



City of Chestermere

Proposed Financial Plan 2019 – 2023

November 13, 2018

Proposed Financial Plan 2019 – 2023 Agenda

Updates

CAO Approach
Financial Plans

Library Information & Deliberations

Other Deliberations (if needed)

In-Camera (if needed)



Updates to the CAO Approach

Updates CAO Approach

Projects to begin in 2019

Level of Services

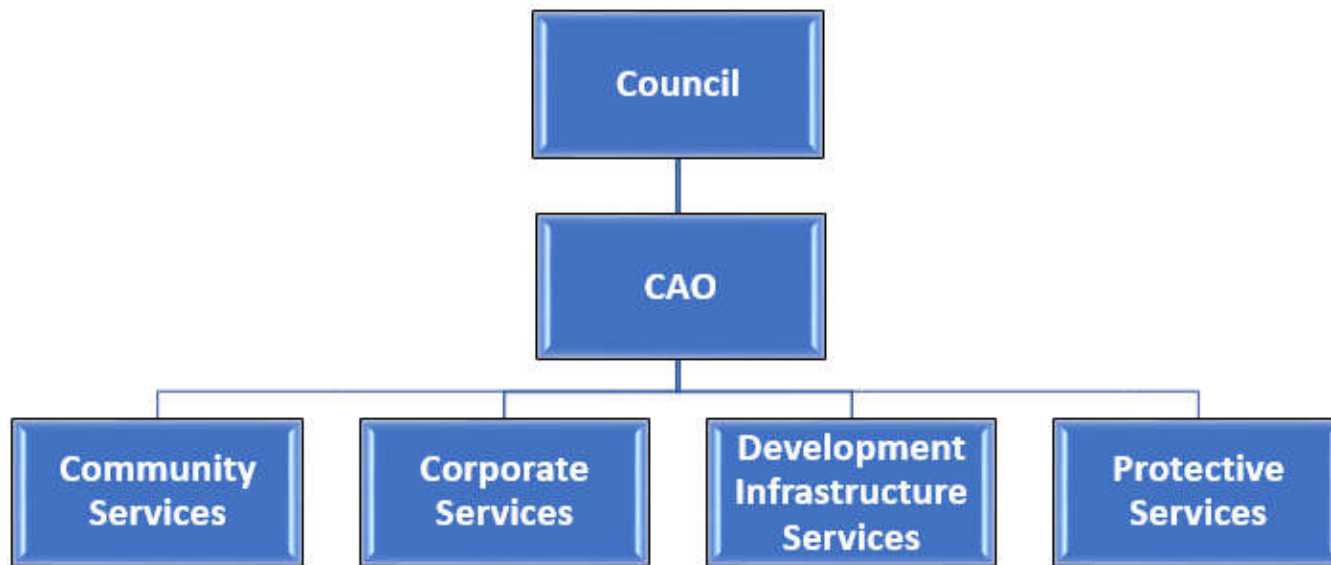
Best Practice

Measurement

