, Supervised	T	per hour	$ 16.24	$ 16.76
1			T	per day	$ 129.88	$ 133.81
		Facility Rental Fees - Legion Building				
		Normandy Room:				
1		- Local Youth / Non-Profit Group	T	per hour	$ 56.51	$ 58.24
1			T	per day	$ 452.03	$ 465.62
1		- Local Adult Group	T	per hour	$ 67.68	$ 69.71
1			T	per day	$ 541.56	$ 557.81
1		- Private Function, Commercial or Non-Local	T	per hour	$ 81.41	$ 83.86
1			T	per day	$ 651.35	$ 670.90
1		- Self Clean-Up / Setup - Any User	T	per hour	$ 36.29	$ 37.38
1			T	per day	$ 290.37	$ 299.14
		Ortona Room:				
4	New	- When rented with the Normandy Room - All Users	T	per hour		$ 19.95
1		- Local Youth / Non-Profit Group	T	per hour	$ 23.55	$ 24.29
1			T	per day	$ 188.35	$ 194.00
1		- Local Adult Group	T	per hour	$ 34.68	$ 35.71
1			T	per day	$ 277.41	$ 285.76
1		- Private Function, Commercial or Non-Local	T	per hour	$ 46.35	$ 47.76
1			T	per day	$ 370.80	$ 381.95
1		- Self Clean-Up / Setup - Any User	T	per hour	$ 8.10	$ 8.33
1			T	per day	$ 64.74	$ 66.67
		Facility Rental Fees - West River's Edge Building				
		Main Floor Multipurpose Room:				
1		- Local Youth / Non-Profit Group	T	per hour	$ 30.31	$ 31.24
1			T	per day	$ 242.50	$ 249.81
1		- Local Adult Group	T	per hour	$ 40.42	$ 41.67
1			T	per day	$ 323.32	$ 333.05
1		- Private Function, Commercial or Non-Local	T	per hour	$ 45.47	$ 46.86
1			T	per day	$ 363.74	$ 374.67
		Basement Multipurpose Room:				
1		- Local Youth / Non-Profit Group	T	per hour	$ 20.21	$ 20.81
1			T	per day	$ 161.66	$ 166.52
1		- Local Adult Group	T	per hour	$ 26.29	$ 27.14
1			T	per day	$ 210.40	$ 216.71
1		- Private Function, Commercial or Non-Local	T	per hour	$ 29.33	$ 30.24
1			T	per day	$ 234.64	$ 241.67
		Main Floor Dressing Room:				
1		- Local Youth / Non-Profit Group	T	per hour	$ 10.10	$ 10.43
1			T	per day	$ 80.83	$ 83.29
1		- Local Adult Group	T	per hour	$ 13.14	$ 13.57
1			T	per day	$ 105.16	$ 108.33
1		- Private Function, Commercial or Non-Local	T	per hour	$ 15.16	$ 15.62
1			T	per day	$ 121.25	$ 124.90
		Main Floor - Includes Multipurpose Room and Dressing Room:				
1		- Local Youth / Non-Profit Group	T	per hour	$ 35.36	$ 36.43
1			T	per day	$ 282.91	$ 291.43
1		- Local Adult Group	T	per hour	$ 45.52	$ 46.90
1			T	per day	$ 364.14	$ 375.33
1		- Private Function, Commercial or Non-Local	T	per hour	$ 51.59	$ 53.14
1			T	per day	$ 412.78	$ 425.19
		Main Floor and Basement Multipurpose Room:				

1		- Local Youth / Non-Profit Group	T	per hour	$ 45.52	$ 46.90
1			T	per day	$ 364.14	$ 375.33
1		- Local Adult Group	T	per hour	$ 54.59	$ 56.24
1			T	per day	$ 437.04	$ 450.14
1		- Private Function, Commercial or Non-Local	T	per hour	$ 59.83	$ 61.62
1			T	per day	$ 485.29	$ 499.86
		Entire Building:				
1		- Local Youth / Non-Profit Group	T	per hour	$ 50.52	$ 52.05
1			T	per day	$ 404.15	$ 416.29
1		- Local Adult Group	T	per hour	$ 60.67	$ 62.48
1			T	per day	$ 485.29	$ 499.86
1		- Private Function, Commercial or Non-Local	T	per hour	$ 66.70	$ 68.71
1			T	per day	$ 533.64	$ 549.67
		Facility Rental Fees - Harbour Pool				
		General Public - Main Pool:				
1		- 1 to 74 People	T	per hour	$ 108.19	$ 121.90
1		- 75 to 124 People	T	per hour	$ 132.73	$ 146.90
1		- 125 to 199 People	T	per hour	$ 180.50	$ 189.52
1		- 200 to 300 People	T	per hour	$ 215.82	$ 226.67
1		Pool Party Package	T	1 hour private pool rental and use of the multipurpose room for 2 hours	$ 156.61	$ 190.48
9		Pool Group Package	T	admission to public swim for 2 adults and 10 children and use of the multipurpose room for 2 hours	$ 67.92	$ -
		Multi-Purpose Room:				
1		- Adult, Youth / Non-Profit and Business	T	per hour	$ 22.56	$ 23.33
		Swim Club - Pool:				
1		- Local Main Pool Only	T	per hour	$ 71.61	$ 75.24
1		- Local Swim Meet	T	per hour	$ 108.40	$ 120.00
1		- Non-Local Main Pool Only	T	per hour	$ 108.40	$ 125.00
		Local School Main Pool:				
		- Up to 19 People	T	per hour	$ -	$ -
1		- 20 to 74 People	T	per hour	$ 22.12	$ 23.29
1		- 75 to 124 People	T	per hour	$ 44.15	$ 46.38
1		- 125 to 199 People	T	per hour	$ 66.21	$ 69.52
1		- 200 to 300 People	T	per hour	$ 88.19	$ 92.62
		Non-Local Schools Main Pool:				
		- Up to 19 People	T	per hour	$ -	$ -
1		- 20 to 74 People	T	per hour	$ 108.21	$ 121.90
1		- 75 to 124 People	T	per hour	$ 132.62	$ 146.90
1		- 125 to 199 People	T	per hour	$ 180.39	$ 189.52
1		- 200 to 300 People	T	per hour	$ 215.37	$ 226.67
		Facility Rental Fees - Dow Centennial Centre (DCC) Banquet and Meeting Rooms				
		DCC Lions Mane and Pride:				
1		- Local Youth / Non-Profit Group	T	per day	$ 527.00	$ 542.81
1			T	per hour	$ 65.86	$ 67.86
1		- Local Adult Group	T	per day	$ 652.90	$ 672.52
1			T	minimum banquet clean up / setup fee (2 hours)	$ 163.19	$ 168.14
1			T	per hour	$ 81.62	$ 84.14
1		- Private Function, Commercial or Non-Local	T	per day	$ 782.86	$ 806.38
1			T	minimum banquet clean up / setup fee (2 hours)	$ 195.71	$ 201.62
1			T	per hour	$ 97.86	$ 100.81
		DCC Lions Mane Only:				
1		- Local Youth / Non-Profit Group	T	per day	$ 366.10	$ 377.09
1			T	per hour	$ 45.76	$ 47.14
1		- Local Adult Group	T	per day	$ 475.95	$ 490.24
1			T	minimum banquet clean up / setup fee (2 hours)	$ 119.05	$ 122.62
1			T	per hour	$ 59.52	$ 61.33
1		- Private Function, Commercial or Non-Local	T	per day	$ 567.76	$ 584.81
1			T	minimum banquet clean up / setup fee (2 hours)	$ 141.95	$ 146.24
1			T	per hour	$ 70.95	$ 73.14
		DCC Lions Pride Only:				
1		- Local Youth / Non-Profit Group	T	per day	$ 177.33	$ 182.67
1			T	per hour	$ 22.14	$ 22.81
1		- Local Adult Group	T	per day	$ 238.19	$ 245.33
1			T	minimum banquet clean up / setup fee (2 hours)	$ 59.52	$ 61.33
1			T	per hour	$ 29.76	$ 30.67
1		- Private Function, Commercial or Non-Local	T	per day	$ 285.67	$ 294.24
1			T	minimum banquet clean up / setup fee (2 hours)	$ 71.48	$ 73.62
1			T	per hour	$ 35.71	$ 36.81
		DCC Shell Theatre Foyer Only:				
1		- Local Youth / Non-Profit Group	T	per day	$ 399.84	$ 411.86
1			T	per hour	$ 49.99	$ 51.48
1		- Local Adult Group	T	per day	$ 477.53	$ 491.86
1			T	minimum banquet clean up / setup fee (2 hours)	$ 119.38	$ 123.00
1			T	per hour	$ 59.70	$ 61.52

1		- Private Function, Commercial or Non-Local	T	per day	$ 584.81	$ 602.38
1			T	minimum banquet clean up / setup fee (2 hours)	$ 141.94	$ 146.19
1			T	per hour	$ 70.97	$ 73.14
		DCC Green Room Only:				
1		- Local Youth / Non-Profit Group	T	per day	$ 164.81	$ 169.76
1			T	per hour	$ 20.62	$ 21.24
1		- Local Adult Group	T	per day	$ 218.14	$ 224.67
1			T	per hour	$ 27.28	$ 28.14
1		- Private Function, Commercial or Non-Local	T	per day	$ 272.33	$ 280.52
1			T	per hour	$ 34.05	$ 35.14
		DCC Scotiabank Studio Only:				
1		- Local Youth / Non-Profit Group	T	per day	$ 147.52	$ 151.95
1			T	per hour	$ 18.43	$ 19.00
1		- Local Adult Group	T	per day	$ 204.05	$ 210.19
1			T	per hour	$ 25.52	$ 26.29
1		- Private Function, Commercial or Non-Local	T	per day	$ 247.19	$ 254.62
1			T	per hour	$ 30.90	$ 31.86
		DCC Children's Party Room Only:				
1		- Local Youth / Non-Profit Group	T	per day	$ 105.95	$ 109.14
1			T	per hour	$ 13.24	$ 13.67
1		- Local Adult Group	T	per day	$ 135.76	$ 139.86
1			T	per hour	$ 16.95	$ 17.48
1		- Private Function, Commercial or Non-Local	T	per day	$ 177.33	$ 182.67
1			T	per hour	$ 22.14	$ 22.81
		DCC Theatre Dressing Room Only:				
1		- Local Youth / Non-Profit Group	T	per day	$ 115.28	$ 118.76
1			T	per hour	$ 14.37	$ 14.81
1		- Local Adult Group	T	per day	$ 164.02	$ 168.95
1			T	per hour	$ 20.50	$ 21.14
1		- Private Function, Commercial or Non-Local	T	per day	$ 193.05	$ 198.86
1			T	per hour	$ 24.13	$ 24.86
		DCC Leisure Zone Only:				
1		- Local Youth / Non-Profit Group	T	per day	$ 137.33	$ 141.48
1			T	per hour	$ 17.19	$ 17.71
1		- Local Adult Group	T	per day	$ 186.76	$ 192.38
1			T	per hour	$ 23.33	$ 24.05
1		- Private Function, Commercial or Non-Local	T	per day	$ 232.29	$ 239.29
1			T	per hour	$ 29.05	$ 29.95
		DCC Pacesetter Homes Multipurpose Room Only:				
1		- Local Youth / Non-Profit Group	T	per day	$ 177.33	$ 182.67
1			T	per hour	$ 22.14	$ 22.81
1		- Local Adult Group	T	per day	$ 235.81	$ 242.90
1			T	per hour	$ 29.48	$ 30.36
1		- Private Function, Commercial or Non-Local	T	per day	$ 287.24	$ 30.38
1			T	per hour	$ 35.90	$ 37.00
		Facility Rental Fees - DCC Gymnasium *				
		**** Inclusive of supervision shared with other components of the DCC, therefore no unsupervised rates are offered.***				
		The fee applicable to major functions and/or events for which admissions are charged will be the greater of 10% of the gross ticket sales/proceeds (net of GST) or the rate as stated.				
		Full Gymnasium				
1		- Local Youth / Non-Profit Group	T	per day	$ 214.71	$ 225.48
1			T	per hour	$ 26.81	$ 28.19
1		- Local Adult Group	T	per day	$ 404.95	$ 425.24
1			T	per hour	$ 50.62	$ 53.14
1		- Private Function, Commercial or Non-Local	T	per day	$ 479.86	$ 503.86
1			T	per hour	$ 60.00	$ 63.00
		Half Gymnasium				
1		- Local Youth / Non-Profit Group	T	per day	$ 107.52	$ 112.90
1			T	per hour	$ 13.43	$ 14.14
1		- Local Adult Group	T	per day	$ 203.24	$ 213.38
1			T	per hour	$ 25.43	$ 26.71
1		- Private Function, Commercial or Non-Local	T	per day	$ 240.10	$ 252.14
1			T	per hour	$ 30.05	$ 31.57
		Facility Rental Fees - DCC Flex Hall *				
		**** Inclusive of supervision shared with other components of the DCC, therefore no unsupervised rates are offered.***				
		The fee applicable to major functions and/or events for which admissions are charged will be the greater of 10% of the gross ticket sales/proceeds (net of GST) or the rate as stated.				
		Due to the specialized equipment and flooring located within, the Flex Hall rental is reserved for gymnastics, judo and City supervised activities only.				

1		- Local Youth / Non-Profit Group	T	per day	$ 112.24	$ 115.62
1			T	per hour	$ 14.05	$ 14.48
1		- Local Adult Group	T	per day	$ 205.76	$ 211.95
1			T	per hour	$ 25.76	$ 26.57
1		- Private Function, Commercial or Non-Local	T	per day	$ 241.71	$ 249.00
1			T	per hour	$ 30.19	$ 31.14
		Facility Rental Fees - Soccer Field *				
		**** Soccer Season = September 1st to March 15th***				
		**** Off Season = March 16th to August 31st***				
10		**** Half Field rental rates are 50% of full field rental rates***				
		Practice:				
1		- Local Youth	T	per hour / Monday to Friday 8am to 5pm	$ 60.62	$ 63.67
1			T	per hour / Monday to Friday 5pm to 10pm, Saturday and Sunday all day	$ 94.24	$ 98.95
1		- Local Adult Group	T	per hour / Monday to Friday 8am to 5pm	$ 70.71	$ 74.29
1			T	per hour / Monday to Friday 5pm to 10pm, Saturday and Sunday all day	$ 100.05	$ 105.05
1		- Private Function, Commercial or Non-Local	T	per hour / Monday to Friday 8am to 5pm	$ 80.86	$ 84.90
1			T	per hour / Monday to Friday 5pm to 10pm, Saturday and Sunday all day	$ 109.19	$ 114.67
		Games:				
1		- Local Youth and Adult	T	per hour / Monday to Friday 5pm to 10pm, Saturday and Sunday all day	$ 136.38	$ 143.19
1		- Private Function, Commercial or Non-Local	T	per hour / Monday to Friday 5pm to 10pm, Saturday and Sunday all day	$ 146.62	$ 153.95
		Off Season Rental:				
1		- Local Youth	T	per hour / Monday to Sunday anytime	$ 60.62	$ 63.67
1		- Local Adult, Private Function, Commercial or Non-Local	T	per hour / Monday to Sunday anytime	$ 70.71	$ 74.29
9		Entire Soccer Field Rental *	T	per day / Monday to Sunday anytime	$ 1,363.80	$ -
9		Half of Soccer Field - With Curtain Down: *	T	per day / Monday to Sunday anytime / % of cost of full rental	$ 681.90	$ -
		**** Major Events / Special Event / Trade Shows***				
9		Soccer Field Conversion	T	per day / Monday to Sunday anytime	$ 1,363.80	$ -
		Facility Rental - DCC, Jubilee Recreation Centre (JRC) and Sportsplex Arenas (January 1st to May 31st) *				
		**** Annual Ice rates are adjusted June 1st each year to accommodate the ice season.***				
		Ice Rental - Monday to Friday 3pm+, Saturday and Sunday All Day:				
	New	- SPX Meeting Room	T	per hour	$ -	$ 9.52
6	New	- JRC Skybox	T	per hour	$ -	$ 9.52
1		- Youth - 17 and Under	T	per hour	$ 111.41	$ 114.75
1		- Adult	T	per hour	$ 187.38	$ 196.75
1		- Junior Team	T	per hour	$ 111.41	$ 114.75
1		- Chiefs/Non-Local Youth	T	per hour / 125% of youth rate	$ 139.26	$ 143.44
		Ice Rental - Monday to Friday 6am to 3pm, Saturday and Sunday 6am to 7:45am:				
5	New	- SPX Meeting Room	T	per hour	$ -	$ 9.52
6	New	- JRC Skybox	T	per hour	$ -	$ 9.52
1		- Youth - 17 and Under	T	per hour	$ 66.85	$ 70.24
1		- Adult	T	per hour	$ 114.60	$ 120.33
		Summer Non-Ice, With Supervision				
1		- Youth - 17 and Under	T	per hour	$ 57.30	$ 60.19
1		- Adult	T	per hour	$ 83.30	$ 87.48
9		Special Events (See Special Event Fees - Year Round for Change)				
9		- JRC and Sportsplex	T	per day	$ 954.80	$ -
9		- DCC	T	per day	$ 1,335.10	$ -
9		Non-Contracted School Rate	T	per hour	$ -	$ -
		Facility Rental - DCC, JRC and Sportsplex Arenas (June 1st to August 31st) *				
		**** Annual Ice rates are adjusted June 1st each year to accommodate the ice season.***				
5	New	- SPX Meeting Room	T	per hour	$ -	$ 9.52
6	New	- JRC Skybox	T	per hour	$ -	$ 9.52
1		Summer Ice - Adult Rate	T	per hour	$ 181.86	$ 228.23
7	New	Summer Ice - Youth Rate			$ -	$ 133.33
		Summer Non-Ice				
1		- Youth - 17 and under	T	per hour	$ 59.05	$ 62.00
1		- Adult	T	per hour	$ 85.80	$ 90.14
9		Special Events (See Special Event Fees - Year Round for Change)				
9		- JRC, Sportsplex or DCC - Non-Ice	T	per day	$ 983.45	$ -
9		- DCC with Summer Ice	T	per day	$ 1,375.14	$ -
		Facility Rental - DCC, JRC and Sportsplex Arenas (September 1st to December 31st) *				
		**** Annual Ice rates are adjusted June 1st each year to accommodate the ice season.***				
		Ice Rental - Monday to Friday 3pm+, Saturday and Sunday All Day:				
5	New	- SPX Meeting Room	T	per hour	$ -	$ 9.52

6	New	- JRC Skybox	T	per hour	$ -	$ 9.52
1		- Youth - 17 and under	T	per hour	$ 114.75	$ 120.49
1		- Adult	T	per hour	$ 196.75	$ 206.59
1		- Junior Team	T	per hour	$ 114.75	$ 120.49
1		- Chiefs/Non-Local Youth	T	per hour / 125% of youth rate	$ 143.44	$ 150.61
		Ice Rental - Monday to Friday 6am to 3pm, Saturday and Sunday 6am to 7:45am:				
5	New	- SPX Meeting Room	T	per hour	$ -	$ 9.52
6	New	- JRC Skybox	T	per hour	$ -	$ 9.52
1		- Youth - 17 and under	T	per hour	$ 68.90	$ 72.38
1		- Adult	T	per hour	$ 118.05	$ 123.95
9		Special Events (See Below for Change)				
9		- JRC and Sportsplex	T	per day	$ 983.45	$ -
9		- DCC	T	per day	$ 1,375.14	$ -
8		**Special Event Fees - Year Round**				
10		**** Special Events are defined as any booking not sponsored by the City of Fort Saskatchewan, eg. music festivals, memorial services, tradeshows, private bookings that include local artists. Special events do not include sports tournaments.***				
8		Arenas - Non-Ice	T	per day	$ -	$ 1,500.00
8		Soccer Pitch	T	per day	$ -	$ 1,500.00
8		Soccer Pitch Conversion	T	one time booking fee	$ -	$ 1,500.00

Notes	Description	Plan Request #
1	Fee increase due to inflation	72-0080
2	New - Child Monthly Family Rate - previously combined with the Youth Monthly Family Rate at the same price, have split them and charged a lesser fee for the child rate	72-0080
3	New - Child Annual Family Rate - 10 x monthly child family rate, consistent with other rate calculations	72-0080
4	New - Ortona Room when rented with Normandy Room - rate is based on comparable meeting room rates	72-0080
5	New - SPX Meeting Room - rate is based on comparable meeting room rates	72-0080
6	New - JRC Skybox - rate is based on comparable meeting room rates	72-0080
7	New - Youth Summer Ice Rate - new fee based on rates of our comparators	72-0080
8	New - Special Event Fees Year Round - removed the varying special events fees that differed by facility and removed unused fees. The new year round special event fees will encompass all turf and non-ice events and conversions at one consistent rate	72-0080
9	Deleted fees - either these fees have never been used (non-contracted school rates) or fees have been streamlined (special events, pool group package)	N/A
10	New definition/note added	N/A
11	These youth rates were adjusted to reflect that the child rate should be lower than the youth rate, not the same as in previous years.	72-0080

Taking Care of Business

Economic Development

Economic Development is strategic by design and systematically creates an economic environment that supports and fosters business attraction, retention and growth. Enhancing the overall quality of life for Fort Saskatchewan residents by maintaining a vibrant and economically viable business community is the focus.

Business Attraction	Business Retention & Growth
• Identify Leads • Work with Business to Establish Operations • Ensure the Community is Prepared for Desired Development Opportunities • Promote & Attract Opportunities Within Alberta's Industrial Heartland • Economic Diversification – Sustainable Growth	• Support the Needs & Interests of Existing Businesses • Support & Mentoring Small Businesses

The subsequent pages will provide information on the department's proposed budget, 2016 operating budget requests and fees and charges.

Economic Development

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges	48,683	-	(48,683)	-	-
Fines, Licenses and Permits	209,300	-	-	-	209,300
Other Revenues	49,800	-	(49,800)	-	-
Total Revenues	**307,783**	**-**	**(98,483)**	**-**	**209,300**
Expenses					
Salaries, Wages and Benefits	291,400	-	-	-	291,400
Contracted and General Services	336,302	-	(42,585)	-	293,717
Grants to Organizations	-	-	5,000	-	5,000
Transfer to Reserves	100,983	-	(48,658)	-	52,325
Other Expenses	112,898	-	(12,240)	-	100,658
Total Expenses	**841,583**	**-**	**(98,483)**	**-**	**743,100**
Net (Surplus)/Deficit	**533,800**	**-**	**-**	**-**	**533,800**

Economic Development

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges					
Reimbursed Costs	48,683	-	(48,683)	-	-
Total Sales, Rentals and User Charges	48,683	-	(48,683)	-	-
Fines, Licenses and Permits					
Licences	209,300	-	-	-	209,300
Total Fines, Licenses and Permits	209,300	-	-	-	209,300
Other Revenues					
Funding from Reserves	49,800	-	(49,800)	-	-
Total Other Revenues	49,800	-	(49,800)	-	-
Total Revenues	**307,783**	**-**	**(98,483)**	**-**	209,300
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	239,100	-	-	-	239,100
ER Contributions	52,300	-	-	-	52,300
Total Salaries, Wages and Benefits	291,400	-	-	-	291,400
Contracted and General Services					
Courses,Conferences&Seminars	17,680	-	(1,400)	-	16,280
Travel,Meals&Accomodations	47,940	-	(16,140)	-	31,800
Phone,Cell,Fax & Internet	3,600	-	-	-	3,600
Memberships & Subscriptions	4,250	-	2,650	-	6,900
Advertising & Promotions	142,660	-	(39,525)	-	103,135
Contracted Services	70,372	-	61,630	-	132,002
Repairs & Maintenance	49,800	-	(49,800)	-	-
Total Contracted and General Services	336,302	-	(42,585)	-	293,717
Grants to Organizations					
Grants to Organizations	-	-	5,000	-	5,000
Total Grants to Organizations	-	-	5,000	-	5,000
Transfer to Reserves					
Trsf to Reserve	100,983	-	(48,658)	-	52,325
Total Transfer to Reserves	100,983	-	(48,658)	-	52,325
Other Expenses					
Other	112,898	-	(12,240)	-	100,658
Total Other Expenses	112,898	-	(12,240)	-	100,658
Total Expenses	**841,583**	**-**	**(98,483)**	**-**	743,100
Net (Surplus)/Deficit	**533,800**	**-**	**-**	**-**	533,800

Economic Development

For 2016, Economic Development is proposing NO revisions to its fees and charges.