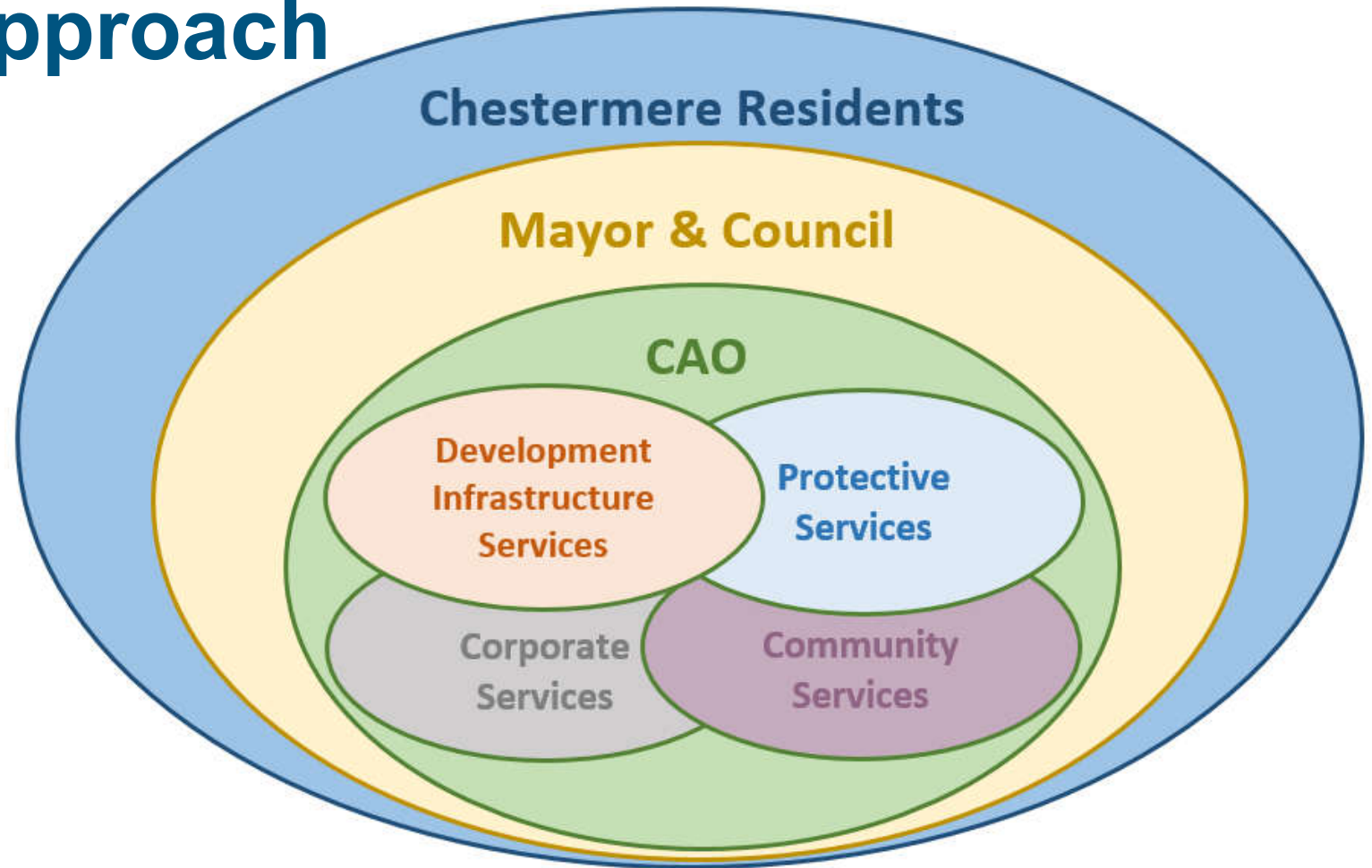
Management of Activity

Organizational Review

Updates CAO Approach



Updates CAO Approach





Updates to the Financial Plans

Updates

Proposed Financial Plan 2019 – 2023

Changes to the Plans that occurred since November 5

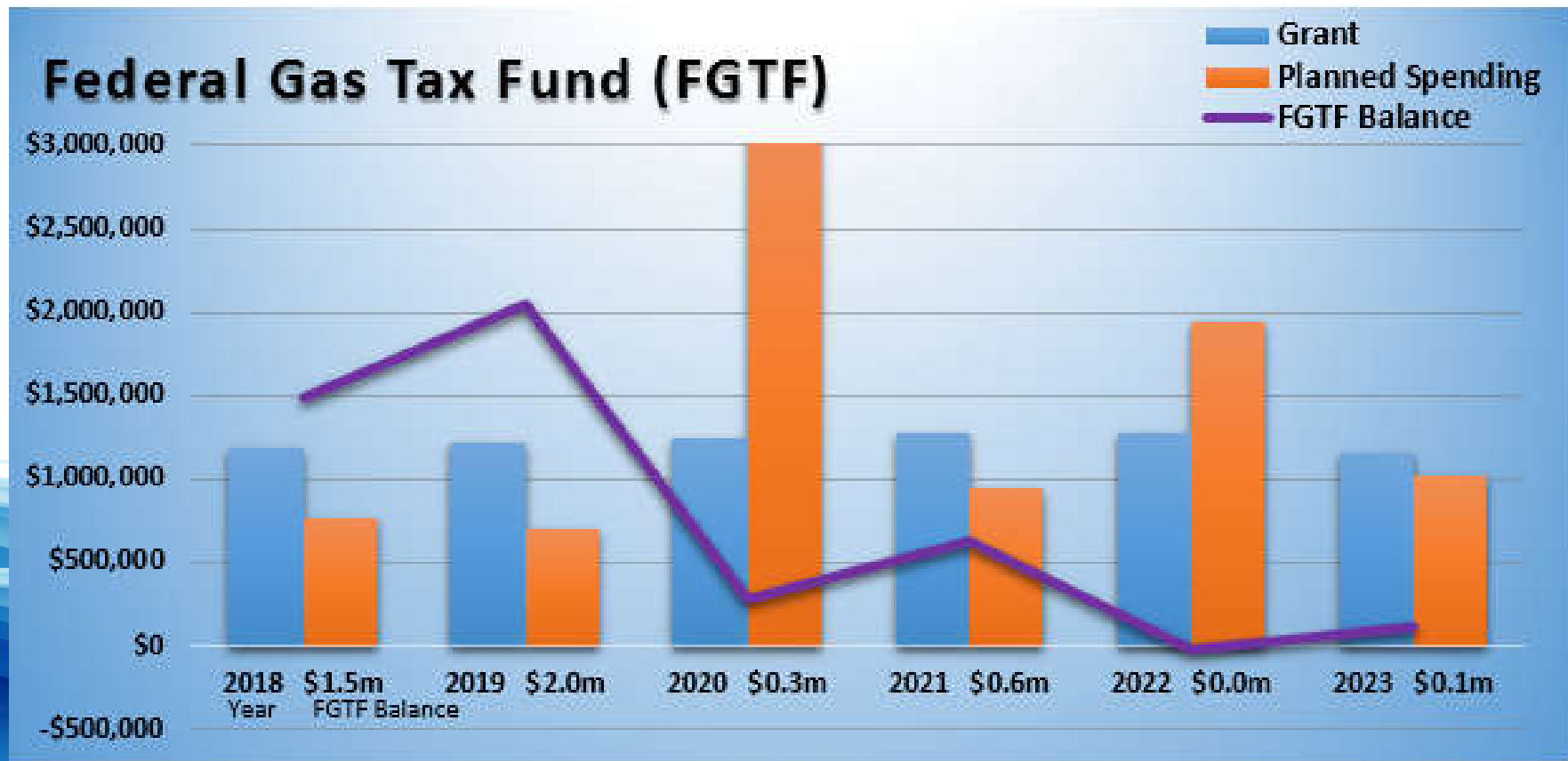
Capital Plan

Change in allocation of Amounts between Years
Delay of one Year & Change in Funding Source
No Additional Dollars being spent

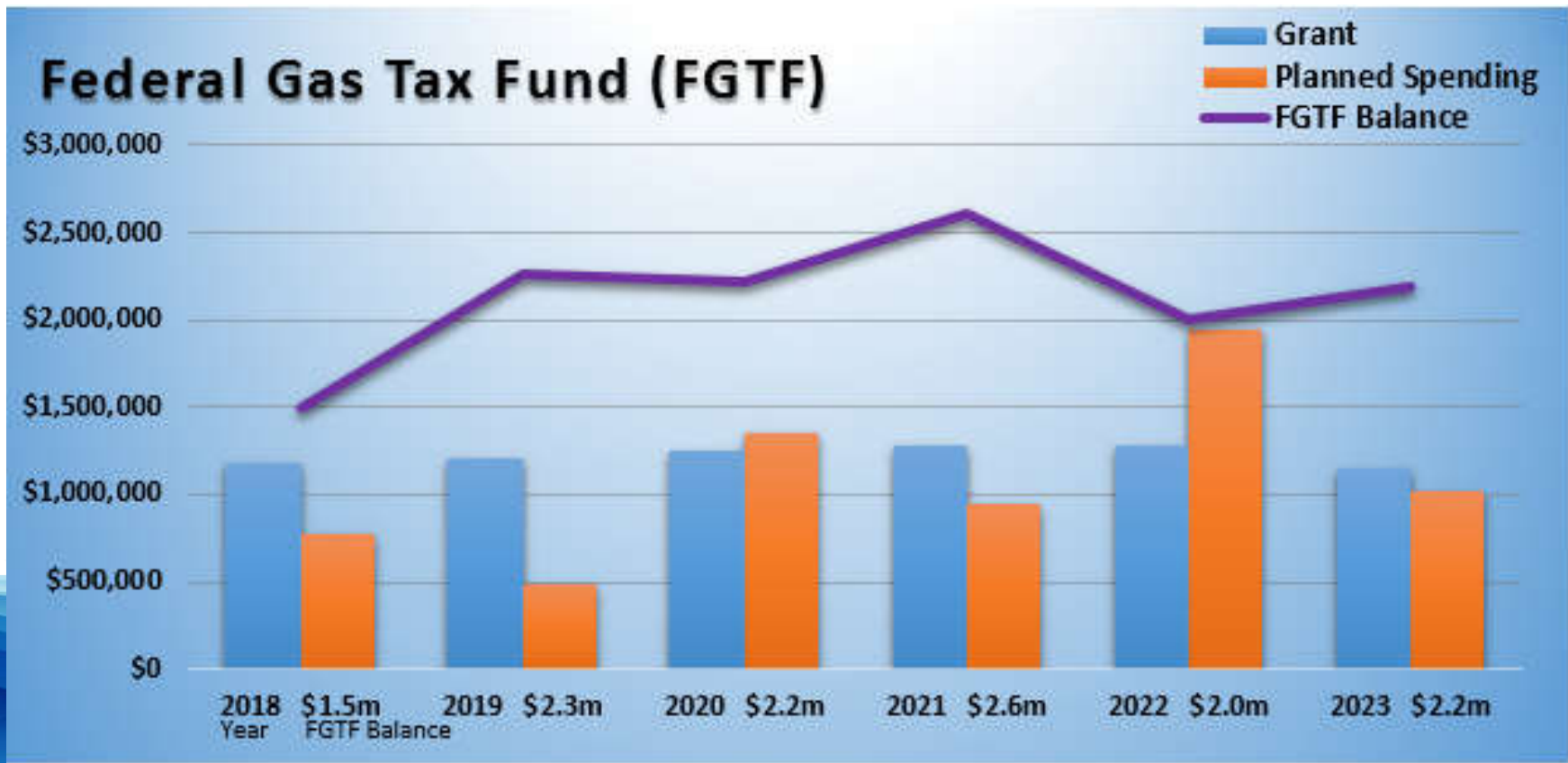
Operating Plan

Further refinement in Contracted Services

Updates – Original from October 30 Capital Plan & Grants



Updates Capital Plan & Grants



Updates – Original from November 5

Funding Sources & Grants



Updates Capital Plan & Grants