Economic Development

2016 Fees & Charges

Preliminary information subject to change. E&OM accepted

Notes		Description	GST Applicable	Unit of Measure	2015 *	2016 *
		** Fees and Charges exclude GST. Where taxable (T), GST is charged at point of sale.*	*Taxable = T Exempt = E*		Current	Proposed
	Department: Economic Development					
		Business License Fees - New:				
		Business License Issued Between: *				
		**** Applies to Residential, Non-Residential, Transient Traders / Hawkers and Peddlers***				
		- January 1st and March 31st	E	per license / % of business license renewal fee	100%	100%
		- April 1st and June 30th	E	per license / % of business license renewal fee	75%	75%
		- July 1st and September 30th	E	per license / % of business license renewal fee	50%	50%
		- October 1st and December 31st	E	per license / % of business license renewal fee	25%	25%
		Business License Fees - Renewal:				
		Resident	E	per license / per calendar year	$ 90.00	$ 90.00
		Non-Resident	E	per license / per calendar year	$ 300.00	$ 300.00
		Accessory Home Occupation	E	per license / per calendar year	$ 90.00	$ 90.00
		Transient Trader/Hawker, Peddler	E	per license / per day	$ 100.00	$ 100.00
			E	maximum fee	$ 300.00	$ 300.00
		Transient Trader/Hawker, Peddler	E	per license / per calendar year	$ 300.00	$ 300.00
		Transfer of License	E	per transfer	$ 25.00	$ 25.00
		Revoked or Surrendered License Refund	E	per refund	$ 1.00	$ 1.00

Taking Care of Business

Infrastructure Management

Infrastructure Management ensures responsible policies, plans, standards and operations related to the roads infrastructure, fleet equipment, building maintenance and material management services are in place. The department ensures infrastructure assets are maintained in optimum condition, and operates and maintains the City's roads, transit, drainage, utilities, cemetery, parks and open spaces.

Park Services	Transportation Services	Facility Services	Utilities
• Parks & Playgrounds • Trails • Cemetery • Sidewalk Snow & Ice Removal • Tree Maintenance	• Public Transportation • Roadway Maintenance • Bridges • Drainage & Culverts • Boat Launch/Dock • Fleet Maintenance • Traffic Signals & Signage • Snow & Ice Control	• Building Maintenance & Operations • Arena Operations	• Water Distribution • Sanitary Sewer Collection • Residential Waste Collection & Disposal • Transfer & Recycling Station

The subsequent pages will provide information on the department's proposed budget, 2016 operating budget requests, 2016 capital budget requests and fees and charges.

Infrastructure Management

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Property Taxes	-	-	-	-	-
Sales, Rentals and User Charges	1,080,677	26,300	130,583	-	1,237,560
Fines, Licenses and Permits	238,800	-	62,000	-	300,800
Government Transfers	111,300	-	-	-	111,300
Other Revenues	1,868,290	-	391,604	-	2,259,894
Total Revenues	**3,299,067**	**26,300**	**584,187**	**-**	**3,909,554**
Expenses					
Salaries, Wages and Benefits	5,144,000	200	494,833	43,000	5,682,033
Contracted and General Services	3,160,075	118,426	425,332	301,650	4,005,483
Materials, Supplies and Utilities	3,295,460	141,030	9,950	52,700	3,499,140
Grants to Organizations	3,000	-	-	-	3,000
Debentures	2,102,550	-	262,672	-	2,365,222
Transfer to Capital	12,500	-	(12,500)	-	-
Transfer to Reserves	468,000	-	29,000	-	497,000
Other Expenses	100	-	-	-	100
Total Expenses	**14,185,685**	**259,656**	**1,209,287**	**397,350**	**16,051,978**
Net (Surplus)/Deficit	**10,886,618**	**233,356**	**625,100**	**397,350**	**12,142,424**

Infrastructure Management

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges					
Service Fees	131,200	-	71,900	-	203,100
Sale of Goods	140,000	-	(17,000)	-	123,000
Reimbursed Costs	36,500	-	46,300	-	82,800
Rentals	528,700	26,300	29,383	-	584,383
Leases	244,277	-	-	-	244,277
Total Sales, Rentals and User Charges	1,080,677	26,300	130,583	-	1,237,560
Fines, Licenses and Permits					
Permits	238,800	-	62,000	-	300,800
Total Fines, Licenses and Permits	238,800	-	62,000	-	300,800
Government Transfers					
Grants	111,300	-	-	-	111,300
Total Government Transfers	111,300	-	-	-	111,300
Other Revenues					
Taxes-LocalImprovLevies: Roads	6,000	-	-	-	6,000
Miscellaneous Revenue	500	-	-	-	500
Funding from Reserves	1,737,090	-	389,404	-	2,126,494
Allocations-Charges to UT Fund	124,700	-	2,200	-	126,900
Total Other Revenues	1,868,290	-	391,604	-	2,259,894
Total Revenues	**3,299,067**	**26,300**	**584,187**	**-**	3,909,554
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	439,500	-	22,752	-	462,252
Wages - Regular	2,940,800	11,600	171,597	28,800	3,152,797
Wages - PT Regular	-	-	-	5,700	5,700
Wages - Casual Relief	38,500	(9,900)	70,629	-	99,229
Wages - Overtime	185,400	700	54,037	-	240,137
Wages - Temporary Staff	647,745	14,600	122,059	-	784,404
ER Contributions	892,055	(16,800)	53,759	8,500	937,514
Total Salaries, Wages and Benefits	5,144,000	200	494,833	43,000	5,682,033
Contracted and General Services					
Courses,Conferences&Seminars	40,200	-	40,400	500	81,100
Travel,Meals&Accomodations	24,000	-	10,000	-	34,000
Postage & Courier	4,900	-	-	600	5,500
Phone,Cell,Fax & Internet	61,050	-	(12,900)	1,300	49,450
Memberships & Subscriptions	4,130	-	-	-	4,130

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Advertising & Promotions	6,100	200	-	2,500	8,800
Service&Mtnc Contracts	11,400	-	9,600	-	21,000
Contracted Services	2,803,760	104,726	377,732	296,750	3,582,968
Property Taxes	13,500	-	-	-	13,500
Insurance	189,735	13,500	500	-	203,735
Repairs & Maintenance	1,300	-	-	-	1,300
Total Contracted and General Services	3,160,075	118,426	425,332	301,650	4,005,483
Materials, Supplies and Utilities					
Supplies & Materials-Gen	2,500	-	-	-	2,500
Supplies & Materials-Office	31,300	-	-	-	31,300
Supplies&Materials-Maintenance	784,100	26,730	5,400	15,200	831,430
Supplies&Material-Cleaning	37,600	-	-	-	37,600
Furnishings & Equipment	14,700	500	-	-	15,200
Vehicles-Repair&Maintenance	141,140	-	3,000	17,500	161,640
Vehicles-Fuel	260,440	-	13,900	6,000	280,340
Electricity	1,551,880	92,600	(35,700)	14,000	1,622,780
Natural Gas	328,300	16,400	6,450	-	351,150
Water, Sewer & Solid Waste	143,500	4,800	16,900	-	165,200
Total Materials, Supplies and Utilities	3,295,460	141,030	9,950	52,700	3,499,140
Grants to Organizations					
Grants to Organizations	3,000	-	-	-	3,000
Total Grants to Organizations	3,000	-	-	-	3,000
Debentures					
Principal Payments-Debentures	1,147,335	-	230,659	-	1,377,994
Interest Payments-Debentures	955,215	-	32,013	-	987,228
Total Debentures	2,102,550	-	262,672	-	2,365,222
Transfer to Capital					
Trsf to Cap (PAYG)-	12,500	-	(12,500)	-	-
Total Transfer to Capital	12,500	-	(12,500)	-	-
Transfer to Reserves					
Trsf to Reserve	468,000	-	29,000	-	497,000
Total Transfer to Reserves	468,000	-	29,000	-	497,000
Other Expenses					
Other	100	-	-	-	100
Total Other Expenses	100	-	-	-	100
Total Expenses	**14,185,685**	**259,656**	**1,209,287**	**397,350**	**16,051,978**
Net (Surplus)/Deficit	**10,886,618**	**233,356**	**625,100**	**397,350**	**12,142,424**

2016 Operations

Budget Request

Roadway & Equipment Services (Electricity)

Request #
32-0006

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Inflation
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$60,000	Operations	Ongoing

Overview

This request reflects estimated inflation based on discussions with our major suppliers, and contractors to maintain service levels in 2016. Electricity inflation is the main area driving this plan request being 88.0% of the value required. Electricity costs are associated with street lighting.

This budget request of $60,000 addresses the inflationary pressures on our Roadway and Equipment Services. $52,800 of this increase is associated with the increase in the electrical rate for the electricity to operate our streetlight and traffic signal systems. This represents a 6% rate increase year over year. An additional $7,200 is being requested to address the actual costs of telephones, 2 way radios, and supplies.

Options Considered

1. Accept increases as day to day costs (keeping the lights on).
2. Not accept costs as indicated, this would cause:
   - Reducing service levels to meet budget constraints;
   - Deferring work/projects to alternate years;
   - Extending life cycles ; and/or
   - Eliminating projects.

Efficiencies

Standards for new development have been modified to use efficient lighting to reduce power consumption.

Historical Trends

YEAR	BUDGET	ACTUAL
2013	$838,900	$847,156
2014	$837,700	$888,982
2015	$879,560	$543,033 *

* Amount shown is actual on August 31, 2015 and estimated to meet 2015 budget amount.

2016 Operations

Budget Request

Roadway & Equipment (Fuel, Maintenance & Safety Training)

Request #
32-0013

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Growth
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$27,900 *(Training)* $133,900 *(Contracted Services)* $12,400 *(Vehicle fuel & maintenance)* $174,200	Operations	Ongoing

Overview

It is estimated that the City will assume 3.3 kilometers of new road right of way as a result of residential development in 2015. The Roads operations budget is directly impacted by the additional roadway, which requires snow clearing, ongoing maintenance and inspections of roads, sidewalks and signs. Also, preventive maintenance activities such as crack sealing, asphalt patching and ongoing programs such as line painting are included in this request.

Additional infrastructure translates to increased fuel costs. The increased road and parks infrastructure that has been built in the last year and that which will be constructed in 2016 will have a direct impact on fuel consumption.

An OH&S Audit completed in the spring of 2015 identified a number of deficiencies in our OH&S Management System that must be addressed for the safety of staff and to meet requirements to obtain a Certificate of Recognition (COR). Training, competency testing and documentation and the

completion of hazard assessments and safe work practices necessitate an increase in our training budget. In addition, our technical staff require the ability and opportunity to keep on top of changes in the industry. This budget request also addresses an increase to the training and seminar budget.

Options Considered

Reduce the Pavement Quality Index (PQI). The PQI of the 2015 roads infrastructure is currently 6.4. This number will vary as Project Management completes the road rehabilitation programs in 2015. Reducing the PQI standard is not recommended at this time.

Efficiencies

The Roads department is consistently looking at ways to reduce and reuse materials in our day to day maintenance activities. This includes using recycled asphalt as a base and surfacing option. In 2015 the Department rented machinery (asphalt and concrete grinders) to help complete repairs more cost effectively and in a more timely fashion than contracting the work.

Historical Trends

Road surfaces added to asset inventory:

YEAR	ROADWAY ADDITION (m)
2013	4,820
2014	2,300
2015	3,300 (est.*)
2016	4,600 (est.*)

2015 and 2016 are estimated due to the continued construction season and completion of inspections for several developments.

2016 Operations

Budget Request

Residential Snow Haul Cost

Request #
32-0023

Division: Infrastructure and Community Services
Department: Infrastructure Management
Responsibility: Infrastructure Management Director

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$291,050	Operations	Ongoing
$4,000	Financial Stabilization Reserve	One Time
$295,050		

Overview

This initiative provides funding to complete three snow clearing operations on 10.5 kilometers of roadways that have 9 meter carriageways. The funding indicates an increase for:

- Contractor trucking and tipping fees at the City of Edmonton snow site;
- Increase to signage and advertising for snow hauling in City neighborhoods, including two mail outs per season;
- Overtime of Municipal Enforcement and cost for towing vehicles; and
- Overtime for staff during operations.

Windrowing and removing snow will provide the necessary width for parking lanes on both sides of the street and a driving lane wide enough to accommodate buses and emergency vehicles.

This request is as well connected to the Capital Plan 16040 (Snow Blower for Snow Haul) request for a more robust snow blower used for this purpose.

Efficiencies

The City is currently using a snow blower as trial for the downtown snow haul. The use of this snow blower has decreased the time required to complete the snow removal in this area and reduces the

amount of backing up procedures, thus safer operations. It has also reduced the amount of noise from back up alarms to adjacent residential areas.

Historical Trends

Over the past few years, Administration has monitored the snow banks and widths of the travel lanes in areas of the city. Staff would use current equipment to push the snow banks as far back into boulevard space as possible, and reduce snow bank height and encroachment onto the roadway. Staff would remove snow from areas with larger snow piles to locations with smaller amounts to reduce height and improve sight lines.

Comparators

Several municipalities employ a windrow and remove technique which is considered to be the most effective method of addressing a significant snow pack where on street storage is limited.

2016 Operations

Budget Request

Sidewalk & Trail Condition Assessment

Request #
32-0028

Division: Infrastructure and Community Services
Department: Infrastructure Management
Responsibility: Infrastructure Management Director

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$15,000	Financial Stabilization Reserve	One Time

Overview

The City has 125 kilometers of sidewalk and 49 kilometers of asphalt trails in its inventory that we are responsible to maintain. The current maintenance program is ad hoc due to lack of quantifiable asset condition data. This request is to provide the resources necessary to complete a sidewalk condition rating assessment every 5 years and a trail condition rating assessment every three years.

This information becomes the basis for the development of a logical, cost effective sidewalk and trail maintenance program that will drive our spot concrete and asphalt trail maintenance program in future years based on a Council approved service level that is yet to be determined.

Options Considered

1. In-house staff and visual inspections are not cost effective as compared to the use of digital data collection and report development for planning purposes. Training costs and consistency of data analysis is problematic.
2. Utilizing the consultant that is already assessing the roadway condition allows the City to use the synergies created to develop a report using industry standards for assessing infrastructure conditions, methods of repairs and estimated costs.

Efficiencies

Sidewalk assessment will be completed as part of the road asphalt condition assessment utilizing similar software and data gathering technology. We will utilize this technology to capture the trail data.

Innovation

Contractor would be using latest video digital technology to capture and record the condition of sidewalks and trails. The information is then reviewed in combination with our asphalt and underground utility asset database to determine our annual rehabilitation program.

Historical Trends

Concrete sidewalks have a service life of 30-50 years. We currently have in excess of 47 per cent of our sidewalks approaching the end of their life cycle. However, life cycle length is highly dependent upon the construction practices of the day and exposure to elements. Undertaking a regularly scheduled condition rating assessment provides accurate, quantifiable information on which a rehabilitation program can be based upon.

Comparators

Industry asset management best practices have been developed over the years. Municipalities typically collect data within a range of years. For example, Strathcona County collects sidewalk and trail data every three years.

2016 Operations

Budget Request

Pole Turning Revenue – Highway 21 Corridor

Request #
32-0031

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Infrastructure Management	**Category:**	Growth
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$62,000	Permit Revenue	Ongoing
$62,000	Operations	Ongoing
$0		

Overview

The Highway 21 corridor is used by many of the modular construction yards in the Capital Region to move oversized loads through Fort Saskatchewan. In order to accommodate these moves, the City is responsible to turn the signal and sign poles to accommodate passage of these oversized units. The transportation companies pay a fee for service to the City. This is a request to adjust the budget to reflect more closely the actual revenues the City anticipates in 2016. An analysis of revenue over the past 3 years indicates a need for an adjustment. However, a recent downturn in the economy and a reduction of capital expenditures in the oil and gas industry is cause for caution and the proposed budget reflects the projected economic situation.

Historical Trends

Revenue Collected	Budget
2013 = $278,125	$91,200
2014 = $303,750	$238,800
2015 = $447,695 (as of September 10, 2015)	$238,800

2016 Operations

Budget Request

Commuter Transit Service

Request #
34-0005

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Infrastructure Management	**Category:**	Maintain
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
($18,200)	Transit Revenue	Ongoing
$61,880	Operations	Ongoing
$80,080		

Overview

The City of Fort Saskatchewan has operated a commuter service to Edmonton since 2004. The cost of this service in 2015 was budgeted at $491,600. The service is not fully funded by ridership fees and the shortfall has been funded from the tax base. In 2015 the inflation in the program was addressed in the budget as a "one time" expense in the amount of $84,200.00 However, we have recently executed a contract for the next year with Edmonton Transit Service that has resulted in a reduction in the cost of service. Based on the current service levels and the new rate, the total impact on inflation has been reduced to $61,880.

Revenue has been reduced by $18,000. This amount reflects the budgeted revenue associated with the Local Transit Service Pilot Project. Expenditures were funded from reserve and not from operations.

Options Considered

1. Maintain Service levels - Recommended
2. Reduce service levels to maintain base budget of $491,600.
   - Net savings of $41,460 (120 day notice required to change service level)

- This would be a reduction of 2.15 hours per day of service or 3 runs per day. The runs reduced would be either from the beginning or the end of the schedule. Last ridership count indicates 12 riders or more use transit in the last 2 hours and 10 to 20 riders use transit in the first two hours – Not recommended.

Historical Trends

Year	Budget	Actual
2012	$436,900	$450,905
2013	$458,700	$478,384
2014	$491,600	$517,288
2015	$491,600	$575,818

2016 Operations

Budget Request

Storm Sewer Maintain Service Level

Request #
37-0001

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management (Drainage)	Category:	Growth
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$2,000	Operations	Ongoing

Overview

A proposed increase in funding for materials and supplies, to match cost projections based on 3-year trends. As the drainage network expands and ages, supply costs for maintenance increase. Material costs include replacement grates, concrete frames, manhole covers, etc.

Options Considered

- Maintaining the existing budget will result in deferred replacements and repairs. Broken grates, covers, pipes, and outfalls can become hazards and can lead to more expensive property damage.
- Increasing the budget based on growth trends will ensure that sufficient resources are available to complete critical maintenance and repairs.

Efficiencies

A review to update the City's maintenance strategy is planned for 2016. The strategy will help find efficiencies through a formal prioritization plan and better lifecycle planning for proactive maintenance rather than more costly reactive repairs.

Historical Trends

Actual costs have exceeded budget in 2013 and 2014. 3-year trend shows steadily increased costs.

	2012 Actual	2013 Actual	2014 Actual	2015 Forecast	2015 Budget	**2016 Budget**
Materials, Drainage	$ 7,583	$ 9,093	$ 9,804	$ 12,000	$ 8,300	**$ 10,300**

2016 Operations

Budget Request

Storm Water Management Facility Operations Plan (Drainage)

Request #
37-0004

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management (Drainage)	Category:	New Initiative
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$75,000	Financial Stabilization Reserve	One Time

Overview

The storm drainage system has historically consisted of a relatively small network of pipes and catch basins. As methods of managing runoff have evolved over the past fifteen years, the system has become more complex, including ponds, wetlands, swales, and drainage easements. These features present unique and relatively new challenges, with operational requirements that have not been previously defined.

It is proposed to hire a drainage consultant to conduct a high-level review of storm water infrastructure and to develop a general operating plan and maintenance strategy. The review would include:

- identification of critical infrastructure, drainage "bottlenecks," and inventory gaps;
- condition assessment of priority outfalls, ponds, and pipes to verify capacity and structural integrity;
- an outline of best management practices for ponds, culverts, drainage channels, etc.;
- recommendations for service level updates, maintenance prioritization, and lifecycle planning; and
- policy recommendations to ensure that the City remains in compliance with legislation.

Options Considered

Conducting the review entirely in-house would not be practical, as time, resources, and specialized expertise are required that are not available without external consulting. To manage costs where practical, the City's technical staff will be able to provide assistance with surveys and assessments.

Efficiencies

This strategy will improve efficiency through a coordinated, proactive maintenance program.

Innovation

The operations plan would support best practices for runoff management.

Historical Trends

- Legislation and best practice for runoff management has evolved beyond simple conveyance to a stream, and now includes flood control measures, water quality, ecosystems, and cumulative effects.
- Many recently constructed ponds, ditches, and wetlands that have operated with minimal input are now at a stage in their life cycle where maintenance is required to ensure reliable system operation.

2016 Operations

Budget Request

Cemetery Fees & Charges Increase

Request #
56-0001

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Maintain
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$8,100	Service Fee Revenue	Ongoing

Overview

This Plan Request aligns the City of Fort Saskatchewan's cemetery fees and charges with our neighboring communities. The City's cemetery fees have remained unchanged since 2010. Cemetery fees and charges were benchmarked relative to other municipalities including St. Albert, Spruce Grove and Camrose and their fees were found to be significantly higher by comparison.

In an effort to bring the City's cemetery fees on par with neighboring communities, this plan request proposes an increase in fees over four years starting with a 20% increase in 2016. The cemetery fees and charges will be reassessed for 2017, 2018 and 2019 with additional proposed increases necessary to complete the transition.

Highlights of the proposed cemetery fee changes include an increase to the purchase price of plots and columbarium niches by 20%. Open and close fees and overtime fees are also being increased by 20% for 2016.

This plan request would result in an estimated revenue increase of approximately $8100 annually.

Options Considered

- Increase the fees by 10% for 2016. This option was considered but due to the significant lag in the pricing of other cemeteries it is recommended to increase by 20% this year and increase in the upcoming years to bring the City's fees back into alignment with others.

- Increase the fees in 2016 to immediately realign to neighboring municipal cemeteries. This would result in increases which are felt to be too drastic to put forth to the public in one year.

Comparators

St. Albert, Camrose and Spruce Grove

2016 Operations

Budget Request

New RCMP Building Budget

Request #
72-0051

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Growth
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$73,293	Operations	Ongoing

Overview

The new RCMP building will be fully occupied in 2016. This budget request addresses the operational requirements and costs for a facility that operates on a 24/7 basis. Costs are based on the historical costs of the old RCMP building and adjusted for estimated increases to utilities, facility maintenance staff needs, supplies and materials. The additional operational requirements and costs are due to the fact that the new RCMP building is over 3.5 times the size of the old RCMP building.

Efficiencies

LED lights were installed in the parking lot and inside the building.

All windows are low–E and argon filled, which helps reduce the heat load within the building.

Installation of a Building Management System (BMS) allows maintenance staff to fine tune the heating and cooling in the building from a remote location.

The roof top heating and cooling units have high efficiency motors that use less power and have longer lasting motors.

Historical Trends

We have a good working knowledge of the costs of maintaining a facility that is open 24/7, however we have made some assumptions on costs such as utilities, as it is unknown what impacts these improvements will have on the operating costs.

Comparators

Original RCMP Building

2016 Operations

Budget Request

Facilities Inflation for Contracted Services, Materials and Utilities

Request #
72-0056

Division: Infrastructure & Community Services
Department: Infrastructure Management
Responsibility: Infrastructure Management Director

Budget Year: 2016
Category: Inflation

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$38,646 *(Contracted services)* $23,730 *(Maintenance supplies)* $61,000 *(Utilities)* $123,376	Operations	Ongoing

Overview

This program request addresses two issues:

1. The rising costs of supplies and materials purchased from local service providers. They have indicated to us that their costs have increased due, in large part, to the stronger US dollar. We are requesting a 3% increase to address the inflationary impact.
2. In consultation with our Utilities Broker, the proposed utility rate increases are as follows:

   Electricity 6%.

   Natural gas 5%.

   Water, sewer and solid waste 4%.