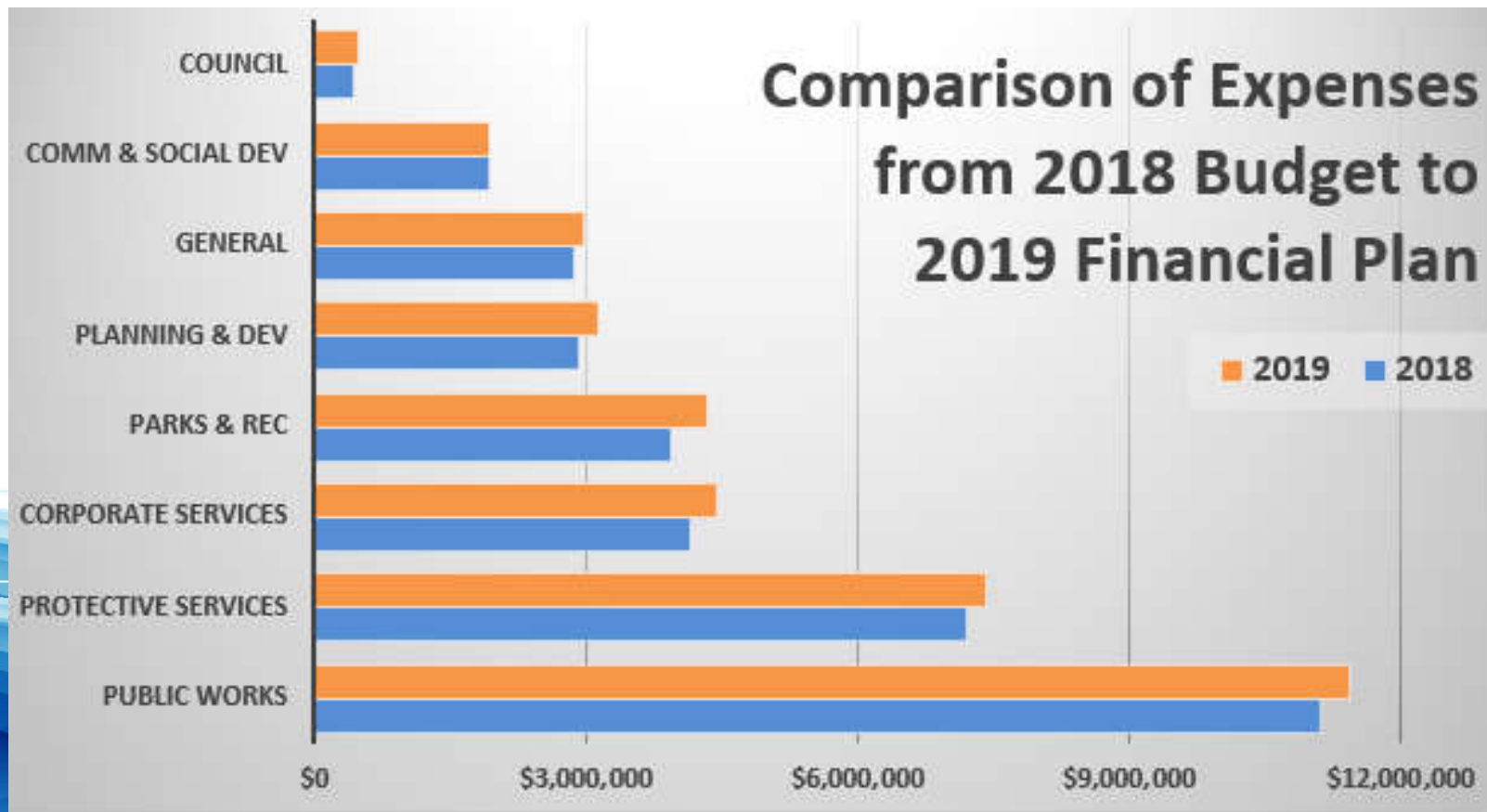
Update to Operating Plan

Future Financial Plans Proposed Annual changes to the Property Tax Requirement

Date	2019	2020	2021	2022
Oct 30	-1.8%	+ 3.7%	+ 5.2%	+ 3.8%
Nov 05	-1.8%	+ 3.4%	+ 4.6%	+ 2.7%
Nov 13	-2.0%	+ 3.6%	+ 4.6%	+ 2.7%