Innovation

As we move forward with life cycle projects we are finding ways to replace some of these items with more energy efficient equipment.

Historical Trends

We have typically seen 3% increases in inflation for supplies and materials and contracted services. It is unclear at this time what effect the strong US dollar will have over the course of 2016.

2016 Operations

Budget Request

Parks Inflation

Request #
72-0057

Division:	Infrastructure & Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Inflation
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$7,200	Operations	Ongoing

Overview

Service and supply providers were canvassed to provide anticipated inflation percentages for 2016. Parks Administration has added inflation to the budget only where indicated by the service and supply providers, which both have advised of a 3% increase for 2016. The two areas affected were for playground and park furnishing repair supplies and contracted landscaping services. In relation to supplies and materials, many parks furnishings are manufactured in the US. Due to the decline in the Canadian dollar, we have experienced an increase in the cost of supplies and materials. The decline in the Canadian dollar also affects pricing from our contracted service providers as their costs of doing business have also increased accordingly.

2016 Operations

Budget Request

Parks & Open Space Data Charges

Request #
72-0066

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Maintain
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$4,100	Operations	Ongoing

Overview

This program request addresses the additional funding required for data charges arising from a mid-season technological upgrade made by our service provider, HisTree.

HisTree is a program that was approved in budget by Council and implemented in 2011. The program involves tagging assets such as trees, garbage receptacles and playground equipment and allows the users to scan the tag when performing tasks in order to track past work performed on the asset and record new tasks as the work is being performed.

Use of this program has proven valuable numerous times to prove due diligence and also assess value added to assets through labour hours and improvements performed.

Efficiencies

The use of the HisTree program for urban forestry, playground inspections and trash collection have afforded the City an asset management system for parks related items and a tracking method which allows for route planning and correction to create efficiencies and tracking of maintenance for proving due diligence when required.

Innovation

HisTree has migrated from analog handhelds to IOS technology (smart phones and iPads). Therefore, the requirement for upgraded technology for use in the field was required to continue using the program. Parks does not anticipate further technological changes with this program that will require further upgrading.

2016 Operations

Budget Request

Parks Mandatory Safety Training

Request #
72-0078

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Maintain
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$19,000	Operations	Ongoing

Overview

This request addresses critical funding requirements for the Parks and Open Spaces training budget and associated travel costs. Safety training is essential for the 10 full-time, permanent Parks personnel who perform specialized tasks such as herbicide and pesticide applications and playground inspections, as well as maintaining arborist certifications. Ongoing training is required in order to maintain the status of these certifications and helps the City move forward in achieving COR Safety Certification.

This plan request also encompasses mandatory safety training for 29 temporary staff such as first aid, chainsaw, working at heights, equipment training, etc. that are now legislated requirements by Occupational Health and Safety.

Options Considered

Contracting out of some work has been done to address unique situations or to address peak work demands. The cost/hour charge for this work is significantly higher than our internal costs. Going forward we will continue to monitor our work needs and evaluate the cost effectiveness of the different service delivery methods.

Efficiencies

Example of how retaining certified arborists on staff is beneficial: July/August 2015 - Arborist completed climbing course for pruning, wrote the safe work practice, performed a demonstration and

had the Safety Advisor approve the task for incorporating into the Parks pruning program. Moving forward, this individual can now prune 30 trees vs 17 per day during the summer months.

2016 Operations

Budget Request

Parks – Maintenance of Existing Inventory

Request #
72-0088

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Growth
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$16,000	Operations	Ongoing
$30,000	Financial Stabilization Reserve	One Time
$46,000		

Overview

This program request addresses the costs of maintaining existing flowers and trees within the City.

Additional funding for water in the Parks budget of $16,000:

This portion of the request addresses the increased budget for water purchases needed for watering flowers and tree replacements in-house. Flowers add to the attractiveness of our community and tree replacements require watering for a period of two years in order to ensure their survival.

The City currently performs in-house watering of flowers and tree replacements, but does not have the capacity to maintain the plantings in the West River's Edge area.

Additional one-time funding for contracted services for the care of the West River's Edge area of $30,000:

In the West River's Edge area the commitment was made to maintain and protect the health of the trees donated by CN and Shell (both in partnership with Tree Canada). This $30,000 requirement would

extend to 2017. The funding required is for maintenance of this area and includes contracted watering of donated trees and weed control for the protection of these trees.

Departments Consulted

Legislative Services through existing Agreements with Tree Canada, Shell and CN.

Options Considered

- The option of not approving this request would result in breaking terms with existing agreements the City has made with CN, Shell and Tree Canada for the care and preservation of donated trees in the West River's Edge Recreation Area.
- Recommended option to fund the West River's Edge maintenance portion of this request from Reserve funding.
- Recommended funding of additional water to Parks budget to correct the shortfall in this budget annually.

Efficiencies

Parks uses the rain water capture barrels attached to the new mechanical shop in the Public Works yard whenever possible.

2016 Operations

Budget Request

Custodial Reimbursed Cost from Library

Request #
72-0090

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Committed
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Excellence of Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$46,300	Reimbursed Costs	Ongoing

Overview

In 2013 the Library custodial needs were serviced by a Permanent Part Time Custodian and funded by the Library Board in the amount of $16,500. When the construction of the new City Hall and expansion of the Library occurred, the Library Board received Council approval in the 2014 budget for an additional $46,300 to create a full time Custodian position.

The Program Request is to align the budget with the current revenue provided by the Library.

2016 Capital

Budget Request

Southfort Meadows Park Amenities

Request #
15014

Division:	Infrastructure & Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Growth
Responsibility:	Project Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$0		
Operating Impact		
$50,200	Operations	Ongoing

Overview

Capital project 15014 – Southfort Meadows Park Amenities was approved by Council in the 2015 Capital Budget.

This request is for approval of the 2016 operating impact of $50,200.

2016 Capital

Budget Request

High Profile Toro 5990 Mower

Request #
15026

Division:	Infrastructure & Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Maintain
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Excellence in Government

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$0		
Operating Impact		
$12,000	Operations	Ongoing

Overview

Capital project 15026 – High Profile Toro 5990 Mower was approved by Council in the 2015 Capital Budget.

This request represents the annual transfer to the Equipment Replacement reserve each year for the life of the mower which is currently estimated at 10 years.

2016 Capital

Budget Request

Animal Control Vehicle

Request #
15027

Division: Infrastructure & Community Services
Department: Infrastructure Management
Responsibility: Infrastructure Management Director

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Excellence in Government

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$0		
Operating Impact		
$4,500	Operations	Ongoing

Overview

Capital project 15027 – Animal Control Vehicle was approved by Council in the 2015 Capital Budget.

This request represents the annual transfer to Reserves in order to replace the vehicle in the future.

2016 Capital

Budget Request

Replace Brush Chipper Unit 132

Request #
16006

Division:	Infrastructure & Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Maintain
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$35,000	Mobile Equipment Reserve	One Time
$5,000	Trade-In Value	One Time
$40,000		

Operating Impact
$0

Overview

This program request is to replace Unit #132 Brush Chipper at an estimated cost of $40,000. This unit was originally purchased in 2004 and is an integral piece of equipment of the City's tree maintenance program. It is used on a daily basis and with the age and condition, it necessitates additional maintenance requirements which affect productivity. Based on a 12 year life cycle this unit is scheduled for replacement in 2016.

Also, this chipper does not conform to current safety equipment standards, therefore replacement is highly recommended. New models have the safety equipment upgrades incorporated into the design.

Options Considered

Install safety upgrades on the machine. Due to the age and condition of the chipper this option is not recommended.

Life Cycle

Year 12 of 12 year life cycle.

2016 Capital

Budget Request

Replace Bobcat Skidsteers Units 80 & 84

Request #
16007

Division:	Infrastructure & Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Maintain
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$9,000	Mobile Equipment Reserve	One Time
$92,000	Trade-In Value	One Time
$101,000		
Operating Impact		
$0		

Overview

This program request is to fund the replacement of two Bobcat Skid-steer units. These units are used by Public Works for snow removal in the winter and a myriad of tasks in the summer, including asphalt and concrete repair, sign installation and landscape work.

The purchase agreement provides for 500 hours of use per machine each year. At the end of the year the units are returned to the supplier for trade-in and new units are received. The advantage of this arrangement is that the units are fully warrantied for the year and the supplier provides excellent terms and conditions. The total annual cost of the purchase amount is approximately $9,000.

This replacement program has been in place since 2013 and has provided a cost effective method of acquiring this equipment.

2016 Capital

Budget Request

Replace JRC & DCC Zamboni

Request #
16009

Division:	Infrastructure & Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Maintain
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$210,000	Ice Resurfacing Reserve	One Time
$20,000	Trade-In Value	One Time
$230,000		

Operating Impact
$0

Overview

This program request is to fund the replacement of two Zamboni Ice Resurfacing units at an estimated cost of $230,000. Zamboni units are an integral part of arena operations and equipment breakdowns have a direct and immediate impact on the arena service levels. In 2016, the Zamboni units at the JRC and DCC arenas will be in year 12 of a 10 year life cycle.

Options Considered

The Zambonis are already past their life cycle by 2 years. It is not recommended to extend any further.

Impact on Service Delivery

As the age of the existing equipment increases so does the risk of a major mechanical failure occurring. If this were to happen it would cause serious disruption to our ice users in addition to the significant repair costs.

Life Cycle

These machines are both past their expected lifecycle of 10 years.

2016 Capital

Budget Request

Parks – Compact Municipal Tractor

Request #
16012

Division:	Infrastructure & Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Growth
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$135,000	Operations	One Time
Operating Impact		
$3,000	Operations	Ongoing

Overview

A municipal tractor is being requested in support of Operating Budget Request #72-0067. This unit provides the capacity to address numerous narrow sidewalks throughout the city that have not been maintained in the past. The current snow removal fleet does not have ability to clear these narrow sidewalks due to the width of the units. The unit requested has the ability to adjust the plow blade width from 24" to 98" on the fly.

This unit can also clear snow on sidewalks that are currently being cleared by broom attachments. These broom attachments can clear approximately 5 cm (2") of heavy snow or up to 15 cm (6") of light snow efficiently. Recent winters have seen an increase in snow accumulations and the brooms have struggled to address the clearing in a cost effective manner.

The unit can also spread sand, which would be a significant benefit in addressing the ice problems encountered with the numerous freeze/thaw cycles we have experienced in past winters. Utilizing this equipment would assist in minimizing the risk of slip and fall injuries which can result in liability claims. With the addition of this piece of equipment to Parks, it is estimated that the current accomplishment levels for snow removal on sidewalks and easements would double.

The equipment industry has moved forward with equipment designed for multi-use in the municipal sector. Over time additional attachments can be purchased for this unit for use in summer landscaping tasks. Examples of attachments would include high tipping bucket, leaf collector, water tank, mechanical rear blade, dump box and spreader attachments. The water tank option could be utilized for watering flowers or weed spraying. These attachments are affordable and would allow for further efficiencies to be realized year round in the future.

Options Considered

- Purchasing a unit – this is the recommended option as this tractor could be beneficial year round.
- Lease – a leased unit can be utilized at a cost of $8,700/month or $104,400/year, making this cost prohibitive.

Impact on Service Delivery

Ability to clear the tight sidewalk easements between homes, and to plow and sand using one unit at the same time. Estimated to double current output level in clearing snow in winter. Attachment potential for varied uses year round.

Life Cycle

10 year

2016 Capital

Budget Request

Play Area Lifecycle Program – JD McLean Park

Request #
16013

Division:	Infrastructure & Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Maintain
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$130,000	Operations	One Time
Operating Impact		
$0		

Overview

Parks is requesting funding of $130,000 to replace the aging play structures at JD McLean park.

Over 4,000 children between the ages of 1 and 14 reside in Fort Saskatchewan as of the 2014 Census. In 2014, Parks conducted a third party playground audit of all City owned playgrounds. This audit identified deficiencies and recommended rehabilitation or replacement of the playgrounds on a priority basis. JD McLean playground was identified as the next priority playground to be replaced. This playground is currently maintained to current safety standards, however, due to the age and condition of this playground the audit recommended replacement and reconfiguration in order to meet the new CSA standards.

Options Considered

Not replacing the playground was considered, but not recommended as the structure itself is requiring frequent repairs and has reached the end of its life cycle.

Impact on Service Delivery

This playground is well utilized by the young children in the area and there is not another playground in close proximity to this neighborhood.

Innovation

Wherever possible, all City playground equipment being dismantled are donated to the Emmanuel Foundation for use in developing countries.

Life Cycle

25 years

2016 Capital

Budget Request

Snow Blower for Snow Hauling

Request #
16040

Division: Infrastructure & Protective Services
Department: Infrastructure Management
Responsibility: Infrastructure Management Director

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$117,500	Operations	One Time
Operating Impact		
$20,500	Operations	Ongoing

Overview

This Capital Budget Request recommends the purchase of a snow blower at a cost of $117,500. This capital budget item supports Operating Budget Request 32-0023, Residential Snow Haul.

A snow blower is the most cost effective method of removing snow from streets that do not have adequate snow storage within the road carriageway. They are also a high maintenance piece of equipment and are prone to breakdowns. A blower breakdown is very costly and has direct and immediate impacts on the travelling public. From a cost perspective there will be rental haul trucks sitting idle and numerous staff and contractors put in a waiting pattern. From a road user perspective there is the potential that windrows are left on the road for an extended period of time awaiting repair or replacement of the blower. As such, a back-up blower is a necessity.

The current blower in our fleet is small and inefficient, and is only capable of maintaining the clearing process for short periods of time. Its intended purpose is to act as a back-up blower for use in less time sensitive situations. The blower was used last winter to clear the downtown commercial area. However, that clearing process does not deal with ice, hard snow pack and foreign objects under the snow that are common in a residential environment where a more rugged, higher capacity blower is required.

Options Considered

1. Use loaders to fill trucks. This is extremely inefficient and brings into play safety concerns due to the high number of backing movements in high traffic areas and is not recommended.
2. Rent a blower. The cost of a six month lease is 40% of the cost of a new blower and is not recommended.
3. Request assistance from surrounding municipalities. Timely availability of this equipment is questionable given that other municipalities would be dealing with similar snow conditions and is therefore not recommended.

Impact on Service Delivery

Service levels are directly impacted by snow blower breakdowns and the continued use of the current blower increases the risk of a breakdown occurring. A breakdown impacts traffic flows, snow removal timelines, and could result in garbage collection issues due to windrows remaining on streets for longer periods of time.

Life Cycle

5 year life cycle replacement

Infrastructure Management

For 2016, Infrastructure Management is proposing revisions to its fees and charges to reflect increases due to inflation and comparables within the Capital Region. Infrastructure Management is proposing a new deposit fee. The following are some fees being proposed:

- Various increased Fees
    - Picnic Tables/Park Benches Rental
    - Turner Park Picnic Shelter Rental
    - Campground Fees
    - Various Cemetery Fees

- New Fees
    - Park Gate Deposit

Please see the following Infrastructure Management detailed Fees and Charges for further explanation of revisions.

Infrastructure Management

2016 Fees & Charges

Preliminary information subject to change. E&OM accepted

Notes		Description	GST Applicable	Unit of Measure	2015 *	2016 *
		** Fees and Charges exclude GST. Where taxable (T), GST is charged at point of sale.*	*Taxable = T Exempt = E*		Current	Proposed
	Department: Infrastructure Management					
		Damage Deposits				
		Barricade	E	each	$ 50.00	$ 50.00
		Cones / Pylons	E	each	$ 50.00	$ 50.00
		Hard Hats	E	each	$ 50.00	$ 50.00
		Sandwich Boards	E	each	$ 50.00	$ 50.00
		Tripods	E	each	$ 50.00	$ 50.00
		Vests	E	each	$ 50.00	$ 50.00
		Picnic Tables Benches	E	each	$ 50.00	$ 50.00
5	New	Parks Gate Key Deposit (Refundable upon return of key)	E	each	$ -	$ 500.00
		Road Crossing Agreement	T	each	$ 350.00	$ 350.00
		Rental Fees				
1		Picnic Tables / Park Benches Rental:	T	per day	$ 6.67	$ 6.86
2		- Delivery - Within Municipal Boundaries *	T	per truckload	$ 79.33	$ 95.24
		** 8 picnic tables or 20 benches*				
1		Turner Park Picnic Shelter Rental	T	per hour	$ 9.52	$ 9.81
		Permit Fees				
		Traffic Light Turn Permit	T	per traffic light	$ 165.00	$ 165.00
		Curb Cut Permit	E	each	$ 350.00	$ 350.00
		Cemetery Fees				
		All open / close fees may be pre-paid. If the open / close occurs outside of regular hours, overtime surcharges will be applied.				
		Plot Purchase: *				
		** Includes 25% contribution to Perpetual Care Reserve*				
3		- Full Size Lot - 120 cm x 275 cm	T	each	$ 400.00	$ 480.00
		- Infant Lot - 120 cm x 120 cm	T	each	$ 200.00	$ 200.00
		- Legion and RCMP Member / Spouse Only -120 cm x 120 cm		each	$ -	$ -
		- Legion and RCMP Member / Spouse Only -120 cm x 275 cm		each	$ -	$ -
3		- Cremation Lot - 120 cm x 120 cm	T	each	$ 265.00	$ 318.00
		Full Interment / Disinterment - Regular Hours:	T	each		
3		- Open / Close 6'	T	each	$ 595.24	$ 714.29
3		- Open / Close 9'	T	each	$ 738.10	$ 885.72
3		- Open/Close - Infant Section	T	each	$ 400.00	$ 480.00
		Columbarium Niche - Regular Hours:				
3		- Level 1 and 2 *	T	each	$ 1,065.00	$ 1,278.00
3		- Level 3 and 4 *	T	each	$ 1,265.00	$ 1,518.00
		** Includes $65.00 contribution to Perpetual Care Reserve*				
3		- Cremation Remains - Open / Close	T	each	$ 85.71	$ 102.85
3		Cremation Remains - Open / Close - Augered Excavation	T	each	$ 278.10	$ 333.72
3		Overtime Surcharge	T	each	$ 210.00	$ 252.00
3		Monument Foundation	T	each	$ 157.14	$ 188.57
3		Monument Permit: *	E	each	$ 35.00	$ 42.00
		** Included monument compliance authorization, new site locating and marking, and follow up inspection. Fee is date and time specific and is non-refundable*				
3		Register a Transfer of Deed	E	each	$ 25.00	$ 30.00
3		Re-Purchase of Plot Administrative Fee	E	each	$ 25.00	$ 30.00
		Campground Fees				
4		Overflow Camping - no services	T	per lot	$ 9.52	$ 9.81
		** Harbour Pool and Jubilee Recreation Centre parking lot*				
		Transportation				
		Snow Dump Fees	T	each key issued for the snow dump	$ 476.19	$ 476.19
		Public Transit Fees *				
		** Provides service to Edmonton - Clareview Station*				
		Monthly Pass: *				
		** The monthly pass is part of an integrated pass to be used in conjunction with an Edmonton Transit Pass*				
		- Adult	E	each	$ 96.00	$ 96.00
		- Post Secondary Student	E	each	$ 90.00	$ 90.00
		10 Ticket Book	E	each	$ 33.50	$ 33.50

		Cash - One Way	E	each	$ 3.50	$ 3.50
		Within Fort Saskatchewan	E	each	$ 1.00	$ 1.00
		Other				
		Photocopying Charges:				
		- 8.5" x 11" Single Sided	T	per sheet	$ 0.14	$ 0.14
		- 8.5" x 11" Double Sided	T	per sheet	$ 0.24	$ 0.24
		- 8.5" x 14" Single Sided	T	per sheet	$ 0.19	$ 0.19
		- 8.5" x 14" Double Sided	T	per sheet	$ 0.33	$ 0.33
		- 11" x 17" Single Sided	T	per sheet	$ 0.24	$ 0.24
		- 11" x 17" Double Sided	T	per sheet	$ 0.38	$ 0.38
		- 24" x 36" Single Sided	T	per sheet	$ 7.62	$ 7.62
		Engineering Standards Manual	T	per book	$ 53.00	$ 53.00

Notes	Description	Plan Request #
Parks, Open Spaces		
1	Nominal increase to account for inflation, not noted in a plan request as the impact would not be worth changing, will analyze actuals in 2016 and make adjustments to revenue line item for 2017 if required.	
2	Delivery fees have been calculated and the cost for delivery far exceeds what the City charges for this service. 20% increase.not noted in a plan request as the impact would not be worth changing, will analyze actuals in 2016 and make adjustments to revenue line item for 2017 if required.	
3	Cemetery fees have not increased since 2010. Upon benchmarking with neighbouring municipalities; these increases do not bring the City on par with our neighbours but brings us closer. These fees will be gradually brought up over the next few years to bring the City in line with other cemeteries - 20% increase for 2016.	56-0001
4	Nominal increase to account for inflation, not noted in a plan request as the impact would not be worth changing, will analyze actuals in 2016 and make adjustments to revenue line item for 2017 if required.	
5	This new deposit for a parks gate lock key is required due to landscapers, etc. not returning or losing Parks Gate Lock Keys - it would be a refundable deposit.	

Taking Care
of Business

Utilities Overview

Utility Functions

The proposed 2016 Utility Budget is $16,262,328 and consists of five key cost centres: Administration, Water Distribution, Wastewater Collection and Treatment, Solid Waste Collection, and the Utility Reserve.

Administration

The City coordinates all the utility functions including billing, collections and meter reading. The budget for administration is $1,618,067.

Utility Replacement Reserve

Reserves provide a funding source for future projects, upgrades, rehabilitation, and emergencies. Reserves improve economic sustainability by reducing reliance on debentures, grants, and operation funding from increased utility rates. The budget for transfers is $1,870,000.

Water Transmission and Distribution

The City stores water purchased from the regional commission and pumps it for domestic, commercial, and fire protection uses into a network comprised of 133km of water mains and 3 reservoirs. It is projected that 4km of water mains will be added to the City's utility asset inventory in 2016. The budget for water distribution is $5,650,274.

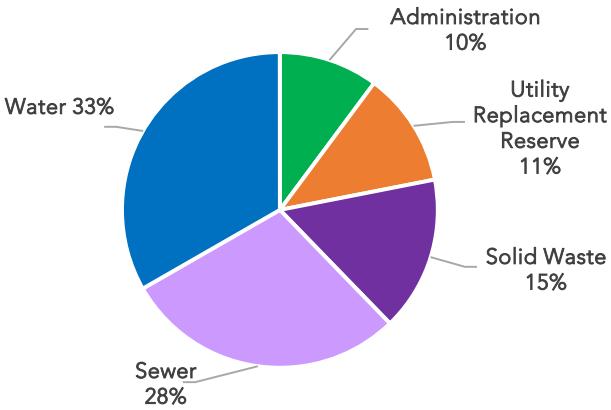
Wastewater Collection and Treatment

The City conveys sewage through a network comprised of 120km of sanitary mains and 2 lift stations, to be treated by the regional commission. It is projected that 4km of sanitary mains will be added to the City's utility asset inventory in 2016. The budget for sewage collection is $4,606,167.

Solid Waste/Recycling Collection and Disposal

The City collects solid waste and recycling through a weekly curbside service. Service also includes collection from multi-unit sites, toxic round-up, and operation of the recycle and waste depot. The budget for solid waste collection is $2,517,820.

2016 Budget by Utility Function



Utility Rates

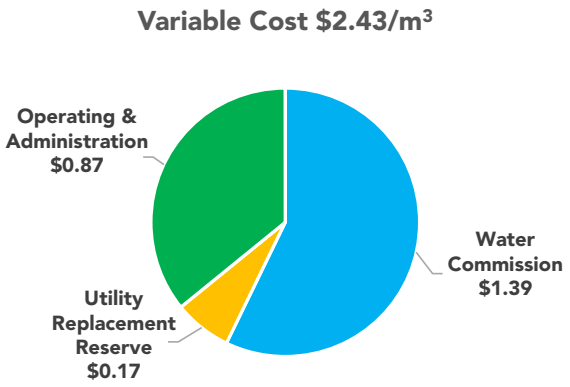
Water and Wastewater rates include a fixed monthly rate and a variable rate based on consumption. The Solid Waste service rate is a fixed monthly rate with no variable component. .