Update to Operating Plan

Comparison of Budgeted Expenses



Update to Operating Plan

Comparison of 2018 Budget to 2019 Financial Plan

Budget Forecast by Division

Division	2018	2019	\$ Change	% Change
Total Revenues	34,529,711	36,508,296	1,978,585	5.73%
Expenses				
City of Chestermere General	2,855,011	2,971,731	116,720	4.09%
Comm Services - Community & Social Dev	1,932,739	1,942,035	9,296	0.48%
Comm Services - Parks & Recreation	3,946,123	4,345,599	399,476	10.12%
Corporate Services	4,150,440	4,395,731	245,291	5.91%
Council & Mayor	421,288	475,116	53,828	12.78%
DIS - Planning Development Services	2,911,664	3,122,578	210,915	7.24%
DIS - Common, Corp Prop, PMO, PW	11,105,465	11,439,700	334,235	3.01%
Protective Services	7,206,981	7,413,479	206,498	2.87%
Total Expenses	34,529,711	36,105,969	1,576,258	4.56%
Total Net	-	402,327	402,327	
Estimated Proposed Reduction to 2019 Property Taxes		2.0%		

RE



Library Information & Deliberations

Library Information & Deliberations

Publicly Available through CRA Charity

Review and Discussions

Meetings, Emails, Requests and June Presentation

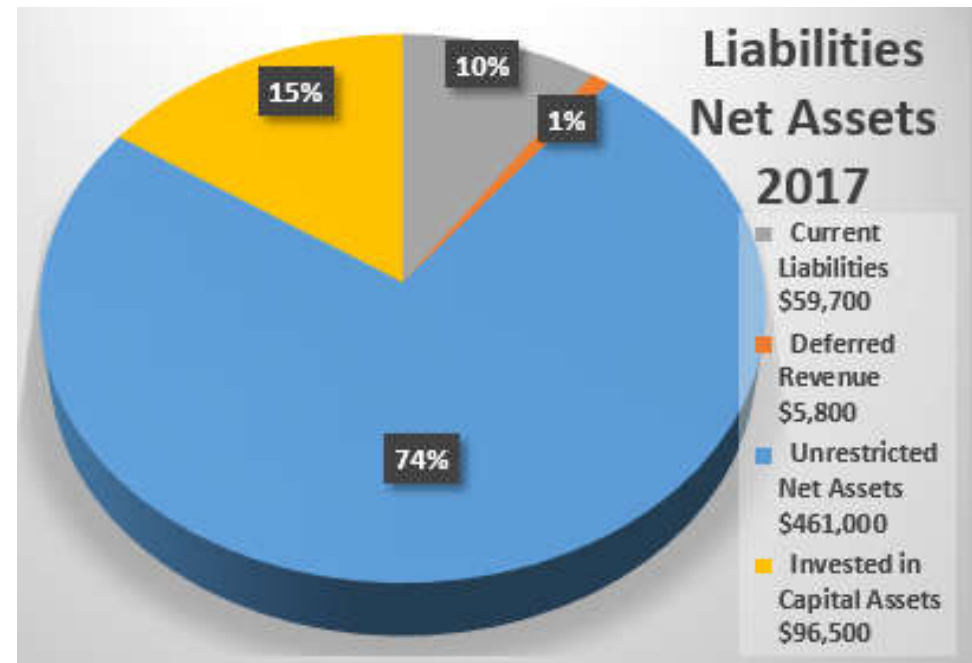
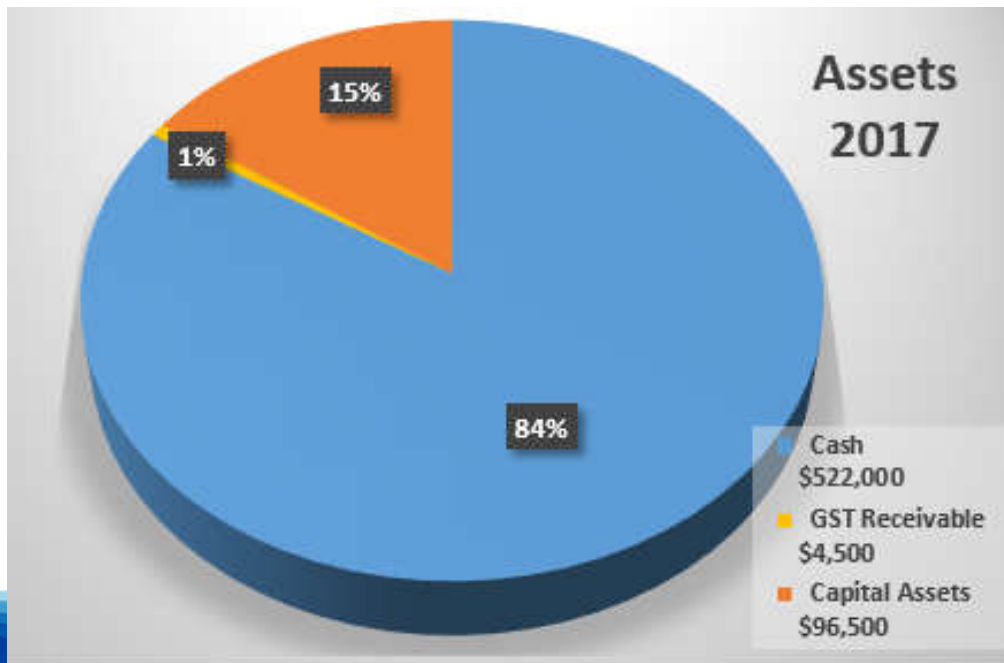
Original – November 5 Library Information & Deliberations