Each Year, the City transfers funds to the Utility Replacement Reserve for required rehabilitation and/or replacement of utility infrastructure.

Water Utility

Water Rates	2015 Approved Rates	2016 Proposed Rates	Increase
Fixed Monthly Cost	$3.25	$3.50	$0.25
Variable Cost per m3	$2.40	$2.43	$0.03

* Based on an average single-unit residential dwelling



Fixed Monthly Cost

The $0.25 increase in the fixed monthly water rate is due to a budgeted transfer to the Utility Replacement Reserve for the water meter replacement program.

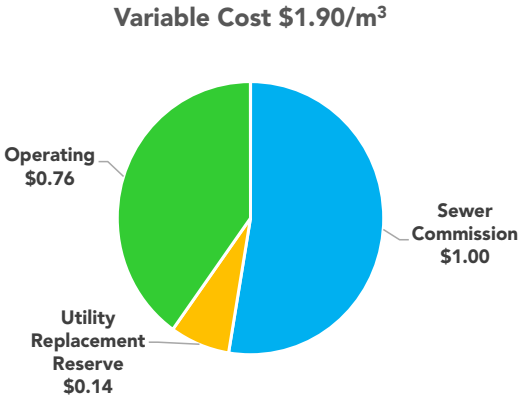
Variable Cost per m³

The increase in the variable cost per cubic meter is due to $0.03/m³ increase in the cost of water from the Capital Region Northeast Water Services Commission.

Wastewater Utility

Wastewater Rates	2015 Approved Rates	2016 Proposed Rates	Increase
Fixed Monthly Cost	$2.50	$3.25	$0.75
Variable Cost per m3	$1.85	$1.90	$0.05

* Based on an average single-unit residential dwelling



Fixed Monthly Cost

The $0.75 increase in the fixed monthly wastewater rate is due to a budgeted transfer to the Utility Replacement Reserve for the debenture payments on the sewer reline project.

Variable Cost per m³ of Water Consumption

The increase in the variable cost per cubic meter is due to an increase of $0.04/m³ in the cost of sewage treatment from the Alberta Capital Region Wastewater Services Commission and a $0.01/m³ increase in system operational costs.

Solid Waste/Recycling Collection and Disposal Utility

Solid Waste/Recyling Rates	2015 Approved Rates	2016 Proposed Rates	Increase
Curbside Residential	$24.00	$25.00	$1.00
Front-Load Multi-Unit	$14.00	$15.00	$1.00

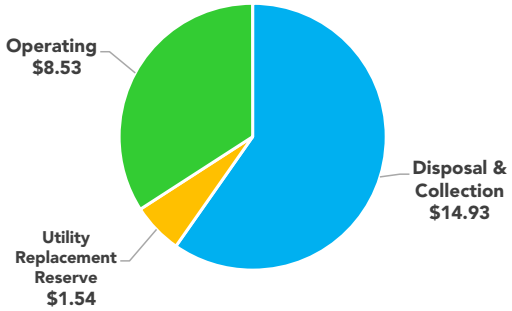
Curbside Residential Monthly Cost

The $1.00 increase in the monthly solid waste/recycling rate is a result of an increase in waste volumes and upgrading assets at the transfer station.

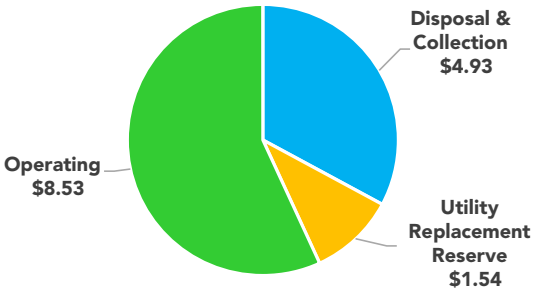
Front-Load Multi-Unit Monthly Cost

The $1.00 increase in the monthly solid waste/recycling rate is mainly due to the increase in the front-load contract for waste and recycling collection.

Curbside Residential Cost $25.00



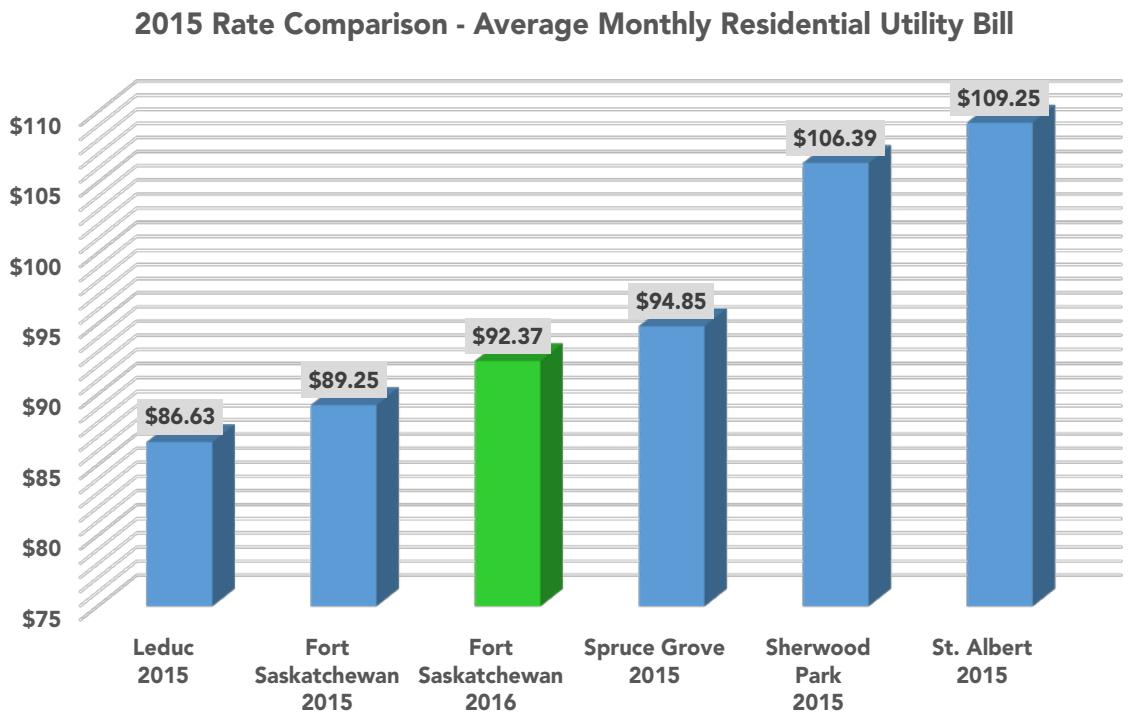
Front-Load Multi-Unit Cost $15.00



Regional Comparison

The comparison below shows that our City's average monthly 2015 residential utility bill was among the lowest within the region. The average bill for 2016 would increase approximately $3.12 compared to 2015. The average 2016 bill would still be one of the lowest in the region, even compared to 2015 rates.

The comparison is based on posted utility rates for neighbouring municipalities and reflects single-family dwellings with an average consumption of 14 cubic metres per month.



Average Monthly Residential Utility Bill

	2015 Approved Rates	2016 Proposed Rates	Increase	%
Water	$36.85	$37.52	$0.67	1.82%
Sewer	$28.40	$29.85	$1.45	5.11%
Solid Waste	$24.00	$25.00	$1.00	4.17%
Total Monthly Bill	**$89.25**	**$92.37**	**$3.12**	3.50%

* Based on an average water consumption of $14m^3$ per month

Utilities

2016 Proposed Budget

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges	15,346,341	266,500	439,387	-	**16,052,228**
Penalties and Interest	31,000	-	9,100	-	**40,100**
Government Transfers	-	-	-	-	**-**
Other Revenues	20,000	-	150,000	-	**170,000**
Total Revenues	**15,397,341**	**266,500**	**598,487**	**-**	**16,262,328**
Expenses					
Salaries, Wages and Benefits	1,815,050	-	81,500	-	**1,896,550**
Contracted and General Services	1,121,000	12,120	216,450	-	**1,349,570**
Purchased from Other Governments	8,699,320	218,600	278,200	-	**9,196,120**
Materials, Supplies and Utilities	710,800	52,400	(88,800)	-	**674,400**
Debentures	789,656	-	134,615	-	**924,271**
Transfer to Reserves	1,984,865	-	(64,565)	-	**1,920,300**
Other Expenses	276,650	27,017	(2,550)	-	**301,117**
Total Expenses	**15,397,341**	**310,137**	**554,850**	**-**	**16,262,328**
Net (Surplus)/Deficit	**-**	**43,637**	**(43,637)**	**-**	**-**

Utilities

2016 Proposed Budget - Expanded

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Revenues					
Sales, Rentals and User Charges					
Service Fees	15,251,341	266,500	444,387	-	15,962,228
Sale of Goods	60,000	-	-	-	60,000
Reimbursed Costs	20,000	-	(5,000)	-	15,000
Leases	15,000	-	-	-	15,000
Total Sales, Rentals and User Charges	15,346,341	266,500	439,387	-	16,052,228
Penalties and Interest					
Penalties-Late Payments: UT	31,000	-	9,100	-	40,100
Total Penalties and Interest	31,000	-	9,100	-	40,100
Other Revenues					
Funding from Reserves	20,000	-	150,000	-	170,000
Total Other Revenues	20,000	-	150,000	-	170,000
Total Revenues	**15,397,341**	**266,500**	**598,487**	**-**	16,262,328
Expenses					
Salaries, Wages and Benefits					
Salaries - Regular	610,400	(16,900)	38,600	-	632,100
Wages - Regular	642,700	104,500	26,600	-	773,800
Wages - Casual Relief	13,900	5,500	-	-	19,400
Wages - Overtime	88,250	(54,700)	-	-	33,550
Wages - Grant Programs	40,600	(40,600)	-	-	-
Wages - Temporary Staff	105,000	(19,400)	-	-	85,600
ER Contributions	314,200	21,600	16,300	-	352,100
Total Salaries, Wages and Benefits	1,815,050	-	81,500	-	1,896,550
Contracted and General Services					
Courses,Conferences&Seminars	8,000	-	200	-	8,200
Travel,Meals&Accomodations	10,700	-	3,000	-	13,700
Postage & Courier	38,700	4,500	7,700	-	50,900
Phone,Cell,Fax & Internet	-	2,000	24,300	-	26,300
Memberships & Subscriptions	1,500	-	-	-	1,500
Advertising & Promotions	7,900	-	2,300	-	10,200
Printing & Duplicating	2,500	400	400	-	3,300
Service&Mtnc Contracts	3,300	-	-	-	3,300
Audit Services	10,500	1,100	-	-	11,600
Contracted Services	964,800	-	4,250	-	969,050
Contracted Services	50,000	-	175,000	-	225,000
Insurance	22,400	4,120	-	-	26,520
Repairs & Maintenance	700	-	(700)	-	-
Total Contracted and General Services	1,121,000	12,120	216,450	-	1,349,570

	2016 Base Budget	2016 Inflation	2016 Growth	2016 New Initiatives	2016 Proposed Budget
Purchased from Other Governments					
Service&Mtnc Contracts	8,699,320	218,600	278,200	-	**9,196,120**
Total Purchased from Other Government	8,699,320	218,600	278,200	-	**9,196,120**
Materials, Supplies and Utilities					
Supplies & Materials-Office	2,200	-	-	-	**2,200**
Supplies&Materials-Maintenance	310,200	10,000	(65,200)	-	**255,000**
Electricity	140,100	-	(21,800)	-	**118,300**
Natural Gas	53,000	-	(26,300)	-	**26,700**
Water, Sewer & Solid Waste	205,300	42,400	24,500	-	**272,200**
Total Materials, Supplies and Utilities	710,800	52,400	(88,800)	-	**674,400**
Debentures					
Principal Payments-Debentures	589,138	-	128,121	-	**717,259**
Interest Payments-Debentures	200,518	-	6,494	-	**207,012**
Total Debentures	789,656	-	134,615	-	**924,271**
Transfer to Reserves					
Trsf to Reserve	1,984,865	-	(64,565)	-	**1,920,300**
Total Transfer to Reserves	1,984,865	-	(64,565)	-	**1,920,300**
Other Expenses					
UncollectibleAccounts-Writeoff	21,700	-	20,000	-	**41,700**
Allocation-ChargesfromUT/OP	254,950	27,017	(22,550)	-	**259,417**
Total Other Expenses	276,650	27,017	(2,550)	-	**301,117**
Total Expenses	**15,397,341**	**310,137**	**554,850**	**-**	**16,262,328**
Net (Surplus)/Deficit	**-**	**43,637**	**(43,637)**	**-**	**-**

2016 Operations

Budget Request

Utility Customer Billing Growth

Request #
12-0029

Division:	Office of the City Manager	**Budget Year:**	2016
Department:	Financial Services	**Category:**	Growth
Responsibility:	Finance Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$47,600	Service Fees	Ongoing
$47,600	Utility Operations	Ongoing
$0		

Overview

This plan request requires no additional funding as the revenues earned from fees associated with new utility accounts and utility bill collection is offset by additional resources needed for administration and collection of these accounts.

The increased revenue mainly reflects a higher than anticipated frequency of the disconnection notice delivery fee being charged to delinquent accounts. Due to this continuous growth and time-consuming payment collection process, additional administrative and supervisory staff resources have been allocated to the utility function. Other expense changes account for price and volume increases expected in future years for postage, printing and stationary supplies required for utility bill mail outs, as well as, audit and collection fees.

Options Considered

1) Continue charging a fee for delivery of a disconnection notice – Charging the fee for disconnection covers the cost of the administrative staff and operator's time, and increases payment collections. (Fee approved in 2015 Fees and Charges bylaw).

2) Transfer owner's utilities to taxes each billing cycle – When an outstanding utility account balance is transferred to taxes there are no further penalties being charged to the outstanding balance until January 1 of the next year as per the bylaw. The next utility bill to the citizen does not show an outstanding balance forward so owner's only pay what is on the bill. This decreases cash flow for the City and requires reminder letters and continual monitoring by the staff when payments come in.

3) Not hand delivering a disconnection notice – We hand deliver approximately 400 notices each billing cycle. After the payment deadline indicated on this notice we actually disconnect an average of 50. Sometimes citizens will indicate they never received the mailed reminder and if we did not hand deliver notifications it would take operators significant time to disconnect the 400 accounts.

Efficiencies

Enhancing online customer services will cater to the changing customer preferences for access to information. This will reduce the amount of staff time spent on customer utility inquiries and bill reprints by offering citizens immediate access to their information through the City website. Utility E-send will decrease the number of bills that will be printed providing a greener option for the citizens who sign up while also reducing postage costs. Also, E-send will allow us to e-mail utility arrear letters allowing for additional cost savings.

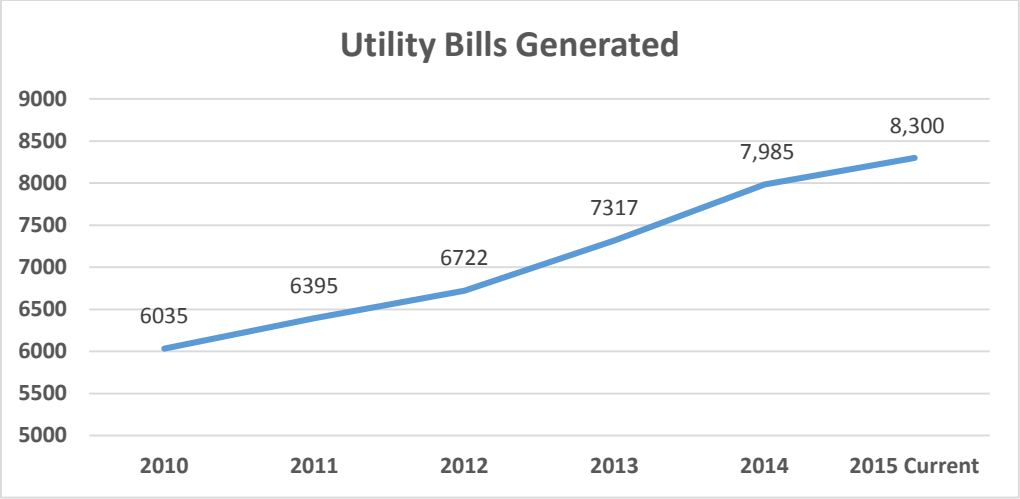
These expenses will drop as more citizens start to use the utility E-send to receive their bills via e-mail that is expected to be in place at the end of 2015.

Innovation

Keeping up with technological advancements by implementing online customer services and utility E-send puts the City on the leading edge with the technological services we offer in our community.

Historical Trends

Costs will continue to increase with the continued growth of the City's population, however we are making advances to go paperless for our bills and providing easier access to account information to decrease bill reprints. The current process has brought citizen complaints when their bills aren't received via mail. This opens up the possibility of delayed payments, more fees and potential disconnection of services.



Comparators

Many other municipalities are moving towards or already have implemented a utility bill e-mailing option due to citizen demands.

2016 Operations

Budget Request

Utility – Water Rates & Reserve

Request #
41-0003

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Growth
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$398,800	Water Rate Revenue	Ongoing
$286,683	Utility Operations	Ongoing
$112,117		

Overview

There are currently 10,325 household, commercial, and industrial utility customers. An increase of 275 accounts in 2016 is projected to bring the customer base to 10,600.
Growth is projected to add 4 km (3%) to the existing water distribution network inventory (133 km).
Growth in the network includes water mains and associated valves, hydrants, service connections, and meters.
Water consumption is projected to increase by 78,000 m3 (3%) to a total of 2,570,000 m3.
As the existing network ages, maintenance and repair requirements also increase.
Inflation impacts the cost of supplies and materials (e.g. water meters), wholesale water purchase, and utilities such as telephones.
The unit cost for wholesale water supply will increase by $0.03/m3 (2%) to a total of $1.39/m3.
Water meters are imported from the United States; recent devaluation of the Canadian dollar is anticipated to increase supplies and materials costs. Therefore, an inflation rate of 4.5% has been used and is projected to have a $10,000 budget impact.
Revenue is anticipated to increase due to water consumption, additional fees for services such as meter installation, and due to increases in City fees and charges.

Options Considered

Maintaining the existing budget will result in deferred inspections, replacements, and repairs; this deferral may lead to higher future costs, reduced infrastructure reliability, and is not recommended.

Efficiencies

Water tower boiler replacement in 2014 has reduced annual natural gas costs by an estimated $8,500.

Innovation

New technologies allow inspection of cast-iron and cement water pipes with minimal disruption. Use of these assessment procedures will help prioritize system renewal in order to manage pipe failure risk while ensuring that good pipes are not replaced too soon.
The budget includes an additional $24,000 in contracted services to pilot this technology in 2016.

Historical Trends

Year	Consumption (m3)	City Water Rate (Variable + Fixed)
2013	2,326,702	$1.97/m3 + $3.27/mon
2014	2,415,600	$2.40/m3 + $3.11/mon
2015 (projected)	2,490,500	$2.40/m3 + $3.25/mon
2016 (proposed budget)	2,568,400	$2.43/m3 + $3.50/mon

Comparators

2015 Water Rates for:

- Fort Saskatchewan $2.40/m3 + $3.25/mon
- Leduc $1.76/m3 + $9.40/mon
- St. Albert $1.60/m3 + $9.76/mon + $11.63/year
- Sherwood Park $2.29/m3 + $5.36/mon

2016 Operations

Budget Request

Utility – Bulk Water Station – Maintain Service Level

Request #
41-0007

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Maintain
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$52,000	Bulk Water Rate Revenue	Ongoing
$46,500	Utility Operations	Ongoing
$ 5,500		

Overview

The Bulk Water Station, originally built in 2003, provides a vital service to rural residential customers of Fort Saskatchewan and surrounding communities. It also supplies water to the commercial and industrial sector for their potable and non-potable water needs. The Bulk Water Station operates on a 100% cost recovery basis.

There are several proposed budget adjustments to match budget to actual revenues and expenditures based on 3-year trends. It also addresses growth and inflation impacts.

- Increase in water costs of $66,900 (total cost $271,900)
  - Proposed $0.03/m3 inflation increase in wholesale water rate
  - Budget to actual increase in water consumption of 10,000 m3 (total volume 110,000 m3)
- Increase in revenue from bulk water sales of $52,000
  - Proposed $0.05/m3 increase in bulk water rate
  - Budget to Actual adjustment in water consumption
- Budget to Actuals decrease in budget for contracted services, supplies, equipment, and reserve

Historical Trends

- Bulk water sales between 2012 and 2014 averaged 106,800 m3 and reached 112,000 m3 in 2014
- 60% commercial sales and 40% residential sales

Comparators

- *2015* Bulk Water Rates for:
  - Fort Saskatchewan = $3.00/m3 resident & coin-op and $3.25/m3 commercial
  - Sturgeon Industrial (W4) = $2.80/m3
  - Nisku = $3.75/m3
  - Ardrossan / Sherwood Park = $2.18/m3
  - Redwater = $4.40/m3

2016 Operations

Budget Request

Utility – Sewer Growth, Inflation & Reallocation

Request #
42-0001

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Growth
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$174,484	Sewer Rate Revenue	Ongoing
$141,924	Utility Operations	Ongoing
$ 32,560		

Overview

Sewage treatment volume is projected to increase by 104,100 m3 (3%) to a total of 3,809,000 m3.
The unit cost for wholesale wastewater treatment will increase by $0.04/m3 (4%) to $1.00/m3.
Revenue is anticipated to increase due to water consumption (which is reflected in wastewater revenue), and due to increases in City fees and charges.
Adjustments have also been made to reduce the budget where actual spending has been less than budgeted for a period of three years.

Efficiencies

Sewer rehabilitation and adherence to a proper maintenance and inspection schedule have led to a reduction in root intrusion and fewer sewer back-ups.
The sewer rehabilitation program has reduced the number of homes on the scheduled preventative maintenance program for roots by over 60% in the past eight years. This will result in an estimated $22,000 reduction in contracted services.

Historical Trends

Year	Consumption (m3)	City Wastewater Rate (Variable + Fixed)
2013	3,547,100	$1.47/m3 + $1.88/mon
2014	3,597,300	$1.59/m3 + $1.84/mon
2015 (projected)	3,704,900	$1.85/m3 + $2.50/mon
2016 (proposed budget)	3,809,000	$1.90/m3 + $3.25/mon

Comparators

2015 Wastewater Rates for:

- Fort Saskatchewan $1.85/m3 + $2.50/mon
- Leduc $1.31/m3 + $7.75/mon
- St. Albert $1.61/m3 + $9.76/mon + $3.59/year
- Sherwood Park $1.17/m3 + $14.04/mon

2016 Operations

Budget Request

Utility – Foundation Drainage Program

Request #
42-0004

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Infrastructure Management	**Category:**	New Initiative
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$150,000	Utility Reserves	One Time

Overview

Several residential developments constructed in the last 15 years are being negatively impacted by a high groundwater table. Increased sump-pump activity coupled with a surface discharge has resulted in a number of issues including: damage to landscaping, ice and algae build-up on sidewalks and roads and an increased rate of concrete and asphalt deterioration on public and private roadways. Ice and algae build-up on public infrastructure also increases the risk of liability to homeowners and the City.
Foundation drainage collection systems, referred by some as a "third pipe" which is installed at the time of development, was made a standard requirement in 2013.
A retrofit program was initially funded in the 2015 budget. A study commenced in 2015 to determine program priorities and feasible retrofitting options. The 2016 budget is intended to be the first phase of implementation of the retrofit plan.
This request is for one-time funding for the first phase of implementation. Results of the program will be reviewed and funding for an on-going program will be addressed in 2017.

Options Considered

- The feasibility study underway will identify viable options.

Comparators

- Strathcona County had similar concerns with high ground water tables across several neighborhoods. Trenchless construction was used to retrofit these communities with foundation drains and may be an option for Fort Saskatchewan.