Activity EXCLUDED in Proposed Financial Plan										
ID #	Topic	2019		PTR \$500,000 home per year	2020	2021	2022	TOTAL		PTR \$500,000 per home over 4 years
EX - 2	Municipal Library increase request	293,467	1.5%	36.68	330,199	388,891	480,121	\$1,492,678	7.5%	186.58
	Property Tax Rate Impact		1.5%		1.7%	1.9%	2.4%		7.5%	

Activity EXCLUDED in Proposed Financial Plan										
ID #	Topic	2019		PTR \$500,000 home per year	2020	2021	2022	TOTAL		PTR \$500,000 per home over 4 years
EX - 2	Municipal Library increase request	107,000	0.5%	13.38	118,000	125,000	134,000	\$ 484,000	2.4%	60.50
	Property Tax Rate Impact		0.5%		0.6%	0.6%	0.7%		2.4%	

Library Information & Deliberations

Assets = Liabilities + Net Assets



Library Information & Deliberations

Review and Discussions

Future Plans include adopting Financial Policies

Restricted Surplus Accounts

Stabilization to include 6 months of Expenses

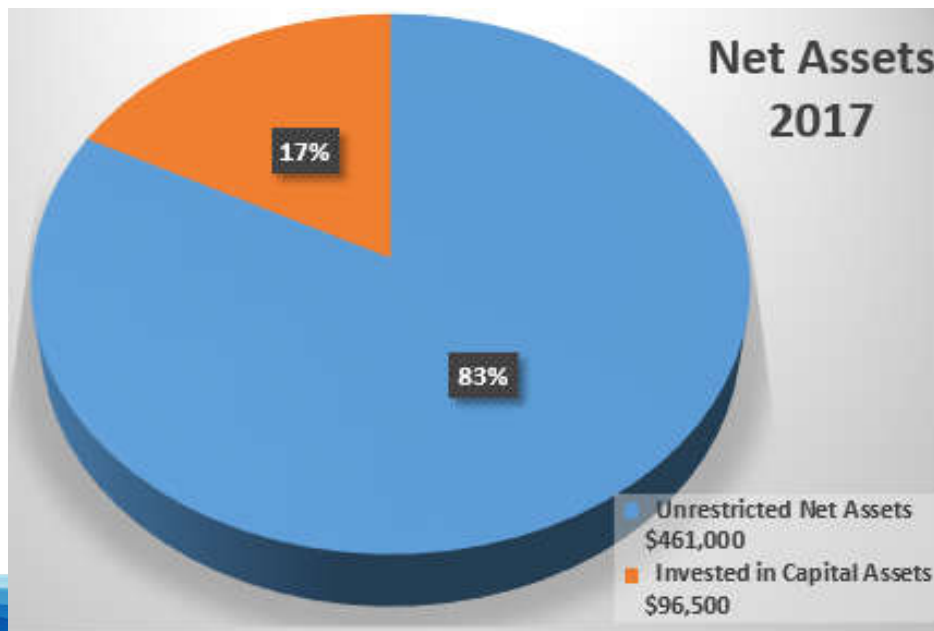
Infrastructure Replacement of Existing Assets