2016 Operations

Budget Request

Utility – Solid Waste Transfer Station Operations

Request #
43-0006

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Infrastructure Management	**Category:**	Growth
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$42,004	Solid Waste Rates & Transfer Station Fees	Ongoing
$11,129	Solid Waste Utility Operation	Ongoing
$30,875		

Overview

The current layout of the Solid Waste Transfer Station was developed in 1996 to serve a population of about 13,000. The population has since increased to 24,000 and services have expanded including the collection of paint and electronics.

Most equipment, such as the product exchange shed and oil tanks, have been in place for twenty years and are at the end of their service life. Storage for tree brush, pesticide containers, oil, and fluorescent tubes are routinely at capacity, while excess space exists in other areas of the site.
This Program Request is to make a number of budget adjustments to the transfer station budget to match actual cost and revenue trends.

- Increase in equipment and operations expenses of $6,250
- Increased revenue: $42,000
- Revenue increase from increased traffic (tipping fees) and through a Transfer Station cost sharing arrangement with Strathcona County

Secondly, we are proposing an increase in contracted services of $25,000 to complete an assessment of the site. The purpose of the assessment is to provide recommendations for positioning the site to better

meet current and future needs. This assessment is in addition to a planned lifecycle replacement of the existing office trailer. Proposed capital project 16039 is for replacement of the trailer with another portable office that can be relocated if necessary within the site.

Historical Trends

- 2012 to 2015 – approx. 2% average annual increases of waste and recycling collected: 35 tonnes per year

Comparators

- Spruce Grove and Devon have similar transfer stations and fee structures. Fort Saskatchewan's fees are slightly higher but a greater variety of services are offered.

2016 Capital

Budget Request

Sewer Services Reline

Request #
15032

Division: Infrastructure & Community Services
Department: Infrastructure Management
Responsibility: Project Management Director

Budget Year: 2016
Category: Maintain

Corporate Strategic Plan: Excellence in Government

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$0		
Operating Impact		
$134,615	Utility Operations	Ongoing

Overview

Capital project 15032 – Sewer Services Reline was approved by Council in the 2015 Capital Budget.

This is an ongoing project, removing properties from the sewer root intrusion preventative maintenance program within the City.

This project is debenture funded; therefore, the operating impact is the 2016 debenture payments.

2016 Capital

Budget Request

Water Meter Radio Read Upgrades & Life Cycle Replacements

Request #
16037

Division:	Infrastructure & Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	New Initiative
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$390,000	Utility Reserve	One Time
Operating Impact		
$0		

Overview

This Capital Budget request includes two components to upgrade and replace the water meter system. One component is a radio read upgrade, which will upgrade the electronic interface on existing meters to current technology and automate the meter reading process. The other component is a complete lifecycle replacement of aging meters.

Radio Read Upgrade

There are approximately 3,000 "walk-up" meter reading devices still in use (approximately 1/3 of all meters in the City are read this way). It takes two staff two weeks to complete the walk-route. Meters are read 6 times per year, amounting to 960 hours of staff time.

The meter technology is advancing and feasible opportunities exist to upgrade to "touch pad" meter reading technology by adding to existing meters a radio transmitter. It is proposed to upgrade all existing meters over the next two years to the new radio read technology. It is also proposed to install a radio tower in 2017 that will allow for instantaneous meter reading.

As the walk-route is phased out, labour and equipment will become available to complete higher priority work. Reducing labour and equipment dedicated to meter reading will defer the need to add Utility Operators as the City grows. As well, the meter reading process can be completed quicker making it more feasible to change to a monthly billing cycle.

The project is staged to make the best use of resources. Installations of the radio transmitters can be done by City staff, thereby saving on contractor costs. Based on these labour cost savings, the estimated payback period for this project is 15 years.

Replacement of Aging Water Meters

Water meters have a recommended maximum service life of 20 years.

Over the next five years approximately 3,800 meters will require replacement to maintain an inventory of meters aged 20 years or less. It is proposed to exchange 775 meters annually over the next five years to reduce this backlog and then maintain a stable life-cycle replacement cycle.

City staff would complete the replacements as part of routine, on-going operations. The requested budget is for supplies and materials, including meters,

Options Considered

The project could be contracted out and completed in a shorter time frame. However, by staging the project it is feasible to complete the majority of installations with City staff thus reducing overall project costs. Staging the project also manages the financial impacts on the Utility Reserve by more evenly distributing costs over several years.

Impact on Service Delivery

Improved meters and meter reading technology will allow the City to efficiently "radio" a meter and obtain extremely accurate data to help address concerns a resident may have with their water consumption.

Life Cycle

20 years for all components.

2016 Capital

Budget Request

Fibre Optics Network

Request #
16038

Division: Infrastructure & Protective Services
Department: Infrastructure Management
Responsibility: Infrastructure Management Director

Budget Year: 2016
Category: New Initiative

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$65,000	Utility Reserve	One Time
Operating Impact		
$0		

Overview

Secure, reliable, and fast communications are critical to the operation of an integrated water distribution system. Fiber optics will create a direct high-speed, high-bandwidth hard-wired connection between control systems at the water tower, the reservoir pump houses, and the operations building.

A direct, hard-wired fiber optic line is more secure and reliable than the existing radio system and telephone lines, as well it allows more data to be moved. Remote monitoring can be improved, allowing better opportunity for troubleshooting and system adjustments. A more robust connection will ensure automated controls and adjustments continue to operate effectively.

New equipment, controls, and operating processes in the future will make increasing use of high-speed, high-bandwidth communications.

Options Considered

Existing telephone and radio systems could continue to be used. However, these systems have limited capacity to provide full remote access. Over time, as controls are upgraded, telephone lines and radio systems will become obsolete.

Deferring the project will result in loss of synergy with similar projects at other City facilities. The system will also not be positioned to take advantage of new technologies in the future.

Impact on Service Delivery

The lines would be dedicated to internal communications and data transfer. Better remote access options improve monitoring and troubleshooting, especially in emergency situations. Improved data transmission would enable operators to quickly access maps and on-line operating manuals from the pump stations and provide limited Wi-Fi access to City vehicles in the area.

Cancellation of redundant telephone lines once the system is installed will save $1,200 in 2017 and $1,300 in 2018.

Innovation

Fiber optics have proven to be a secure and reliable method of transmitting high volumes of data. As more variety of equipment integrate communications panels and micro-processors, the capacity of a facility to accommodate future innovations is important.

Life Cycle

The fiber optic data lines and conduit are anticipated to last greater than 25 years.

2016 Capital

Budget Request

Transfer Station Office Replacement

Request #
16039

Division:	Infrastructure & Protective Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Maintain
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Excellence in Governance

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$75,000	Utility Reserve	One Time
Operating Impact		
$0		

Overview

The Transfer Station Office houses the administrative component of the Transfer Station. It is used to control access to the point of sale section of the site. Staff receive money and direct users to the appropriate area for disposal of material. The office is also used to store station equipment including personal protective equipment, first aid supplies and small tools. It also houses a staff washroom and emergency shower.

The transfer station office trailer was installed in 1996 and is in year 19 of a 15 year life cycle. Mechanical systems have become unreliable and require replacement. The structural condition of the trailer has also deteriorated and retrofits are not cost effective. A new office will allow for improved working conditions and customer service while improving reliability.

Options Considered

Retrofit the existing trailer. Extensive rebuilding of the trailer would be required, resulting in costs similar to replacement with no improvement in the overall functionality of the office. This option is not recommended.

Impact on Service Delivery

A new office would improve layout and storage, providing improved operation and safety.

Life Cycle

The new office is anticipated to have a service life of 15 years. Life cycle and energy efficiency of fixtures and building materials will be considered to ensure that the structure meets its life expectancy.

Utilities Department

For 2016, Utilities is proposing revisions to it's fees and charges to reflect increases due to inflation and comparables within the Capital Region. Utilities is proposing new fees for cost recovery. The following are some fees being proposed:

- Various increased Fees
    - Wood Chips/Soil Charges
    - Water/Sewer Connection Permit
    - Various Water Rates
    - Sewer Back ups and Preventative Maintenance charges

- New Fees
    - Development Inspection
    - Construction Water Account
    - Statement of Utility Account
    - Subdivision Development Water
    - Various Transfer Station – Waste Disposal charges

Please see the following Utilities detailed Fees and Charges for further explanation of revisions.

Utilities

2016 Fees & Charges

Preliminary information subject to change. E&OM accepted

Notes		Description	GST Applicable	Unit of Measure	2015 *	2016 *
		** Fees and Charges exclude GST. Where taxable (T), GST is charged at point of sale.*	*Taxable = T Exempt = E*		Current	Proposed
	Department: Utilities					
		Wood Chips:				
1		- 1/2 Ton Load	T	each	$ 10.00	$ 9.52
2		- Tandem Load	T	each	$ 50.00	$ 51.43
3		- Delivery - Within Municipal Boundaries	T	each	$ 47.62	$ -
3		- Delivery - Outside Municipal Boundaries	T	one way - up to 25 km	$ 100.00	$ -
			T	per km over 25 km	$ 2.00	$ -
4		Screened Organic Soil:	T	per cubic meter	$ 10.00	$ 14.29
		Wood Chip and Soil Delivery:				
5		- Delivery - Within Municipal Boundaries	T	each	$ 47.62	$ 71.43
5		- Delivery - Outside Municipal Boundaries	T	one way - up to 25 km	$ 100.00	$ 142.86
			T	per km over 25 km	$ 2.00	$ 2.05
		Utility Fees - Water and Sewer Service Fees				
		Connection to Main:				
6		- Water / Sewer Connection Permit	E	each	$ 350.00	$ 360.00
		- Permit Deposit	E	per permit	$ 2,500.00	$ 2,500.00
7	New	- Development Inspection (Construction Completion/Final Acceptance)	E	per inspection	$ -	$ 500.00
		Account:				
		- Utility Account Application Fee	E	each	$ 25.00	$ 25.00
		- Service Deposit:				
		- Metered	E	per account	$ 75.00	$ 75.00
8		- Construction Water	E	per $1,000 in construction value	$ 1.00	$ -
8	New	- Construction Water Account	E	deposit per account	$ -	$ 200.00
9	New	- Hydrant Water Account	E	deposit per account	$ -	$ 200.00
		- Utility Bill Reprint	E	per bill	$ 10.00	$ 10.00
10	New	- Statement of Utility Account	E	per statement per Utility Account	$ -	$ 25.00
		- Bulk Water Account - After Hours Top Up *	E	per call	$ 400.00	$ 400.00
		**** 4:30pm to 10:00pm Monday to Friday, 8:00am to 10:00pm Saturday and Sunday***				
		Water - Meter and Curb Stop:				
		- Meter Installation Fee:				
5	New	- 5/8" Meter	E	per meter	$ -	$ 50.00
		- 3/4" to 1" Meter	E	per meter	$ 150.00	$ 150.00
		- Greater 1" Meter	E	per meter	$ 250.00	$ 250.00
3		- Remote Reading Meters Special Service Fee	E	per meter	$ 35.00	$ -
		- Damaged Meter	E	minimum charge	$ 300.00	$ 300.00
5		- Meter Bench Test Deposit	E	per test	$ 250.00	$ 295.00
		- Damaged Curb Stop	E	minimum charge	$ 500.00	$ 500.00
		- Raise / Lower Curb Stop Cap within 100mm, as feasible	E	per adjustment	$ -	$ -
11		- Shut Off Request, Including Reconnection	E	per request	$ 75.00	$ -
		Sewer - Sewer Back Ups and Preventative Maintenance:				
12		- Basic Service	E	each	$ 195.00	$ 200.00
12		- Video	E	per appointment	$ 100.00	$ 105.00
12		- Auger	E	per appointment	$ 125.00	$ 130.00
12		- Chemical Treatment	E	per appointment	$ 125.00	$ 130.00
12		- Line Locating, Sonde, Lateral Only	E	per appointment	$ 90.00	$ 93.00
12		- Emergency Service, Sewer Back Up	E	each	$ 550.00	$ 570.00
		Surcharge Fees: *				
		**** Applied in addition to any other Fees and Charges***				
13		- Service Request, Late Day / After Hours, Excludes Bulk Water *	E	per appointment	$ 150.00	$ -
14	New	- Same Day Reconnect due to Late Payment	E	per appointment	$ -	$ 90.00
13	New	- After Hours Water Disconnect / Reconnect *	E	per appointment	$ -	$ 180.00
13	New	- After Hours Meter Installation *	E	per appointment	$ -	$ 360.00
		**** 4:00pm 10:00pm Monday to Friday, 8:00am to 10:00pm Saturday and Sunday; reconnect must be within 3 hours of disconnect***				
		- Missed Appointment/ Site Not Ready for Meter *	E	per appointment	$ 200.00	$ 200.00
		**** Missed appointments may result in immediate disconnection of water***				
3		- Missed Appointment - Other Water Service	T	per appointment	$ 100.00	$ -

		Utility Fees - Water Rates				
		Fixed Rate:				
15		- Multi-Unit Residential - Common Meter	E	per unit, per month	$ 3.25	$ 3.50
15		- 62 series (5/8") Meter	E	per month	$ 3.25	$ 3.50
15		- 75 series (3/4") Meter	E	per month	$ 4.25	$ 4.75
15		- 100 series (1") Meter	E	per month	$ 8.25	$ 9.25
15		- 200 series (2") Meter	E	per month	$ 32.50	$ 36.50
15		- 300 series (3") Meter	E	per month	$ 75.00	$ 80.00
15		- 400 series (4") Meter	E	per month	$ 132.50	$ 145.00
15		- 600 series (6") Meter	E	per month	$ 300.00	$ 325.00
		Consumption Rate:				
15		- Water - Metered Account	E	cubic metre	$ 2.40	$ 2.43
15		- Bulk Water - Residential	E	cubic metre	$ 3.00	$ 3.05
15		- Bulk Water - Commercial	E	cubic metre	$ 3.25	$ 3.30
9	New	- Bulk Water - Hydrant	E	cubic metre	$ -	$ 3.43
16		- Construction Water - Residential	E	per unit, per month	$ 100.00	$ 75.00
16	New	- Construction Water - Multi-Unit / Commercial / Industrial	E	per month	$ -	$ 250.00
17	New	- Subdivision Development Water	E	per hectare	$ -	$ 500.00
		Utility Fees - Sewer Rates				
15		Fixed Rate	E	per month	$ 2.50	$ 3.25
15		Consumption Charge	E	per cubic metre of 100% water consumption	$ 1.85	$ 1.90
		Utility Fees - Solid Waste Rates				
		Solid Waste, Co-Mingled Recycle and Organics Collection				
18		- Residential Account - curbside	E	per month	$ 24.00	$ 25.00
19		- Multi-Unit Residential (Common Account), front-load bins	E	per unit, per month	$ 14.00	$ 15.00
		- Commercial or Institutional Account	E	per month	$ -	$ -
		Utility Penalties and Outstanding Balance Fees				
		Late Payment Penalty	E	on balance outstanding after due date specified on utility bill	2.50%	2.50%
		Disconnection Notice Issued	E	per notice	$ 30.00	$ 30.00
		Administration Fee for Disconnection due to Late Payment *	E	per disconnection	$ 75.00	$ 75.00
		Service Reconnection due to Disconnect for Late Payment or Bylaw Contravention*	E	per reconnection	$ 75.00	$ 75.00
		Transaction Fee to Transfer Outstanding Balance from Utility Account to Property Tax Account *	E	per transfer	$ 20.00	$ 20.00
		**** Outstanding balance must be paid in full***				
		Transfer Station - Waste Disposal Charges				
		Residential Household Waste: *				
		- Minimum Charge for Solid Waste Disposal	E	minimum	$ 5.00	$ 5.00
		- Loose Bags	E	per bag, up to 6 bags	$ 2.50	$ 2.50
20	New	- General Household Waste	E	per cubic metre	$ -	$ 20.00
21	New	- General Construction Debris	E	per cubic metre	$ -	$ 35.00
		**** Accepted only in limited quantity as space permits***				
		- Partial Load / Small Load	E	each	$ 20.00	$ -
		- Full Load	E	each	$ 35.00	$ -
		- Heaping Load	E	each	$ 50.00	$ -
		Furniture:				
22		- Small Furniture	E	per piece	$ 15.00	$ 10.00
22	New	- Medium Furniture	E	per piece	$ -	$ 15.00
		- Large Furniture, Includes Mattress and Box Spring Sets	E	per piece	$ 20.00	$ 20.00
23	New	- Large Appliances / White Goods	E	per piece	$ -	$ -
		Yard Waste				
23	New	- Branches, Brush, Stumps, and Christmas Trees	E	per cubic metre	$ -	$ -
23	New	- Grass Clippings, Leaf Waste, Plant Matter (excl. brush)	E	per cubic metre	$ -	$ -
		Tree Branches and Christmas Trees:				
24		- Large Loads, Greater than 1/2 Ton Pickup Truck Box	E	each	$ 10.00	$ -
		Propane, Butane, and Camp-Stove Gas:				
		- Bottles or Tanks, Maximum to 20lbs	E	each	$ -	$ -
24		- Excess of 5 Bottles or Tanks, Maximum to 20lbs	E	per additional bottle / tank	$ 2.00	$ -
		- Tanks in Excess of 20lbs	E	per tank	$ 5.00	$ 5.00
		Special Waste:				
23	New	- Paint, Tires, & Electronics *	E	each	$ -	
		**** Meeting Alberta Recycling program criteria***	E			
23	New	- Fluorescent Tubes, Bulbs, and Ballasts	E	each	$ -	$ -
23	New	- Batteries (all types, including car batteries)	E	each	$ -	$ -
23	New	- Smoke Detectors and Empty Fire Extinguishers	E	each	$ -	$ -
23	New	- Oil and Glycol	E	per litre	$ -	$ -
		Construction Waste *				
		**** 8 foot box***				
21		- Half Full 1/2 or 3/4 Ton Truck	E	each	$ 95.00	$ -
21		- Level Full 1/2 or 3/4 Ton Truck	E	each	$ 175.00	$ -
21		- Heaping Full 1/2 or 3/4 Ton Truck	E	each	$ 275.00	$ -
		Single Axle Truck, 1 Ton and Up:				
21		- Wood and General Construction Debris, Up to Full Box	E	each	$ 450.00	$ -
21		- Wood and General Construction Debris, Heaping Box	E	each	$ 550.00	$ -
21		- Shingles, Level Box	E	each	$ 575.00	$ -
21		- Shingles, Heaping Box	E	each	$ 700.00	$ -
		Tandem Axle Truck, 1 Ton and Up:				

21		- Wood and General Construction Debris, Up to Full Box	E	each	$ 1,000.00	$ -
21		- Wood and General Construction Debris, Heaping Box	E	each	$ 1,250.00	$ -
21		- Shingles, Level Box	E	each	$ 1,250.00	$ -
21		- Shingles, Heaping Box	E	each	$ 1,500.00	$ -

Notes	Description	Plan Request #
1	Adjusted to $10 when GST added - high number of cash transactions: improved efficiency (less time counting coins/making change)	43-0006
2	Increased for 3% inflation in wages	43-0006
3	Fee deleted due to redundancy	N/A - no net impact on revenue
4	Increased to $15 including GST to provide greater cost recovery	43-0006
5	Adjustment/new fees based on cost recovery of labour and equipment per projected 2016 wages and equipment rates	43-0006
6	Increased to match fee for Excavation Permit	41-0010
7	NEW fee to recover costs of subdivision development inspections	41-0010
8	Construction water account deposit changed from a variable deposit based on construction value to a flat deposit	N/A - no net impact on revenue
9	NEW deposit and water rate for use of a hydrant meter	41-0003
10	NEW fee to recover costs of providing printed summary of accounty history	12-0029
11	No charge fee added to clarify difference in disconnect/reconnect request vs reconnect due to shut-off for contravention	N/A - no net impact on revenue
12	Sewer maintenance program charges increased based on projected 3% increase in cost to City from vendor	42-0001
13	After hours service request split to define fees depending on service (bulk water, water connection, or meter installation)	41-0010
14	NEW fee for requesting water to be reconnected the same day as it was shut-off for non-payment	41-0010
15	Water & Sewer rates adjusted based on total budget, projected number of accounts, and projected water consumption	41-0003, 42-0005
16	Construction water rate split into separate rates for house construction and for apartments or commercial projects	41-0003
17	NEW fee for water consumed during subdivision development	41-0003
18	Based on 5% inflation for same service as 2015; mid-year rate adjustment may be necessary based on new contract	
19	Increase to cover cost of recycling service added to multi-unit sites and 5% inflation	
20	Truck load equivalents replaced with per cubic metre charge	43-0006
21	Construction waste charges reduced based on cost recovery and to keep fees in-line with comparable communities	43-0006
22	"Small Furniture" category split into "Small and Medium" furniture to keep fees in-line with comparable communities	43-0006
23	No charge fees added to define service	N/A - no net impact on revenue
24	Charges for extra branches or propane bottles eliminated to simplify transactions and improve service	43-0006

Parks, Open Spaces

25	Nominal increase to account for inflation, not noted in a plan request as the impact would not be worth changing, will analyze actuals in 2016 and make adjustments to revenue line item for 2017 if required.
26	Delivery fees have been calculated and the cost for delivery far exceeds what the City charges for this service. 20% increase not noted in a plan request as the impact would not be worth changing, will analyze actuals in 2016 and make adjustments to revenue line item for 2017 if required.
27	Cemetery fees have not increased since 2010. Upon benchmarking with neighbouring Municipalities - these increases do not bring the City on par with our neighbours but brings us closer. These fees will be gradually brought up over the next few years to bring the City in line with other Cemeteries - 20% increase for 2016.
28	Nominal increase to account for inflation, not noted in a plan request as the impact would not be worth changing, will analyze actuals in 2016 and make adjustments to revenue line item for 2017 if required.
29	This new deposit for a parks gate lock key is required due to landscapers, etc. not returning or losing Parks Gate Lock Keys - it would be a refundable deposit.

Taking Care
of Business

2016-2025 Capital Plan Overview

The 2016-2025 Capital Plan is the multi-year plan for investing in long term assets and consists of two components: the approval of the 2016 Capital Budget and 10 year capital plan. The City of Fort Saskatchewan has a responsibility to ensure that the City's infrastructure meets the needs of the community both now and in the future. The 2016 Capital Budget reflects good planning, proactive maintenance and purchases to accommodate growth. Also, it ensures that appropriate service levels are maintained in the upcoming year(s).

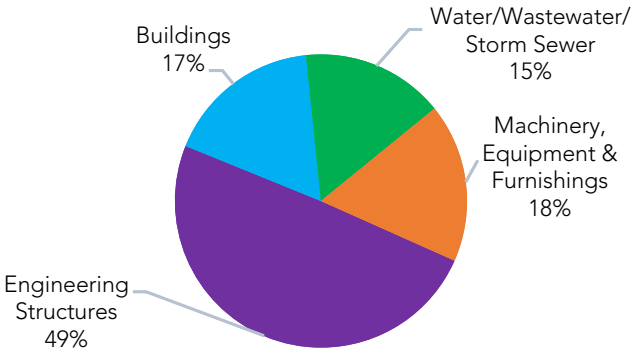
The 10 Year Capital Plan provides an investment plan for aging tangible capital assets that require maintenance or replacement and construction of new public facilities and infrastructure. This is similar to planning to replace your vehicle in the next three years or to renovate your home in five years. Long-term planning allows the City to tailor projects to the changing needs of the community while managing its finances. Although, the 10 Year Capital Plan is included in the budget document, Council must approve the first year of the plan annually. **The 10 Year Capital Plan does not include projects from the Recreation and Parks Master Plan or the Growth Study. However, the 10 Year Capital Plan will be adjusted if projects from the Recreation and Parks Master Plan are approved.**

The major tangible capital asset categories are:

- Buildings
- Engineering Structures
- Furnishings
- Land
- Machinery
- Vehicles
- Water/Waste Water/Storm Systems

The 2016 capital budget is $10,068,500 as categorized below. **Details of each capital budget request are located within the department budget areas.**

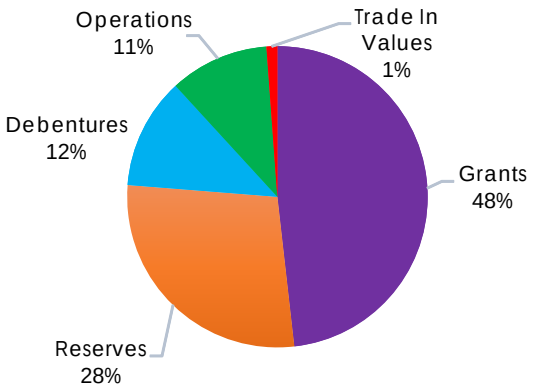
Capital Budget Asset Categories		2016
Engineering Structures	$	4,980,200
Buildings		1,735,000
Water/Wastewater/Storm Sewer		1,590,000
Machinery, Equipment & Furnishing		1,763,300
Total		$ 10,068,500



As shown on the previous page, most of the 2016 Capital Budget is being invested in Engineering Structures (49%), Buildings (17%), Waste/Wastewater/Storm Sewer (15%) and Machinery, Equipment and Furnishings (18%). This includes major projects such as Local Road and Neighbourhood Rehabilitation ($4.5mil), Sewer Service Relines ($1.2mil), City Hall Space Development ($850K), Fort Heritage Precinct Site Enchantments ($750K) and Fort Heritage Precinct Accessibility ($415K).

The 2016 Capital Plan is fully funded as shown below:

Capital Budget Funding Source	2016
Grants	$ 4,853,200
Reserves	2,824,600
Debentures	1,200,000
Operations	1,073,700
Trade In Values	117,000
Total	**$10,068,500**



The City is fortunate to receive Federal and Provincial grants which will fund 49% of the City's 2016 Capital Budget. The remainder will be funded through reserves (27%), debentures (12%), operations (11%) and trade-in values (1%).

Grants Funding – eligible projects may be funded from Federal or Provincial grants. Grant funds are used prior to municipal funding sources. The $4,853,200 in grant funding within the 2016 Capital Budget is made up from the following grants: Federal Gas Tax ($1.4mil), Municipal Sustainability Initiative (MSI) ($3.2mil) and Canada 150 ($207K).

Reserve Funding – the City uses reserves to fund some capital projects as they are a source that is most flexible in funding capital projects. Specific reserves have been built over time to ensure a sustainable funding source for annual programs; such as the equipment replacement reserves. All other sources of funding options must be explored for availability and eligibility prior to using reserve funding.

Debentures – debt is one tool the City uses to finance large capital expenditures. This option allows the City to deal with growth pressures and some accumulation of aging infrastructure rehabilitation work. Alberta Capital Finance Authority (ACFA) is a provincial authority that acts as a lender to the City. Unlike personal or business loans, interest rates for the City are fixed for the full life of the loan.

Operations – the annual operating budget includes a fixed amount to fund the cost of capital projects that are relatively small scale or are for short-lived improvements. Sources of operation funding are from municipal taxes, user fees, fines, etc.

Trade In Values – trade in values are established by a 3rd party at the time of trading in a particular piece of equipment or vehicle. The funds received are applied to the cost of purchasing the replacement.

Operating Impact of Capital

The 2016 operating budget includes net expenditures of $338K in order to deal with the operating impacts from capital projects. Certain capital projects produce operating impacts such as maintenance, additional staffing, utilities, supplies, contracted services, debt repayments, etc. The operating impacts are identified in the respective capital budget requests, as applicable.

Following is the 2016 Capital Budget summary by asset categories and funding sources; as well as the 10 Year Capital Plan.

City of Fort Saskatchewan

2016 Capital Summary - Asset Categories

	Capital Budget	Operating Impact
Engineering Structure		
15014 Southfort Meadows Park Amenities	-	50,200
16001 Canada 150 Grant Fort Heritage Precinct Accessibility	415,200	26,000
16017 Local Road Rehabilitation	2,600,000	-
16019 Neighbourhood Rehabilitation	1,900,000	-
16038 Water Reservoirs - Fiber Optics Network	65,000	-
Total Engineering Structure	4,980,200	76,200
Buildings		
15021 Fort Phase 4 - Small Amenities	60,000	9,500
16002 Fort Heritage Precinct Site Enhancements	750,000	82,600
16021 City Hall Space Development	850,000	40,300
16039 Transfer Station - Office Replacement	75,000	-
Total Buildings	1,735,000	132,400
Water/Wastewater/Storm Systems		
15032 Sewer Service Reline	-	134,615
16020 Sewer Service Relines	1,200,000	-
16037 Water Meters - Radio Read Upgrades	390,000	-
Total Water/Wastewater/Storm Systems	1,590,000	134,615
Machinery & Equipment		
15026 High Profile Toro 5990 Mower	-	12,000
16006 Replace Brush Chipper	40,000	-
16007 Replace Bobcat Skidsteer	101,000	-
16009 JRC and DCC Zamboni Replacement	230,000	-
16010 Computer Equipment Replacement	116,300	-
16012 Parks - Compact Municipal Tractor	135,000	3,000
16013 Play Area Lifecycle Program - JD McLean Park	130,000	-
16014 Gear Washer Replacement	16,000	-
16016 Computer Network Infrastructure	330,000	-
16018 Computer Hardware/Software New Acquistions	195,000	-
16033 Project Management Software	100,000	-
16036 New Intersection Safety Device Camera installation	222,500	(45,000)
16040 Snow Blower for Snow Hauling	117,500	20,500
Total Machinery & Equipment	1,733,300	(9,500)
Furnishings		
16027 Theatre Stage Risers	30,000	-
Total Furnishings	30,000	-
Vehicles		
15027 Animal Control Vehicle	-	4,500
Total Vehicles	-	4,500
Total Asset Classification	**10,068,500**	**338,215**

2016 Capital Summary

	Grant Funding	Reserve Funding	Debenture Funding	Funding from Operations	Funding from Trade-In	Total	Operating Impact
15014 Southfort Meadows Park Amenities						-	50,200
15021 Fort Phase 4 - Small Amenities		60,000				60,000	9,500
15026 High Profile Toro 5990 Mower						-	12,000
15027 Animal Control Vehicle						-	4,500
15032 Sewer Service Reline						-	134,615
16001 Canada 150 Grant Fort Heritage Precinct Accessibility	415,200					415,200	26,000
16002 Fort Heritage Precinct Site Enhancements		726,200		23,700		749,900	82,600
16006 Replace Brush Chipper		35,000			5,000	40,000	-
16007 Replace Bobcat Skidsteer		9,000			92,000	101,000	-
16009 JRC and DCC Zamboni Replacement		210,000			20,000	230,000	-
16010 Computer Equipment Replacement		116,300				116,300	-
16012 Parks - Compact Municipal Tractor				135,000		135,000	3,000
16013 Play Area Lifecycle Program - JD McLean Park				130,000		130,000	-
16014 Gear Washer Replacement		16,000				16,000	-
16016 Computer Network Infrastructure		180,000		150,000		330,000	-
16017 Local Road Rehabilitation	2,600,000					2,600,000	-
16018 Computer Hardware/Software New Acquistions				195,000		195,000	-
16019 Neighbourhood Rehabilitation	988,000	912,000				1,900,000	-
16020 Sewer Service Relines			1,200,000			1,200,000	-
16021 City Hall Space Development	850,000					850,000	40,300
16027 Theatre Stage Risers		30,000				30,000	-
16033 Project Management Software				100,000		100,000	-

2016 Capital Summary

	Grant Funding	Reserve Funding	Debenture Funding	Funding from Operations	Funding from Trade-In	Total	Operating Impact
16036 New Intersection Safety Device Camera installation				222,500		222,500	(45,000)
16037 Water Meters - Radio Read Upgrades		390,000				390,000	-
16038 Water Reservoirs - Fiber Optics Network		65,000				65,000	-
16039 Transfer Station - Office Replacement		75,000				75,000	-
16040 Snow Blower for Snow Hauling				117,500		117,500	20,500
Total	**4,853,200**	**2,824,500**	**1,200,000**	**1,073,700**	**117,000**	**10,068,400**	**338,215**

10 Year Capital Plan

	Funding Source	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Buildings												
15021 Fort Phase 4 - Small Amenities	Reserve	60,000										60,000
16002 Fort Heritage Precinct Site Enhancements	Reserve & Operations	750,000										750,000
16021 City Hall Space Development	Grant	850,000										850,000
16039 Transfer Station - Office Replacement	Reserve	75,000										75,000
17014 Design/Construction of Fire Station	Debt		300,000	5,000,000								5,300,000
17032 Animal storage outbuilding	Operations		75,000									75,000
20003 ReplaceYellow Tent with Metal Shed	Operations					500,000						500,000
23006 Museum Building Acquisition	Community Contributions								160,000			160,000
Total Buildings		**1,735,000**	**375,000**	**5,000,000**		**500,000**			**160,000**			**7,770,000**
Engineering Structure												
16001 Canada 150 Grant Fort Heritage Precinct Accessibility	Grant	415,200										415,200
16017 Local Road Rehabilitation	Grant	2,600,000										2,600,000
16019 Neighbourhood Rehabilitation	Reserve/ Grant	1,900,000										1,900,000
16038 Water Reservoirs - Fiber Optics Network	Reserve	65,000	72,500									137,500
17002 Southfort Drive Widening - Allard Way to Greenfield Way	Developer Levies		1,750,000									1,750,000
17019 Local Road Rehabilitation	Grant		2,600,000									2,600,000
17020 Neighbourhood Rehabilitation	Reserve/ Grant		2,000,000									2,000,000
17022 Clover Park Secondary Access	Grant		200,000									200,000
18004 112 Street Widening	Grant			2,500,000								2,500,000
18017 94 St Widening Ph 1 (Southfort - Sienna Gate)	Developer Levies			2,850,000								2,850,000
18018 7500 Cubic Meter Reservoir and Pump House Medium Industrial	Developer Levies			13,200,000								13,200,000
18021 Entrance Signs - Highway Urbanization	Operations			600,000								600,000
18024 Local Road Rehabilitation	Grant			2,600,000								2,600,000
18025 Neighbourhood Rehabilitation	Reserve/ Grant			2,100,000								2,100,000
18035 Southfort Dr Widening Ph 5 (Greenfield to 84 St)	Developer Levies			2,600,000								2,600,000
19007 Local Road Rehabilitation	Grant				2,700,000							2,700,000
19008 Neighbourhood Rehabilitation	Reserve/ Grant				2,200,000							2,200,000
19013 119 Street Highway Intersection	Developer Levies				2,500,000							2,500,000
20013 Replace 100 Ave Ross Creek Bridge / Culvert	Grant					1,750,000						1,750,000
20016 Southfort Drive Widening - 84 Street to Southfort Blvd	Developer Levies					1,500,000						1,500,000

10 Year Capital Plan

	Funding Source	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
20018 Traffic Lights - 108 Street and 99 Avenue	Reserve/ Operations					300,000						300,000
20019 Local Road Rehabilitation	Grant					2,700,000						2,700,000
20020 Neighbourhood Rehabilitation	Reserve/ Grant					2,300,000						2,300,000
21010 Southfort Boulevard Widening - Hwy 21 to Southfort Drive	Developer Levies						2,500,000					2,500,000
21011 Local Road Rehabilitation	Grant						2,700,000					2,700,000
21012 Neighbourbood Rehabilitation	Reserve/ Grant						2,400,000					2,400,000
22004 94 Street Widening - Sienna Gate to 87 Avenue	Developer Levies							2,800,000				2,800,000
22007 Local Road Rehabilitation	Grant							2,700,000				2,700,000
22008 Neighbourhood Rehabilitation	Reserve/ Grant							2,500,000				2,500,000
23004 Neighbourhood Rehabilitation	Reserve/ Grant								2,600,000			2,600,000
23007 Southfort Drive Widening Southfort Blvd to Southridge Blvd	Developer Levies								2,200,000			2,200,000
23009 Road Rehabilitation	Grant								2,750,000			2,750,000
24003 Neighbourhood Rehabilitation	Reserve/ Grant									2,600,000		2,600,000
24004 Road Rehabilitation	Grant									2,800,000		2,800,000
25006 Veterans Way Corridor Widening - 6 Lanes	Grant										2,400,000	2,400,000
25007 94 Street Widening - 87 Avenue +800 m to South	Developer Levies										2,800,000	2,800,000
25008 Neighbourhood Rehabilitation	Reserve/ Grant										2,600,000	2,600,000
25009 Road Rehabilitation	Grant										2,850,000	2,850,000
Total Engineering Structure		**4,980,200**	**6,622,500**	**26,450,000**	**7,400,000**	**8,550,000**	**7,600,000**	**8,000,000**	**7,550,000**	**5,400,000**	**10,650,000**	**93,202,700**
Furnishings												
16027 Theatre Stage Risers	Reserve	30,000										30,000
20010 Theatre Stage Floor	Reserve					100,000						100,000
Total Furnishings		**30,000**				**100,000**						**130,000**
Land												
19004 Startegic Land Purchase	Reserve				3,000,000							3,000,000
Total Land					**3,000,000**							**3,000,000**
Machinery & Equipment												
16006 Replace Brush Chipper	Reserve/ Trade-In	40,000										40,000
16007 Replace Bobcat Skidsteer	Reserve/ Trade-In	101,000										101,000
16009 JRC and DCC Zamboni Replacement	Reserve/ Trade-In	230,000										230,000

10 Year Capital Plan

	Funding Source	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
16010 Computer Equipment Replacement	Reserve	116,300										116,300
16012 Parks - Compact Municipal Tractor	Operations	135,000										135,000
16013 Play Area Lifecycle Program - JD McLean Park	Operations	130,000										130,000
16014 Gear Washer Replacement	Reserve	16,000										16,000
16016 Computer Network Infrastructure	Reserve/ Operations	330,000										330,000
16018 Computer Hardware/Software New Acquistions	Operations	195,000										195,000
16033 Project Management Software	Operations	100,000										100,000
16036 New Intersection Safety Device Camera installation	Operations	222,500										222,500
16040 Snow Blower for Snow Hauling	Operations	117,500										117,500
17006 Replace (2) Front Mount Mowers	Reserve/ Trade-In		90,000									90,000
17008 Replace 455 Tractor Mowers	Reserve/ Trade-In		51,000									51,000
17009 Replace Backhoe	Reserve/ Trade-In		150,000									150,000
17010 Replace Shop Washer	Reserve/ Trade-In		12,000									12,000
17012 Breathing Air Compresser	Reserve		75,000									75,000
17013 Play Area Lifecycle Program - Kinsmen Park	Operations		130,000									130,000
17015 Replace Bobcat Skidsteer	Reserve/ Trade-In		45,000									45,000
17017 Light Mixing Console Replacement	Reserve		21,100									21,100
17023 Computer Equipment Replacement	Reserve		150,200									150,200
17024 Computer Network Infrastructure	Reserve/ Operations		294,500									294,500
17025 Replace Loader	Reserve/ Trade-In		224,000									224,000
17026 Replace Angle Blade - 1996 Snow Plow Attachment	Reserve/ Trade-In		18,000									18,000
17027 Replace Freightliner & Attachments	Reserve/ Trade-In		199,000									199,000
17028 Computer Hardware/Software New Acqusitions	Reserve/ Operations		288,000									288,000
17031 New Photo Laser Camera Unit	Operations		30,000									30,000
18001 Play Area Lifecycle Program -Turner Park Structures	Operations			130,000								130,000
18002 Theatre Dimmer System	Reserve			80,000								80,000
18005 Replace 455 Lawn Mower	Reserve/ Trade-In			17,000								17,000
18006 Replace Smooth Drum Roller	Reserve/ Trade-In			90,000								90,000
18007 Replace 5-ton and Attachments	Reserve/ Trade-In			209,000								209,000
18009 Replace 2006 1 Ton Dump Truck	Reserve/ Trade-In			65,000								65,000

10 Year Capital Plan

	Funding Source	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
18010 Replace Parks Gator	Reserve/ Trade-In			18,000								18,000
18012 Replacement Vic. Camera System	Reserve			50,000								50,000
18013 Replace Telephone Recording system	Reserve			25,000								25,000
18014 Photo Laser Replacement	Reserve			40,000								40,000
18015 Replace JD Lawn Mower	Reserve/ Trade-In			18,000								18,000
18016 Jungle Gym in Fitness Area	Reserve			20,000								20,000
18019 Replace Bobcat Skidsteer	Reserve/ Trade-In			45,000								45,000
18020 Computer Equipment Replacement	Reserve			187,000								187,000
18032 Computer Network Infrastructure	Reserve/ Operations			222,500								222,500
18033 Computer Hardware/Software New Acqusitions	Reserve/ Operations			138,000								138,000
19003 Replace Front Mount Mowers	Reserve/ Trade-In				90,000							90,000
19005 Replace Bobcat Skidsteer	Reserve/ Trade-In				50,000							50,000
19006 House Speakers Replacement	Reserve				175,000							175,000
19011 Computer Equipment Replacement	Reserve				113,775							113,775
19012 Computer Network Infrastructure	Reserve				100,000							100,000
19017 Computer Hardware/Software New Acquisitions	Reserve/ Operations				140,775							140,775
20001 Replace Intersection Safety Camera System	Reserve					204,000						204,000
20006 Replace Aerator	Reserve/ Trade-In					10,000						10,000
20007 Replace Three (3) High Profile Mowers	Reserve/ Trade-In					54,000						54,000
20008 Replace Street Sweeper	Reserve/ Trade-In					180,000						180,000
20009 Replace Vacuum	Reserve/ Trade-In					20,000						20,000
20011 Play Area Life Cycle Program - Elks Park (Alex's Playground)	Operations					130,000						130,000
20017 Replace Bobcat Skidsteer	Reserve/ Trade-In					65,000						65,000
21001 Replace Bobcat Skidsteer	Reserve/ Trade-In						65,000					65,000
21002 Replace Front Mount Mowers (2)	Reserve/ Trade-In						90,000					90,000
21003 Replace Steam Trailer	Reserve/ Trade-In						20,000					20,000
21004 Replace Wheel Loader	Reserve/ Trade-In						180,000					180,000
21005 Replace Wide Area Mowers (3)	Reserve/ Trade-In						180,000					180,000

10 Year Capital Plan

	Funding Source	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
21006 Replace Wide Area Water Cannon	Reserve/ Trade-In						16,000					16,000
21009 Replace Boulevard Mower	Reserve/ Trade-In						21,000					21,000
22001 Sound Mixing Console Replacement	Reserve							90,000				90,000
22003 Replace Bobcat Skidsteer	Reserve/ Trade-In							50,000				50,000
22009 Theatre Projector	Reserve							15,900				15,900
23003 Rescue Boat Replacement	Reserve								50,000			50,000
24001 Radio System Replacement	Reserve									450,000		450,000
25002 Self Contained Breathing Apperatus Replacement	Reserve										400,000	400,000
Total Machinery & Equipment		**1,733,300**	**1,777,800**	**1,354,500**	**669,550**	**663,000**	**572,000**	**155,900**	**50,000**	**450,000**	**400,000**	**7,826,050**
Vehicles												
17003 Automatic Vehicle Location Equipment	Operations		38,000									38,000
17004 Replace 2005 3/4 Ton Chevy Truck	Reserve/ Trade-In		35,000									35,000
17005 Replace Car - Planning	Reserve/ Trade-In		25,000									25,000
17007 Replace 1/4 ton truck	Reserve/ Trade-In		25,000									25,000
17011 New Half Ton Facility Truck	Operations		35,000									35,000
17016 Replace Kubota RTV 1100	Reserve		25,000									25,000
17029 Unit 4 Inspection Vehicle	Reserve		20,000									20,000
17033 New Municipal Enforcement Vehicle	Operations		55,000									55,000
18003 Replace 1-Ton Utility	Reserve/ Trade-In			105,000								105,000
18008 Replace Escape Hybrid	Reserve/ Trade-In			32,000								32,000
18011 Pump 8 Replacement	Reserve/ Trade-In			800,000								800,000
19002 Replace 2007 Chev 1/2 Ton	Reserve/ Trade-In				35,000							35,000
20004 Replace 1Ton Utilities Truck	Reserve/ Trade-In					105,000						105,000
20005 Replace Dodge Dakota Utilities Truck	Reserve/ Trade-In					33,000						33,000
21007 Replace 2009 3/4 Ton	Reserve/ Trade-In						35,000					35,000
21008 Replace Water Truck	Reserve/ Trade-In						75,000					75,000
22002 Pump 9 Replacement	Reserve							850,000				850,000
22005 Replace By-law Half Ton Crew Cab	Reserve/ Trade-In							55,000				55,000
25001 Pump 3 Replacement	Reserve										850,000	850,000
Total Vehicles		**-**	**258,000**	**937,000**	**35,000**	**138,000**	**110,000**	**905,000**			**850,000**	**3,233,000**

10 Year Capital Plan

	Funding Source	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Water/Wastewater/Storm Systems												
16020 Sewer Service Relines	Debt	1,200,000										1,200,000
16037 Water Meters - Radio Read Upgrades	Reserve	390,000	240,000	80,000								710,000
17001 1200mm Storm Trunk Outfall MH7 to MH5 Medium Industrial	Developer Levies		2,700,000									2,700,000
17021 Sewer Service Relines	Reserve		1,200,000									1,200,000
18022 450mm Water Feeder to Upper Triangle-Medium Industrial	Developer Levies			1,600,000								1,600,000
18023 Ross Creek Sanitary Trunk Twining - Medium Industrial	Developer Levies			1,500,000								1,500,000
18026 Water and Sewer Main Relining	Reserve			1,500,000								1,500,000
18036 900mm Sanitary Trunk Medium Industrial	Developer Levies			1,200,000	1,200,000	1,200,000	1,200,000					4,800,000
18038 Southfort Drainage Parkway 1 Yorkville Ditch	Developer Levies			3,200,000								3,200,000
19009 Water Main Reline Program	Reserve				1,500,000							1,500,000
19019 1200mm Storm Trunk Outfall MH7 to MH5 Medium Industrial	Developer Levies				2,700,000							2,700,000
19020 1350mm Storm Trunk Outfall - Medium Industrial	Developer Levies				2,500,000							2,500,000
20002 Water Main Reline Program	Reserve					1,500,000						1,500,000
20014 675mm Storm Trunk MH5 to MH1 Medium Industrial	Developer Levies					3,300,000						3,300,000
20015 750 mm Sanitary Trunk - Medium Industrial	Developer Levies					1,200,000						1,200,000
21013 Water Main Reline Program	Reserve						1,600,000					1,600,000
22006 Water Main Reline Program	Reserve							1,600,000				1,600,000
23005 Water Main Reline Program	Reserve								1,700,000			1,700,000
24005 Water Reline Program	Reserve									1,800,000		1,800,000
25010 Water Reline Program	Reserve										1,800,000	1,800,000
Total Water/Wastewater/Storm Systems		**1,590,000**	**4,140,000**	**9,080,000**	**7,900,000**	**7,200,000**	**2,800,000**	**1,600,000**	**1,700,000**	**1,800,000**	**1,800,000**	**39,610,000**
Total Asset Classification		**10,068,500**	**13,173,300**	**42,821,500**	**19,004,550**	**17,151,000**	**11,082,000**	**10,660,900**	**9,460,000**	**7,650,000**	**13,700,000**	**154,771,750**

Grants to Organizations Overview

The City of Fort Saskatchewan supports various community non-profit groups, organizations, boards and committees. Financial support is categorized as Grants to Organizations in the annual budget. Grant-in-kind support to community organizations has also been provided as information; along with non-financial support which is provided through various agreements and contracts.

Financial Support

The majority (79%) of the City's financial Grants to Organizations supports the Fort Saskatchewan Public Library's day-to-day operations. The remaining Grants to Organizations, in large part, supports Special Transportation Support Services, Families First, the Boys and Girls Club and the Volunteer Programs Association.

The attached Grants to Organizations summary report provides details of $1,467,293 in financial support proposed for the 2016 budget.

Grant-in-Kind Support

For 2016, we have included organizations who do not receive financial funding from the City, but receive grant-in-kind support. These organizations include: Families First Society for the old RCMP building maintenance, Pioneer House Club 50 for the Pioneer House building maintenance, Scouts and Guides Hall for building maintenance and the Fort Saskatchewan Public Library for building maintenance and financial services.