New Assets for the Library

New Library

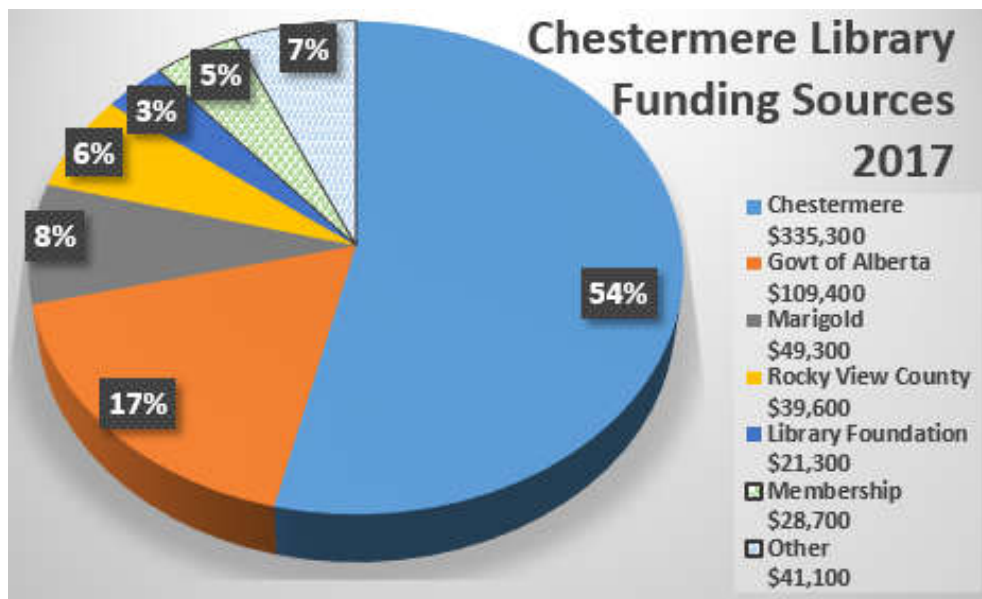
Library Information & Deliberations

Net Assets = Assets – Liabilities



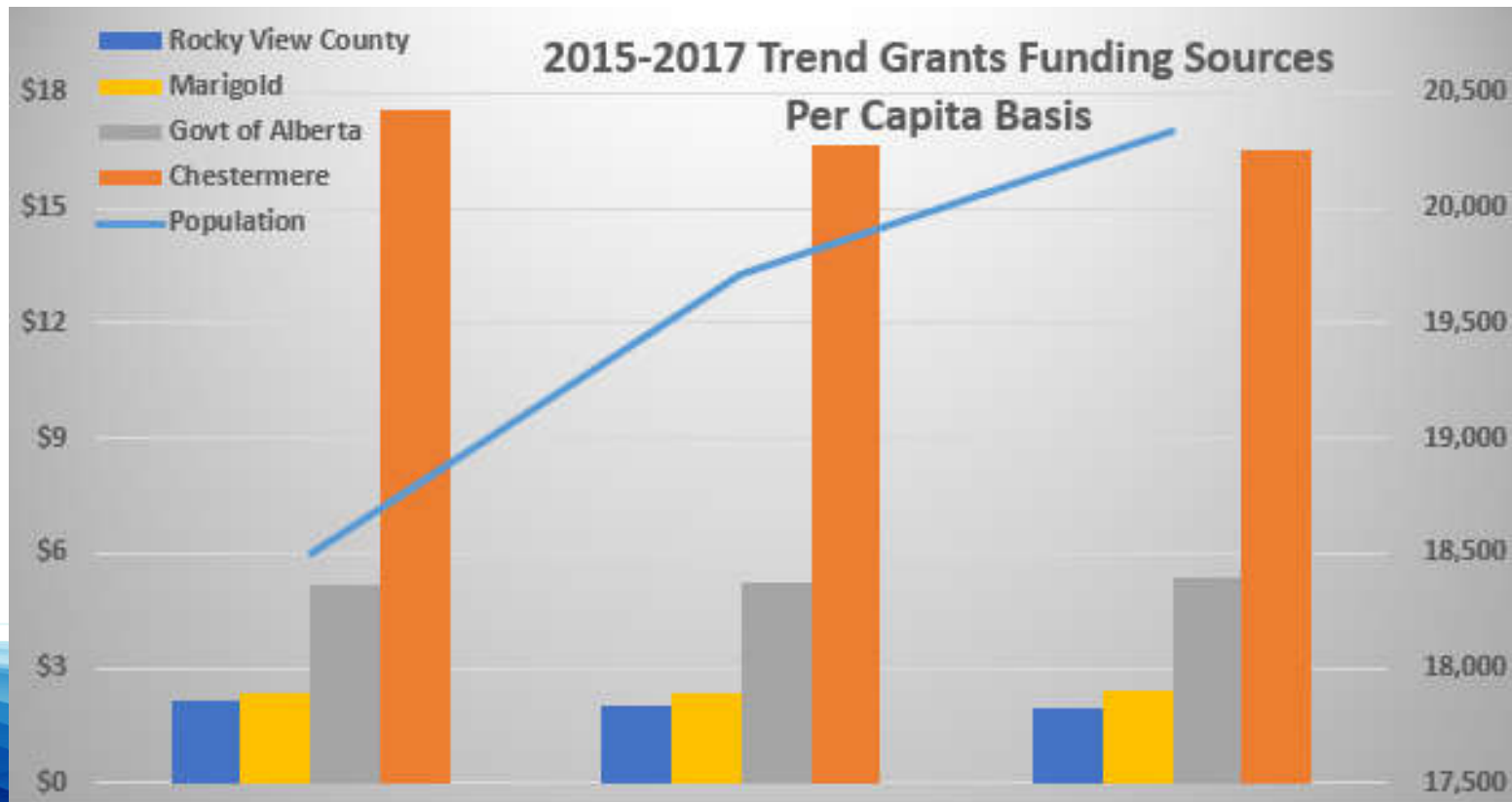
Future Restricted Surplus Accounts	Amount
Stabilization	\$ 295,000
Infrastructure Replacement	16,000
New Assets for Library	32,000
New Library	118,000
Total	\$ 461,000