The attached Grants to Organizations summary report provides details of $115,963 in grant-in-kind support proposed for the 2016 budget.

Non-financial Support

The attached Community Groups/Organization Leases report provides information on the City's current lease agreements with community groups and organizations. Non-financial support for these community groups and organizations varies from minimal rental rates to market value rates for the use of City owned property and/or buildings.

Grants to Organization Summary

	2015 Approved	2016 Proposed	Notes
Financial Support			
Office of the City Manager	**10,952**	**12,452**	
North Saskatchewan Watershed	10,952	12,452	Budget Request 12-0078
Culture Services Department	**1,028,912**	**1,090,141**	
Canada Day Committee	8,400	8,400	
Fort Saskatchewan Public Library	1,019,512	1,080,741	Budget Request 74-0002
Historical Society - Peoples of the North Festival	1,000	1,000	
Economic Development Department	**5,000**	**5,000**	
Downtown Business Council	5,000	5,000	
Family & Community Support Services Department	**302,300**	**303,700**	
Boys and Girls Club	39,400	39,400	
Families First - Family Violence Prevention Program	80,000	80,000	
Legion - Meals on Wheels	1,000	1,000	
Special Transportation Services Society (STSS)	138,800	138,800	
Volunteer Programs Association	43,100	44,500	
Infrastructure Management Department	**28,000**	**28,000**	
Fort Sask. Prairie Garden	3,000	3,000	
School Playgrounds	25,000	25,000	
Planning & Development Department	**10,000**	**10,000**	
River Valley Alliance	10,000	10,000	
Recreation Department	**15,000**	**18,000**	
Minor Sports Assoc. - Ice Allocator	10,000	10,000	
Nordic Ski Club	5,000	8,000	Budget Request 72-0083
Total Grant to Organizations	**1,400,164**	**1,467,293**	
** **Grant-in-kind Support**			
Families First Facility Maintenance	-	39,625	Budget Request 72-0049
Fort Saskatchewan Public Library	62,538	62,538	
Pioneer House Club 50	10,800	10,800	
Scouts & Guides Hall	3,000	3,000	
Total Grant-in Kind Support	**76,338**	**115,963**	
Grand Total	**1,476,502**	**1,583,256**	

**Grant-in-kind Support - the budget is part of the base budget and continues to be ongoing, unless otherwise indicated by a budget request.

CITY OF FORT SASKATCHEWAN

Community Groups / Organizations Leases

Lessee/Licensee	Type of Lease	Rent (Annually)	Background Information
Fort Saskatchewan Boys & Girls Club	Land in Jubilee Park for the Boys & Girls Club	$10.00 (one-time payment).	Lessee responsible for all utilities.
Fort Saskatchewan Boys & Girls Club	Mobile Concession	$10.00 (one-time payment)	The Club operates a mobile concession in Pryce Alderson Park to service customers at the Kinsmen Spray Park.
Fort Saskatchewan Chamber of Commerce	Portion of CN Station	$7,504.31 / year	City responsible for utilities. City looks after the maintenance of building/space.
Fort Saskatchewan Chiefs Hockey Club	Liquor Sales at the Jubilee Recreation Centre in Skybox	$1.00 (one-time payment)	Chiefs are authorized to sell beer and coolers at their games.
Fort Saskatchewan Golf & Curling Club Ltd.	Land for Fort Saskatchewan Golf Course and Curling Rink	$1.00 (one-time payment)	Club responsible for all utilities, municipal taxes, maintenance and repairs of Golf Course Club House and Curling Rink.
Fort Saskatchewan Historical Society	Warden's House	Tenant agrees to pay rent via work in kind and support to capital projects.	
Fort Saskatchewan Lions Club	Lease of campground in Turner Park.	$10.00 / year	
Fort Saskatchewan Lions Club	99 Avenue Digital Sign	$10.00 / year	Lions Club maintains the operation of the sign.

Lessee/Licensee	Type of Lease	Rent (Annually)	Background Information
Fort Saskatchewan Minor Baseball	Maintenance support for City owned baseball diamonds	$6,800 / year (paid to the organization)	Organization performs maintenance to specified fields in exchange for payment from the City.
Fort Saskatchewan Minor Sports Association	Batting Cage (Jubilee Park)	$1.00 (one-time payment)	MSA responsible for maintenance.
Fort Saskatchewan Minor Sports Association	Operate food concession services at the Jubilee Recreation Centre	$1,630.00	JRC Concession lease was renewed for one year term only: Sept 1, 2014 to August 31, 2015. MSA Board is determining whether to renew for another 3 year term. This agreement is currently under re-negotiation. MSA will no longer be operating food concession services at the Sportsplex.
Fort Saskatchewan Minor Sports Association	Portion of Jubilee Recreation Centre (former Volunteer Action Centre Offices)	$7,633. 99 / year	
Fort Saskatchewan Mixed Slow-pitch Association	Dow Slow-pitch Fields	$1.00 / year	The Association is responsible of operation and maintenance of the fields. The agreement was on hold for a number of years because the status of the land was under review. The agreement is currently being re-negotiated.
Fort Saskatchewan Nordic Ski Club	Track Setting and Grooming of Cross-Country Ski Trails	2012 - $4,000.00 2013 - $5,000.00 2014 - $5,000.00 2015 - $5,000.00 Financial assistance to off-set gas for equipment, etc.	As per the agreement and in recognition of the Club's volunteer efforts, the City may consider financial compensation for the costs associated with providing cross-country ski trails. The Club will be required to present their request to City Administration through the annual budget planning process.

Lessee/Licensee	Type of Lease	Rent (Annually)	Background Information
Fort Saskatchewan Pottery Guild	DCC space	$4,793.80 for the first year, $4,915.16 for the second year, $5,097.20 for the third year, $5,218.57 for the fourth year, and $5,370.27 for the fifth year.	Pottery Guild responsible for utilities: $5,700.00 for the first year, $5,700.00 for the second year, $5,900.00 for the third year, $5,900.00 for the fourth year, and $6,100.00 for the fifth year.
Fort Saskatchewan Tennis Club Association	Lease Agreement	$10.00 / year	
Fort Saskatchewan Nordic Ski Club	West River's Edge Pavilion (rental of bottom portion)	$3,500.00 / year	The Club pays $500/month for the space that also includes shared storage of the garage. The lease also includes 22 day events upstairs, which they pay $25/hr. for a custodian to set up, take down and clean.
Pioneer House Club 50	Pioneer House Operation	The City financed the 1993 expansion project to a maximum of $130,000.00 for exchange of ownership of the building. The City owns Pioneer House.	The Club is responsible for all utilities, including telephone, routine maintenance and grounds maintenance. The Club rents out the facility for income. City is also responsible for some grounds maintenance and municipal taxes.
Riverside Building Management Association	Building Lease for Scout/Girl Guide Hall (former outdoor pool building)	$1.00 (one-time payment)	Lessee responsible for utility costs in excess of $6,000 per annum and all telephone costs.
Royal Canadian Legion, Branch 27	Portion of Legion Building	$10.00 /year	The Legion is responsible for all utility costs at 35% proportionate share allocated to the building including insurance. A grant equivalent to the annual property taxes continuing for as long as the Legion is administering the Meals on Wheels Program, subject to the annual budget approval process. The Legion also uses the Ortona Room (second Monday of each month) and the Normandy Room (Remembrance Day Ceremony) at no charge.

2016 Operations

Budget Request

North Saskatchewan Watershed Alliance

Request #
12-0078

Division:	Office of City Manager	**Budget Year:**	2016
Department:	City Manager	**Category:**	Growth
Responsibility:	City Manager		

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$1,500	Operations	Ongoing

Overview

A watershed requires ecological integrity as the foundation for all environmental, cultural, social, and economic decision-making. Actions taken and policies implemented will result in the wise use and management of the North Saskatchewan River Watershed (NSWA) in Alberta. The NSWA, a multi-stakeholder partnership comprises over 100 members – both individual and organizations – with interests in the North Saskatchewan River watershed. NSWA members include: municipalities; federal and provincial governments; aboriginal communities; industries; utilities; agriculture producer groups; environment and conservation groups; recreation, culture and tourism groups; education and research institutions; and individual citizens.

In 2011 an Integrated Watershed Management Plan (IWMP) for the North Saskatchewan River basin was developed. This plan was a major undertaking and is aimed at protecting the long-term supply and quality of water resources for future generations.

Options Considered

During the 2015 budget deliberations, Council discussed not providing the grant. However, providing it allows the City to take advantage of the expertise of this external organization. In doing so, the City indirectly participates in the success of watershed management in supporting ongoing investigation of

source water protection. Also, the City does not have the resources or expertise to develop a watershed plan.

Historical Trends

Fort Saskatchewan's yearly population estimations (often calculated for budget preparation prior to annual census) are projected at a 3.5% increase. The grant is $.50 per capita.

2014 – actual 22,808 x (.50 per capita) = $11,404

2015 – actual 24,040 x (.50 per Capita) = $12,020 … **but was budgeted for only $11,000**

2016 – 3.5% estimate increase of 24,040 = 24,880 x (.50 per Capita) = $12,440

2016 Operations

Budget Request

North Saskatchewan Watershed Alliance

Request #
12-0078

Division:	Office of City Manager	**Budget Year:**	2016
Department:	City Manager	**Category:**	Growth
Responsibility:	City Manager		

Corporate Strategic Plan: Position for Growth

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$1,500	Operations	Ongoing

Overview

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2016 – 3.5% estimate increase of 24,040 = 24,880 x (.50 per Capita) = $12,440

2016 Operations

Budget Request

Families First Facilities Maintenance Grant

Request #
72-0049

Division:	Infrastructure and Community Services	**Budget Year:**	2016
Department:	Infrastructure Management	**Category:**	Committed
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$39,625	Operations	Ongoing

Overview

The RCMP have relocated from the old RCMP building to the new RCMP building. The building maintenance budget of the old RCMP building has transferred to the new RCMP building. On October 28, 2014 Council moved that the old RCMP building be repurposed for the use by Families First. Families First is a trusted and respected community partner who are committed to making Fort Saskatchewan a strong, vibrant community to raise children and empower families. Due to the fact that Families First is moving into the old RCMP building, a building maintenance budget is required to maintain the building's structural and mechanical systems as this remains the responsibility of the City. The City will also maintain the grass cutting and snow removal.

Options Considered

Negotiation of the lease has resulted in a shared responsibility for this building.

Comparators

The Lease agreement is similar to other leased City facilities. The tenant has a shared responsibility for the facility maintenance costs.

2016 Operations

Budget Request

Nordic Ski Club Grant Increase

Request #
72-0083

Division:	Infrastructure and Community Services	Budget Year:	2016
Department:	Infrastructure Management	Category:	Maintain
Responsibility:	Infrastructure Management Director		

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$3,000	Operations	Ongoing

Overview

This plan request is related to the presentation being made by the Fort Saskatchewan Nordic Ski Club during the 2016 Budget Deliberations. The Ski Club is requesting increased funding from the City of Fort Saskatchewan of $3,000 per year. This would increase the existing $5,000 annual grant to $8,000 per year. A letter from the group requesting the funding increase is attached.

FSNSC - 2016 City of Fort Saskatchewan funding increase proposal

Ian Gray
Director, Infrastructure Management
City of Fort Saskatchewan

Hi Ian.

The Fort Saskatchewan Nordic Ski Club is looking for increased funding from the City of Fort Saskatchewan to $8000 per year from the current $5000 per year. Our last funding increase was 3 years ago in 2011. Details below support this request.

In the budget proposal I have listed trail grooming expenses only. I have not included club expenses for:

- Children, teen or adult ski programs and activities.
- Investment in skis, boots and poles for our ski lease program. (This program provides affordable ski equipment for families interested in trying cross country skiing. Families can participate and learn new activities together.)
- Club yearly building lease or operating expenses of any kind.

Request Summary:

Projected trail grooming expense budget for the FSNSC for the upcoming 2015/16 season is expected to be $7000. Increasing CoFS funding for the FSNSC to $8,000/year will cover our costs to maintain ski trails in Fort Saskatchewan for all citizens and for club activities. In addition, we would like to institute a program to replace one of our three snowmobiles every 2 years when they are 6 years old. Today's replacement cost for a grooming sled is between $16,000 and $18,000. A six year old sled has a resale value of $6000-$7000. In today's costs, the FSNSC needs to invest $11,000 to $12,000 every two years on equipment to maintain our current grooming fleet.

FSNSC 2015/16 proposed Trail Budget

5051 · Snow Mobile Insurance	**1500**
5052 · Fuel	**1500**
5053 · Snow Mobile Registration	**200**
5054 · Snow Mobile & equipment Repairs	**3500**
5059 · Prudent Reserve for sled replacement	**0**
5060 · Garage security system fees	**400**
Budget Total	**7100**

Yearly trail grooming information:

- **FSNSC club members volunteered 450 hours** from November through March 2014/15 to keep ski trails in good condition for the citizens of Fort Saskatchewan and for club activities.
- **The FSNSC grooming team traveled close to 3,000 km while grooming ski trails in the city during the 2014/15 ski season.**
- In the off-season, many additional hours are spent staking summer trails for grass mowing, on equipment maintenance, tree planting and preparing trails for winter use.
- FSNSC provides 18 km of tracked trails throughout the Ft. Sask. River valley.
- FSNSC wishes to groom an additional 5 km of ski trails in the west WRE/RVA Park.

Over $66,000 spent on new grooming equipment in the past three years:

- In 2011/12 we replaced two grooming snowmobiles at a cost of $15,000 each.
- Our third snowmobile was replaced in 2013/14 at a cost of $16,000.
- In 2013 we spent $10,000 to purchase modern grooming equipment to replace aging, inefficient equipment that is 15 – 20 years old.
- In 2014 we purchased a second modern groomer for an additional $10,000. This new equipment has improved our grooming results and reduced grooming effort. The new groomers have a life expectancy of 10 years.

If you have any questions or concerns, please contact me via phone or email. I would be more than happy to discuss. If you need a more formal presentation, let me know. I appreciate your support in bringing this matter to the City of Fort Saskatchewan.

Thanks Ian.

Larry

Larry Hennig - Director at Large
Fort Saskatchewan Nordic Ski Club
PO Box 3283
Fort Saskatchewan, AB T8L 2T3
(H) 780-998-7098 (C) 780-910-3508
E-mail: hennigla@telus.net
www.fortsasknordic.ca

2016 Operations

Budget Request

Library City Grant Funding

Request #
74-0002

Division: Infrastructure and Community Services
Department: Culture Services
Responsibility: Culture Director

Budget Year: 2016
Category: Inflation

Corporate Strategic Plan: Vibrant and Thriving Community

Budget Impact (Expenditure/ Revenue)	*Funding Source*	*One Time or Ongoing*
$61,229	Operations	Ongoing

Overview

The Fort Saskatchewan Public Library is requesting an additional $61,229 of grant funds from the City. This increase will increase the existing grant of $1,019,512 to $1,080,741. Attached is a letter from the Fort Saskatchewan Library requesting the grant increase.

Fort Saskatchewan Public Library
10011 - 102 Street | Fort Saskatchewan, Alberta | T8L 2C5

June 10, 2015

To: City of Fort Saskatchewan Mayor Gale Katchur, Councillors Birgit Blizzard, Sheldon Bossert, Frank Garritsen, Stew Hennig, Arjun Randhawa, Ed Sperling

We are pleased to submit our 2016 Operating and Capital grant request and 2016 budget for your review. Our budget has been reviewed by the Library Board's Finance, Development and Advocacy Committee and the Library Board. The 2016 budget was approved for submission to the City by the Library Board at its June 1, 2015 regular meeting.

The Library Board's 2016 grant request from the City of Fort Saskatchewan is as follows:

2016	
Operating Budget	$1,069,395
Capital Budget	$180,800
Total Budget	$1,250,195
Grant Request	$1,080,741

Highlights

Overall City of Fort Saskatchewan 2016 Grant Request
Our budget submission in 2014 for 2015-2018 stated a predicted City grant increase request of 5.3% from 2015 to 2016. We are now pleased to be able to bring this request down to a 4.98% increase.

Staffing for Technological Support:
As per our budget request for 2015, we are planning to increase our level of on-site technical support by an additional 7 hours per week for 2016. We currently have 2.5 days of onsite IT support in a library with over 40 staff and public computer stations, public and staff Wi-Fi, various servers, numerous software programs, and new technologies including digital creative stations and our new "Adaptive Technology Station" for the visually and physically challenged. Our need for additional on-site support continues to grow as does public demand for both on-site and online digital resources.

Provincial Funding and the Elimination of Library Card fees
In the spring of 2015, we received word from the Public Library Services Branch of Municipal Affairs that the provincial government was to begin using 2014 census data as opposed to 2010 census data and increase the per capita funding for public libraries. This has led to a potential increase of funding to our library of approximately $24,000. We propose that with this increase we eliminate the fees we charge for library membership. Over the past 3 years, libraries in Alberta have begun moving away from charging for library cards. In fact, both Calgary Public Library and Edmonton Public Library no longer charge for library cards (as do

P: 780-998-4275 | F: 780-992-3255 | E: fsasklib@fspl.ca | www.fspl.ca

not a number of smaller libraries throughout the province). Currently, only 1/3 of Alberta's population is left paying for a library card. Not only does this now make us an exception within Alberta, but Alberta has been – and continues to be – only one of two Canadian provinces where public libraries may charge for a public library card, and one of the only jurisdictions in North America and around the world charging for library cards. Often, newcomers from the U.S., UK and elsewhere are shocked when asked to pay for a library card. We are very excited by this initiative to provide true barrier-free access to all.
It is important to note, however, that the increased provincial funding is tentative. It was informally introduced by the previous Alberta government. It is hoped that the current government shall pass a budget that implements this promise. Our initiative to eliminate library card fees shall depend upon the formal approval of the Province's budget.

Enrich the Experience Fundraising Campaign
Our fundraising campaign included a number of donations to be spread out over 5 years. The anticipated amount pledged for 2016 is approximately $5000. This is to be spent almost entirely on capital items to enrich collections, technologies and other library resources.

VOIP Telephone System
With renovations in 2013 the City had implemented a new telephone system. We were not aware of the costs associated with such until informed by City Administration in March of 2015 that we shall be responsible for approximately $3300 for Library phones beginning 2016.

Capital Expenses
If/when compared to the budget submission in 2014 for 2015-2018, our spreadsheet for 2016 will show a number of changes in how items are grouped. Having met with City Finance personnel in early 2015, it has been determined that our collections (books, DVDs, etc.) are capitalized and should be grouped as such as it is more appropriate. Therefore, as primarily housekeeping - yet important from an accounting perspective - we have moved our collections from operating to Capital for 2016 (and ongoing).

Collections
Within our collections budgets for 2016 we have re-aligned planned expenditures between fiction, non-fiction, and various formats (Blu-rays, DVDs, etc.). As a result, you shall notice a decrease in some areas and increases in others to address a number of areas within our collection that are currently weighted too heavily vs. others (e.g. fiction to non-fiction).

Identified Efficiencies
We have monitored expenses closely throughout 2014 and 2015 and identified a number of opportunities to modify workflow and reduce costs. One area is in cataloguing of materials whereby we have brought the processing of CDs and DVDs in-house and no-longer outsource such (a savings of $2000.)
We also monitored our annual audit expense and were pleased to see our audit of 2014 came in under budget. We have thus reduced the predicted increase in cost of such for 2016.

We welcome you to review our budget documents and ask any questions you may have. We look forward to our opportunity to address Council in regard to our grant request.

Yours sincerely;

David Larsen
Library Director
Encl: 1
Cc: Richard Gagnon, Shannon Andruchow

	A	B	G	H	I	N
1	**Description**	**GL Code**	**2015 Budget**	**% Change**	**2016 Budget**	**Notes**
2						
3	**REVENUE**					
4						
5	City of Fort Saskatchewan Operating Grant	4-1931-74302-0-600	1,029,498.94	4.98%	1,080,741.09	Increase in operating grant to address increasing operating costs (less than the 5.3% increase as per 2015-2018 budget submitted previous year and less than 14%, $127,000 increase 2014 to 2015 as approved)
6	Provincial Operating Grant [1]	4-1849-74302-1-600	101,659.00	24.5%	126,584.00	increase in Provincial funding anticipated due to recognition of updated census data (to 2014) and increased per capita: this increase designated to cover proposed elimination of Library card/membership fees pending formal Provincial budget approval 2015
7	Enrich the Experience Fundraising Campaign	4-1592-74303-6-600	25,355.00		4,950.00	pledges remaining from 2013 Enrich the Experience campaign to be collected in 2016
8	Donations - Designated	4-1592-74303-1-600	1,722.53		0.00	(casual donations almost always undesignated)
10	Donations - General	4-1592-74302-2-600	1,722.54	4.5%	1,800.00	
11	Membership Fees	4-1419-74302-3-600	24,268.86	-100.0%	0.00	proposed elimination of membership fees: only 1/3 of Albertans now pay for a Library card. EPL, CPL, others no longer charge Pending formal approval of increased provincial funding as per Provincial Budget 2015
12	Fines	4-1531-74302-4-600	24,268.86	-17.6%	20,000.00	Library notifications systems (email, automated phone) have improved return rates, reducing fines paid by patrons)
13	Copier and Laminating Services	4-1412-74302-5-600	4,072.13	3.0%	4,194.29	
14	Sale of Goods (Miscellaneous Revenue)	4-1599-74302-6-600	3,616.75	3.0%	3,725.25	Includes revenue from used book sales.
15	Interest on Investments	4-1551-74302-8-600	1,200.00	0.0%	1,200.00	
16	Interest on Current Account	4-1552-74302-9-600	2,000.00	0.0%	2,000.00	
18	Community Adult Learning and Literacy Society Grant	4-1849-74303-6-600	4,547.20	10.0%	5,000.00	The Community Adult Learning and Literacy Society funds the Library's Computer Training program.
19						
20						
21	**TOTAL REVENUE**		**1,223,931.80**	**2.1%**	**1,250,194.63**	
22						
23	**OPERATING EXPENSES**					
24						
25	**Staff Costs**					
26	Salaries - Full Time Staff	4-2111-74302-0-600	340,548.00	4.3%	355,290.00	Salary Projections based on a 3% annual salary adjustment (including COLA) each year, plus grid and contract increases for eligible staff.
27	Wages - Regular Hourly Staff	4-2121-74302-2-600	324,890.81	5.3%	342,009.00	Includes grid increases for eligible staff plus a 3% salary adjustment (including COLA) each year.
28	Cost Shared Positions (SCL)	4-2111-74302-1-600	56,636.00	9.5%	62,000.00	The Cost Shared Positions include a Network Specialist, IT Assistant, and Manager of Technical Services from Strathcona County Library, our partner library. Increases based on an annual salary COLA of 3% (Existing staff at top of grid.) Proposed increase of 7 hours of IT Assistant support each year 2015 through 2018.
29	Web development contract	New GL	15,600.00			
30	Benefits	4-2130-74302-0-600	110,815.12	4.6%	115,917.60	Benefits include Canada Pension, EI, LAPP, AHC, Medical and Dental. Calculation based on formula provided by HR.
31	Workers Compensation	4-2132-74302-6-600	1,404.78	3.0%	1,446.92	
32	Staff & Volunteer Incentives	4-2279-74302-1-600	594.28	3.0%	612.11	long term service awards
33	**Total Staff Costs**		**850,488.99**	**3.1%**	**877,275.63**	
34						

	A	B	G	H	I	N
1	**Description**	**GL Code**	**2015 Budget**	**% Change**	**2016 Budget**	**Notes**
35	**Staff Training and Travel**					
36	Director Training/Conferences	4-2211-74302-7-600	1,114.91	7.6%	1,200.00	Includes conference fees to attend the Alberta Library Conference and/or other conferences, workshops, or training
37	Staff Training/Conferences	4-2211-74302-8-600	3,181.48	6.9%	3,400.00	Includes funding for staff to attend local workshops and courses (number of staff has grown), and the Alberta Library conference registration fee for three staff members.
38	Director Travel & Expense	4-2212-74302-0-600	2,186.09	5.2%	2,300.00	
39	Staff Travel & Expense	4-2212-74302-9-600	4,285.54	5.0%	4,500.00	Budget for staff travel expenses include funds to allow three staff members to attend the Alberta Library Conference in Jasper annually.
40	**Total Staff Training and Travel**		**10,768.01**	**5.9%**	**11,400.00**	
41						
42	**Digital Content Costs**					
43	Licensing Costs On-Line Databases	4-2225-74304-0-600	11,432.38	26.8%	14,500.00	Database prices are negotiated by The Alberta Library (TAL) on FSPL's behalf. Includes the suite of "Core" databases provided by TAL, Novelist, consumer Reports, and others.
44	Licensing Costs eBooks	4-2225-74304-1-600	6,300.00	4.8%	6,600.00	
45	Online magazines (ZINIO)	new GL (2016)			2,000.00	maintain and grow/select collection of online magazines through ZINIO via SCL
46	**Total Digital Content Costs**		**17,732.38**	**30.3%**	**23,100.00**	
47						
48	**Service Costs**					
49	Enrich the Experience Fundraised Expenditures		25,355.00			(new GLs introduced for 2016 - primarily capital)
50	Miscellaneous Supplies - Enrich Experience expenditures	4-2511-74302-7-600			500.00	supplies spent from EE fundraised dollars 2016 pledges
51	BiblioCommons Catalogue Interface	4-2279-74302-6-600	3,154.00	4.6%	3,300.00	Includes license fees for Envisionware PC reservation; Bibliocommons; and Bookish/Library Thing
52	Dynix Computer Support	4-2225-74302-9-600	5,762.41	4.1%	6,000.00	The costs for Dynix Computer Support are shared with MAGNET partners (St. Albert and Strathcona County libraries). Each library pays a share based on the population it serves.
53	Contracted Services Cataloging (SCL)	4-2279-74304-4-600	2,000.00	-100.0%	0.00	This expense is no longer needed 2016 forward to outsource the cataloguing of CDs and DVDs.
54	Youth Programming Services	4-2239-74302-3-600	1,188.54	9.4%	1,300.00	
55	Adult Programming Services	4.2239.74302.4.600	8,410.74	3.4%	8,700.00	
56	Writer in Residence Program	4.2239.74302.5.600	5,500.00	45.5%	8,000.00	proposed salary increase for Writer in Residence (ME Federation)
57	Youth Programming Supplies	4-2511-74302-1-600	2,026.26	3.6%	2,100.00	
58	Public Relations & Advertising	4-2290-74302-2-600	6,045.73	40.6%	8,500.00	increase 2016 forward to further promote library programs, services and resources including increasing printing and distribution of newsletter, increased newspaper, online, and radio spots
59	Office & Library Supplies	4-2511-74302-5-600	8,203.29	3.6%	8,500.00	
60	Postage & Courier	4-2213-74302-7-600	1,188.54	1.0%	1,200.00	
61	Photocopier Lease	4-2261-74302-4-600	5,505.76	3.5%	5,700.00	
62	Computer Supplies	4-2511-74302-6-600	2,139.38	2.8%	2,200.00	
63	Emerging Technology and eCollections	4-2524-74302-1-600	5,000.00	0.0%	5,000.00	
64	Small Equipment	4-2524-74302-0-600	1,188.54	1.0%	1,200.00	
65	Phones	4-2214-74302-1-600	412.00	701.0%	3,300.00	Library's phone system as per City's VOIP system: informed by City March, 2015 of charges for 2016 forward.
66	Internet	4-2225-74302-4-600	4,120.00	1.9%	4,200.00	
67	Audit Services	4-2231-74302-3-600	7,925.50	-7.9%	7,300.00	Audit of 2014 less than anticipated, audit of 2015 predicted 5% increase
68	Insurance	4-2272-74302-1-600	1,710.21	-12.3%	1,500.00	
69	Bank Charges	4-2811-74302-6-600	310.05	776.9%	2,719.00	increased bank charges due to implementation of debit and credit card machine for customer convenience in paying fines, etc.
70						
71	**Total Service Costs**		**97,145.95**	**-16.4%**	**81,219.00**	
72						

	A	B	G	H	I	N
1	**Description**	**GL Code**	**2015 Budget**	**% Change**	**2016 Budget**	**Notes**
73	**Building Maintenance**					
74	Interior Maintenance - Contracted	4-2279-74302-8-600	56,100.00	3.6%	58,100.00	(based on estimated increase from $56,316 billed by the City for 2014)
75	Cleaning Supplies	4-2512-74302-7-600	4,500.00	2.2%	4,600.00	
76	**Total Building Maintenance Costs**		**60,600.00**	3.5%	**62,700.00**	
77						
78	**Board Costs**					
79	Board Courses/Conferences	4-2211-74305-1-600	1,358.47	3.1%	1,400.00	The Board sends 3 members to attend the Alberta Library Conference in Jasper annually, which ensures that each board member will be able to attend the conference once during their term on the Board.
80	Board Travel & Expenses	4-2212-74305-2-600	3,137.18	11.6%	3,500.00	The Board sends 3 members to attend the Alberta Library Conference in Jasper annually, which ensures that each board member will be able to attend the conference once during their term on the Board. Also mileage for ME Federation and other meetings to attend.
81	Board Retreat	4-2212-74305-3-600	1,448.35	3.6%	1,500.00	
82	Memberships (Institutional)	4-2221-74305-4-600	1,635.13	4.0%	1,700.00	Includes the following memberships: Library Association of Alberta, Canadian Library Association, Alberta Urban Municipalities Association (required for insurance), Alberta Public Library Administrators Council, Alberta Library Trustees Association , Fort Saskatchewan Chamber of Commerce. Note: several of these memberships have increased for 2014 forward, as FSPL has reached the next tier of membership fees (based on population, budget, or number of employees).
83	The Alberta Library Membership (TAL)	4-2279-74302-5-600	5,286.67	5.9%	5,600.00	(moved from Service Costs to Board Expenses heading)
84	**Total Board Costs**		**12,865.81**	**6.5%**	**13,700.00**	
85						
86	**TOTAL OPERATING EXPENSES**		**1,049,601.14**	**1.9%**	**1,069,394.63**	
87						
88						
89	**CAPITAL EXPENSES**					
90						
91	**Collection Costs**					(Note: Collection costs moved from operating to capital heading for 2016 forward as physical collection is capitalized)
92	Books - Adult Standing Orders	4-2519-74304-0-600	1,750.49	2.8%	1,800.00	
93	Books - Adult Paperbacks	4-2519-74304-1-600	10,008.77	2.9%	10,300.00	
94	Books - Adult Non-fiction	4-2519-74304-4-600	13,064.13	53.1%	20,000.00	increase to Adult non-fiction greatly needed to improve this collection
95	Books - Adult Fiction	4-2519-74304-6-600	22,609.13	-11.5%	20,000.00	reduction in amount of Adult fiction to offset some of costs of increased Adult non-fiction
96	Books - Teen Materials	4-2520-74304-0-600	4,243.60	65.0%	7,000.00	Graphic Novels combined into Teen Materials GL
97	Graphic Novels		2,000.00			
98	Large Print	4-2519-74304-8-600	4,927.39	1.5%	5,000.00	
99	Books - Juvenile Non-fiction	4-2519-74304-2-600	6,159.24	29.9%	8,000.00	increase to Juvenile non-fiction to improve this collection
100	Books - Juvenile Paperbacks	4-2519-74304-3-600	4,619.43	-56.7%	2,000.00	reduction in amount of Juvenile paperbacks as this format not as popular and to cover the increase in juvenile non-fiction
101	Books - Juvenile Fiction	4-2519-74304-9-600	11,163.63	1.2%	11,300.00	
102	Periodicals	4-2519-74304-7-600	7,886.97	2.7%	8,100.00	conservative estimate in increase cost of print periodicals
103	DVDs (and Blu Rays 2016 -)	4-2580-74304-0-600	14,000.00	28.6%	18,000.00	Blu Rays combined with DVD GL and small increase to meet customer requests, especially in the area of TV series
104	Blu Rays		3,000.00			
105	Compact Discs	4-2580-74304-4-600	3,849.53	3.9%	4,000.00	
106	Audio Books	4-2580-74304-5-600	6,775.17	3.3%	7,000.00	small increase to improve increased costs and improve collection of materials for print disabled
107	Digitization of Fort Record	4-2518-74304-0-600	1,773.19	1.5%	1,800.00	Cost to digitize all editions of the Fort Record from the previous year.
108	**Total Collection Costs**		**117,830.65**	**5.5%**	**124,300.00**	
109						

	A	B	G	H	I	N
1	**Description**	**GL Code**	**2015 Budget**	**% Change**	**2016 Budget**	**Notes**
110						
111	**Computer Replacement/Acquisition**					
112	Ongoing PC and monitor replacement	5-6631-74302-2-600-50302	10,000.00	0.0%	10,000.00	Includes barcode readers, public PCs and other items
113	Network equipment replacement	5-6631-74302-2-600-50302	2,500.00	0.0%	2,500.00	
114	Computers for Library Expansion	5-6631-74302-2-600-50302	0.00	0.0%	0.00	
115	Horizon System replacement fund	5-6631-74302-2-600-50302	5,000.00	0.0%	5,000.00	
116	RFID equipment ongoing replacement	5-6631-74302-2-600-50302	12,000.00	0.0%	12,000.00	Ongoing replacement fund.
117	**Total Computer Replacement/Acquisition**		**29,500.00**	**0.0%**	**29,500.00**	
118						
119	**Enrich the Experience Fundraised**					
120	Furnishings and Equipment - Fundraised	5-6632-74302-2-600-50302			1,500.00	
121	Computer Replacement/Acquisition - Fundraised	5-6631-74302-2-600-50301			1,500.00	
122	Books, Media & Periodicals - Fundraised	5-6633-74302-2-600-50301			1,450.00	
123						
124	**Interior Maintenance, Furniture, and Equipment**					
125	Furniture and Shelving Replacement Fund	5-6632-74302-2-300-50301	26,500.00	0.0%	26,500.00	Ongoing, 5% of value each year.
126	Book Cart	5-6632-74302-2-300-50301	500.00	0.0%	500.00	Ongoing replacement, one per year.
127	**Total Interior Maintenance…**		**27,000.00**	**0.0%**	**27,000.00**	
128						
129	**TOTAL CAPITAL EXPENSES**		**174,330.65**	**3.7%**	**180,800.00**	
130						
131						
132	**TOTAL EXPENSES**		**1,223,931.80**	**2.1%**	**1,250,194.63**	

Reserves Overview

The City continues to maintain a balance between reserve funds, tax revenue and debt funding. In addition, best practice prescribes maintaining a reasonable amount of designated reserve funds to provide for unexpected variations from normal operations arising from natural environmental or economic events. Annual reserve contributions maintain balances to provide funding for anticipated future asset expenditures and to avoid the need to incur debt. Interest is allocated to year end reserve balances based on the City's annual average interest earned on investments.

All reserve fund balances are committed with the exception of the Financial Stabilization Reserve and the Self Financing Infrastructure Reserve. These two reserves have an unallocated projected balance of $14.6 million as at December 31, 2016 that can be used to mitigate current and future risks. Industry best practice suggests designating approximately 3 months of annual operating budget is reasonable. This translates to approximately $17 million for the City.

General Reserves

Art in Public Places

Funding to purchase art from local artists. This reserve is funded with the unused portion of the art purchasing operating budget.

Human Resources

Funding for Human Resource initiatives. Contributions are from other sources as approved by Council.

Health & Safety

Funding for Health and Safety initiative and employee wellness. Contributions are from the annual Federal Employment Insurance (EI) rebate program. This rebate is a result of the City providing their employees with a short-term and long-term disability plan.

Capital / Operating Projects Reserves

Fire Waterline

Established to set aside funds for the future replacement of the Dow Chemical fire waterline.

GST Savings

Established in 2004 as a result of the Federal Government reducing the GST rate from 7% to 5%. Funding is prorated: 50% is to fund projects along the river valley and 50% is to fund other capital projects. The annual contribution was established in 2004 based on GST savings calculations. The annual contribution is $178,100.

In order to streamline the reserve accounts, the annual GST Savings contribution will be split between the Financial Stabilization Reserve (50%) and Self Financing Infrastructure Reserve (50%) to create a funding source that will help with maintaining the minimum reserve balance of $17 million. Therefore, as at December 31, 2016 the GST Savings Reserve will be closed.

Land Purchases

Funding for future purchase or improvement to City land for development and/or sale. Contributions are from 33.33% of the annual operating surpluses.

Self-Financing Infrastructure

Established for the purpose of self-financing capital projects as well as stabilizing pay-as-you-go funding from year-to-year. Contributions are from 33.33% of the annual operating surpluses.

Community Enhancement Reserves

Commercial Beautification

Funding for improvements to commercial areas of the City. Contributions are from 25% of the annual business license fee collected.

Westpark Estate Community Enhancement

Established in 1988 to set aside funds received pursuant to the Land Purchase Agreement with Bradson Developments Ltd. Funding for the purpose of future enhancement to the Westpark Estate Community. In 2015, all the funding has been allocated to the conversion of Pointe Aux Pins road to a multi-use trail project.

Equipment and Fleet Management Reserves

Computer Replacement

Funding for the annual replacement of information technologies based on the long term capital plan. Contributions are based on the estimated replacement costs.

DCC Equipment Replacement

Funding for the annual replacement of theatre and fitness equipment based on the long term capital plan. Contribution is based on the estimated replacement costs.

Fire Equipment Replacement

Funding for the annual replacement of fire equipment based on the long term capital plan. Contribution is based on the estimated replacement costs.

Ice Resurfacing Replacement

Funding for the replacement of the zambonis based on the long term capital plan. Contribution is based on the estimated replacement costs.

Police Equipment Replacement

Funding for the annual replacement of police equipment based on the long term capital plan. Contribution is based on the estimated replacement costs.

Mobile Equipment Replacement

Funding for the annual replacement of vehicles, machinery and equipment based on the long term capital plan. Contribution is based on the estimated replacement costs.

Contingency Reserve

Financial Stabilization

Established to protect the City against any unforeseen operating costs that will cause the City to incur an operating deficit. Contributions are from 33.33% of annual operating surpluses.

Other Reserves

FCSS Canada Assistance Plan

Established to help offset the cost of homecare for senior citizens, the disabled, handicapped, etc. from the Federal Canada Assistance Plan grant. Funding can be used for any social project. Originally funded through the grant program. No future revenue anticipated.

Seniors' Requisition Stabilization

Established to maintain homes for the City's elderly residents. This fund was originally funded by residual land sales. Contributions are at Council's discretion.

Parks

Established prior to 1979 to set aside funds for future parks. Transfers are made from payments from development in lieu of providing park space in accordance with Planning Act. Restricted portion is in accordance with Section 671 of the *Municipal Government Act*, RSA 2000, and Chapter M-26. No longer governed by the Planning Act.

Subsection (2) of Section 671 of the MGA states that Municipal reserve, school reserve or municipal and school reserve may be used by a municipality or school authority or by them jointly only for any or all of the following purposes: public park, a public recreation area, school authority purposes, and to separate areas of land that are used for different purposes. Further to this subsection (4) states that money provided in place of municipal reserve, school reserve or municipal and school reserve and the interest earned on that money must be accounted for separately, and may be used only for any or all the purposes referred to in subsection (2).

Transportation Assistance

Established to provide funding for operating and capital needs of the Special Transportation Services Society (STSS). Contributions are made annually from STSS's operating surplus and donations.

Utilities Infrastructure

Funding for the annual replacement of the City's utility infrastructure based on the long term capital plan. Contributions are based on the equity returns from the utility rates.

D.A.R.E.

Established to manage funds for the D.A.R.E program on behalf of the RCMP. Contributions are from community donations and annual surplus of the D.A.R.E Program.

Perpetual Care

Funding for cemetery maintenance and capital costs as required. The reserve contributions are from 25% of the regular plot revenue, 100% monument foundation fees and 100% of the columbarium niche fees.

Off-Site Levy Reserves: Fort Centre, Medium Industrial, Southfort and Westpark Estates

Offsite levies are another source of revenue that assists in financing the City's infrastructure related to growth and development. The Municipal Government Act authorizes municipalities to collect offsite levy revenue as required. The City enters into developer agreements which establish levy payments and specific projects to be completed. Although offsite levy projects are different from regular City projects, they are tracked, monitored and reported on.

Funding future expansion of the City's water, sanitary sewer and storm sewer facilities as well as arterial roadways. Contributions are from developer levies which vary from year-to-year based on the community's development demand.

On the following page is a summary report detailing all Operating & Capital Reserves.

Reserve Summary

	Dec 31, 2015 Projected	Dec 31, 2016 Projected
General Reserves		
Art in Public Places	2,726	2,726
Human Resources	235,577	140,577
Health & Safety	601,595	551,895
	839,898	695,198
Major Capital/Operating Projects		
Fire Waterline	882,920	882,920
GST	544,573	-
Land Purchases	1,491,209	1,517,203
Self Financing Infrastructure	9,046,934	9,267,640
	11,965,636	11,745,748
Community Enhancement		
Commercial Beautification	288,603	337,628
	288,603	337,628
Equipment and Fleet Management		
Computer Replacement	166,692	188,192
DCC Equipment Replacement	174,850	243,750
Fire Equipment Replacement	1,169,776	1,468,776
Ice Resurfacers Replacement	271,230	101,230
Police Equipment Replacement	140,828	232,034
Mobile Equipment Replacement	357,798	729,998
	2,281,174	2,963,980
Contingency		
Financial Stabilization	6,018,600	5,515,103
	6,018,600	5,515,103
Other Reserves		
FCSS Canada Assistance Plan	130,430	130,430
Seniors' Requisition Stabilization	29,631	29,631
Parks	315,486	315,486
Transportation Assistance	63,115	63,115
Utilities Infrastructure	2,803,456	3,053,220
D.A.R.E.	19,202	19,202
Perpetual Care	319,628	316,585
	3,680,948	3,927,668
Developer Levy Reserves		
Fort Centre	236,329	236,329
Medium Industrial	4,655,550	4,530,550
Southfort	2,027,867	2,027,867
Westpark Estates	631,457	631,457
	7,551,203	7,426,203
Total	**32,626,062**	**32,611,527**

Debt Management

Basis of Budgeting

The City's operating budget is prepared on a cash basis which reports income when received and expenses when paid. The 2016 operating debenture payments budget is based on the current and projected debt servicing payments schedules as in the terms and conditions of each debenture, by the Alberta Capital Finance Authority (ACFA).

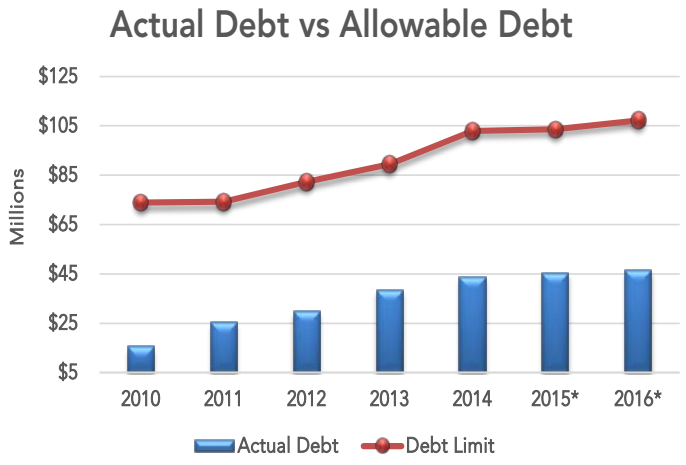
The City makes use of Federal and Provincial grants, reserve funds and capital financing to support the Capital Plan. Grant funding changes occur frequently and reserve balances are not sufficient to fund the 10 Year Capital Plan. Capital financing is an effective tool used to fund large tangible capital assets that have long term benefit to the City. Debt provides the City with a funding option that helps support substantial growth pressures and aging infrastructure.

Investing in tangible capital assets is critical and failure to do so can be more costly to the City in the long run. Deferring work can result in deteriorating service levels if facilities and other infrastructure are not maintained. Putting off maintenance increases the overall project costs as it often leads to more work in the future and rising cost due to inflation.

Debt Limit

The City is granted authority through the Alberta Municipal Government Act (MGA) to incur debt and must adhere to the provincial debt limit. The City matches long term debt to capital improvements that have a long term benefit to the community. Thereby, the future generations contribute to the service they receive. In order to understand long term debt, there are two terms: actual debt and debt limit. "Actual debt" refers to the amount of debt the City has borrowed and is now paying. The "debt limit" is the legislated maximum that the City can borrow.

The 2016 debt includes an increase of $1.2 million from 2015. This increase is due to the Sewer Reline project presented in the 2016 Capital Budget.



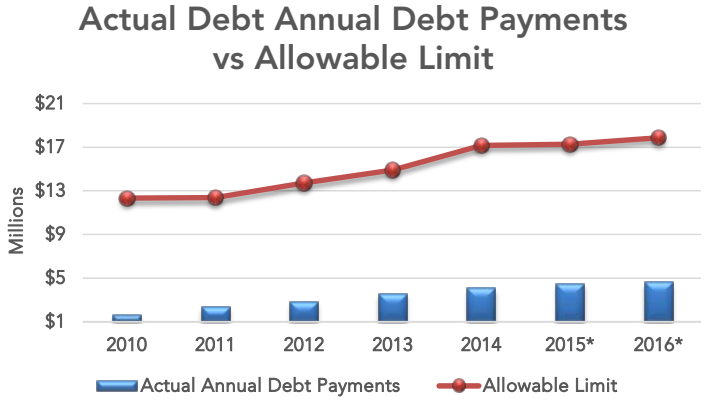
	Actual Debt	Debt Limit	Debt Limit %
2010	$ 15,521,757	$ 73,969,182	21%
2011	$ 25,267,873	$ 74,241,110	34%
2012	$ 29,691,467	$ 82,297,871	36%
2013	$ 38,283,867	$ 89,401,409	43%
2014	$ 43,739,110	$ 102,962,027	42%
2015*	$ 45,231,223	$ 103,589,418	44%
2016*	$ 46,405,823	$ 107,215,048	43%

*Projected

Debt & Debt Service Change

Debt servicing is the cash that is required annually to cover the repayment of principal and interest.

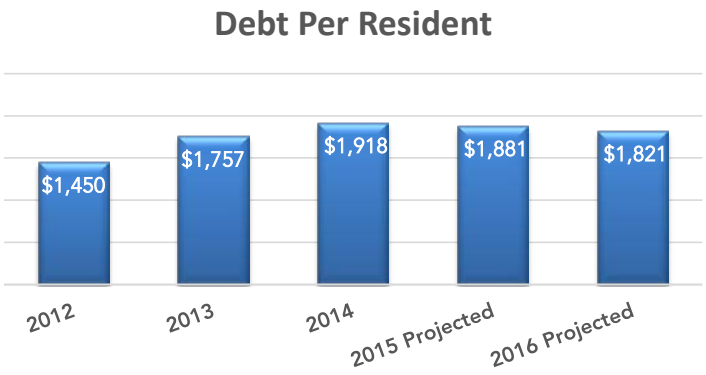
Another legislated limit placed on debt is the level of principal and interest payments. The City's debt service level is below the legislated limits.



	Actual Annual Debt Payments	Allowable Limit	%
2010	$ 1,646,830	12,328,197	13%
2011	2,371,080	12,373,518	19%
2012	2,832,073	13,716,312	21%
2013	3,551,823	14,900,235	24%
2014	4,048,057	17,160,338	24%
2015*	4,481,102	17,264,903	26%
2016*	4,611,614	17,869,175	26%

*Estimated

In both limits, debt amount and debt service, the City has been significantly lower than legislated limits. The debt the City has incurred has all been invested in tangible capital assets.

Debt Burden

Debt requires annual payments of principal and interest. Debt service funding is levied through municipal property taxes. The debt per resident is a ratio of debt to total population. 2012 onwards debt per resident increased due to the City's substantial growth and aging infrastructure.