Library Information & Deliberations

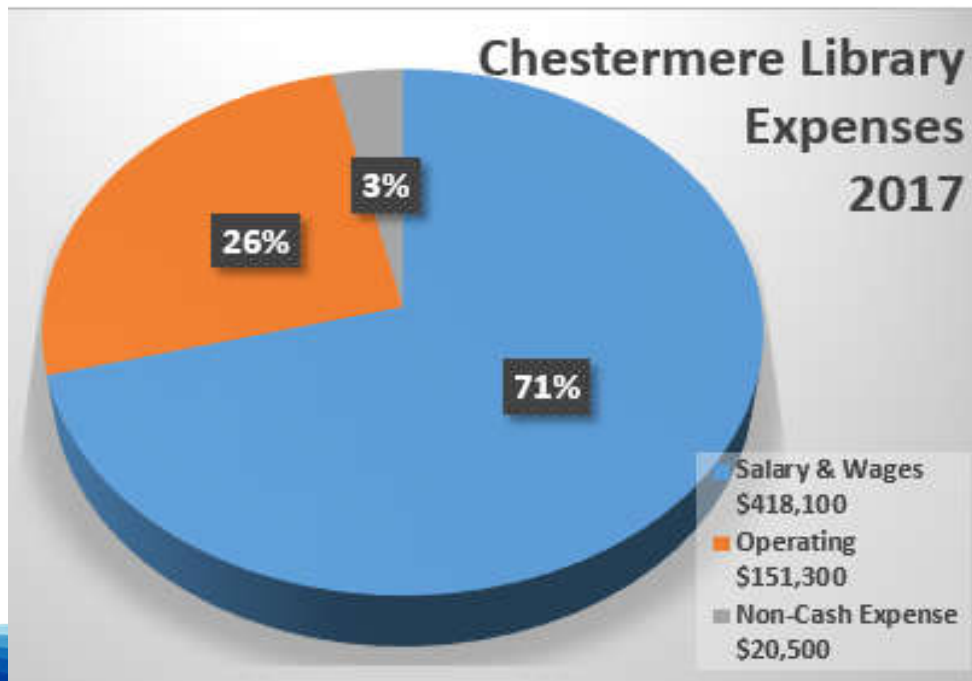


Library Foundation	Amount
Total Granted 2013 to 2017	\$ 117,600
Average	23,500
Cash Assets as of 2017	26,700
<p>Purpose of the Foundation is to provide support for Items and Activities above and beyond the Day to Day</p>	

Library Information & Deliberations



Library Information & Deliberations



Excess Revenue over Expenses	Amount
Total 2015 to 2017	\$ 152,600
Average	50,900
Net Amortization with Proposed RSA New Assets & Infrastructure Amount	28,000
Proposed RSA New Library	\$ 22,900

Library Information & Deliberations

Activity EXCLUDED in Proposed Financial Plan										
ID #	Topic	2019		8.623125	2020	2021	2022	TOTAL		38.28225
EX - 2a	New Programming request	69,000	0.3%	8.63	73,800	78,900	84,600	\$ 306,300	1.5%	38.29
EX - 2b	Personnel - MTR for non-mgmt positions, COLA for all positions	27,600	0.1%	3.45	33,200	34,800	37,000	\$ 132,600	0.7%	16.58
EX - 2c	Operations	10,400	0.1%	1.30	11,000	11,300	12,400	\$ 45,100	0.2%	5.64
EX - 2	Total	\$ 107,000		\$ 13.38	\$ 118,000	\$ 125,000	\$ 134,000	\$ 484,000		\$ 60.50
	Property Tax Rate Impact		0.5%		0.6%	0.6%	0.7%		2.4%	

Library Information & Deliberations

Programs

Free Library Cards

More Books, Movies and Other Items

Open More Hours

Operating Expenses

Phones, Cleaning and Supplies

Library Information & Deliberations

Personnel

Current Complement

5 Full Time, 9 Part Time, 9.26 FTE

Staff Complement has averaged between 12-14 for the last 5 years

No New Positions requested for 2019

Current Request

COLA for all Positions

MTR Adjustments for Non-management Positions

Benchmark results indicate ~\$6.00/hour below comparators

Smoothed in at 20% the first year and 30%-33% subsequent per years



Other Deliberations (if needed)



**In-Camera
(if needed)**



Clarifications, Comments, Questions