

2020 - 2022 Operating Budget

Approved December 16, 2019



2020 Operating Budget Contents

General Operating Summary	1
Revenue & Expense Summary	2
General Operating Revenues	4
General Operating Expenses	6
General + Utility Operating Revenues	8
General + Utility Operating Expenses	10
 Reserve Summary Charts	 12
Debenture Servicing Summary	13
 <u>General Operating Fund</u>	
Fiscal Services	14
Mayor & Council	16
Local Governance	17
Common Services	20
Office of the City Manager	21
Corporate & Protective Services	23
IT Services	25
Fire Protection	28
Financial Services	30
Assessment	32
City Centre Camrose	33
Police Protection	34
Engineering Services	37
Planning & Development	39
Safety Code Inspections	41
Public Works	42
Airport	44
Public Transit Initiatives	45
Community & Economic Development	47
Regional Business Development	49
Property Management	50
Community Services	51
Community Services Administration	52
Cemeteries	53
Parks	54
Golf Course	56
Cultural Services	58
Facilities	61
Building Maintenance	70
 <u>Utility Operating Fund</u>	
Utilities - Water System	71
Utilities - Sanitary Sewer System	76
Utilities - Solid Waste Services	78
Utilities - Landfill	79
Utilities - Recycling	81

2020 OPERATING BUDGET

	2018	2019	2020	Change 2019 to 2020		2021	Change 2020 to 2021		2022
	Actual	Budget	Budget	Dollar Change	Per Cent Change	Forecast	Dollar Change	Per Cent Change	Forecast
GENERAL GOVERNMENT									
Mayor & Council	349,240	423,979	427,044	3,065	0.7%	457,044	30,000	7.0%	432,329
Office of the City Manager	436,110	451,312	437,917	(13,395)	-3.0%	437,917	-	0.0%	441,846
Fiscal Services	(3,299,485)	(2,550,491)	(2,929,915)	(379,424)	-14.9%	(3,447,701)	(517,786)	-17.7%	(3,505,646)
Local Governance	1,321,571	1,509,535	1,301,415	(208,120)	-13.8%	1,301,415	-	0.0%	1,301,415
Common Services	959,815	1,010,492	920,125	(90,367)	-8.9%	950,782	30,657	3.3%	1,010,317
Financial Services	1,044,340	1,076,184	1,086,046	9,862	0.9%	1,115,973	29,927	2.8%	1,144,789
Assessment	374,020	398,363	394,588	(3,775)	-0.9%	398,068	3,480	0.9%	404,452
Corp & Protective Services	1,141,697	1,320,254	1,243,305	(76,949)	-5.8%	1,289,297	45,992	3.7%	1,304,297
Community & Economic Dev.	104,235	268,507	236,283	(32,224)	-12.0%	236,782	499	0.2%	238,989
City Centre	(701)	(10,000)	(10,000)	-	0.0%	(10,000)	-	0.0%	(10,000)
Property Management	(34,848)	(63,176)	(64,175)	(999)	-1.6%	(57,591)	6,584	10.3%	(56,480)
	2,395,994	3,834,959	3,042,633	(792,326)	-20.7%	2,671,986	(370,647)	-12.2%	2,706,308
IT Operating Services	1,034,286	1,094,194	993,417	(100,777)	-9.2%	1,064,863	71,446	7.2%	1,248,618
Fire Protection	1,434,179	1,524,964	1,487,144	(37,820)	-2.5%	1,497,711	10,567	0.7%	1,500,860
Police Protection	4,725,886	5,156,421	5,188,953	32,532	0.6%	5,354,414	165,461	3.2%	5,437,982
INFRASTRUCTURE AND PLANNING									
Engineering Office	487,738	586,981	578,207	(8,774)	-1.5%	680,623	102,416	17.7%	676,655
Planning & Development	692,264	713,008	565,572	(147,436)	-20.7%	728,889	163,317	28.9%	790,641
Safety Code Inspections	53,634	159,369	135,498	(23,871)	-15.0%	129,330	(6,168)	-4.6%	127,083
Public Works	4,113,177	4,480,583	4,255,239	(225,344)	-5.0%	4,407,731	152,492	3.6%	4,443,376
Equipment Pool	(60,000)	(27,791)	(35,625)	(7,834)	-28.2%	(31,433)	4,192	11.8%	(22,848)
Airport	185,854	141,017	132,772	(8,245)	-5.8%	109,081	(23,691)	-17.8%	108,137
Public Transit	449,928	330,000	367,241	37,241	11.3%	382,241	15,000	4.1%	382,241
	5,922,595	6,383,167	5,998,904	(384,263)	-6.0%	6,406,462	407,558	6.8%	6,505,285
COMMUNITY SERVICES									
Cemeteries	42,422	48,744	70,757	22,013	45.2%	71,574	817	1.2%	72,653
Administration	337,298	369,889	355,331	(14,558)	-3.9%	362,166	6,835	1.9%	365,634
Parks	1,576,772	1,726,455	1,598,658	(127,797)	-7.4%	1,598,383	(275)	0.0%	1,620,751
Golf Course	509,568	423,522	375,089	(48,433)	-11.4%	386,010	10,921	2.9%	385,615
Cultural Services	347,333	440,356	369,096	(71,260)	-16.2%	379,129	10,033	2.7%	401,337
Facilities									
Community Centre	173,960	160,456	162,582	2,126	1.3%	166,074	3,492	2.1%	169,718
Aquatic Centre	489,092	308,200	677,936	369,736	120.0%	1,199,935	521,999	77.0%	1,230,804
Max Maclean Arena	206,361	298,736	243,184	(55,552)	-18.6%	241,991	(1,193)	-0.5%	261,192
Camrose Recreation Centre	953,350	961,793	803,220	(158,573)	-16.5%	872,755	69,535	8.7%	899,552
Rudy Swanson Park	98,343	119,597	98,769	(20,828)	-17.4%	100,431	1,662	1.7%	101,613
Stoney Creek Centre	36,056	46,207	48,199	1,992	4.3%	38,991	(9,208)	-19.1%	39,564
Kinsmen Park	152,680	175,495	173,669	(1,826)	-1.0%	171,255	(2,414)	-1.4%	173,455
Playfields	20,197	47,949	42,128	(5,821)	-12.1%	42,483	355	0.8%	32,601
Bill Fowler Centre	52,145	63,077	49,478	(13,599)	-21.6%	50,812	1,334	2.7%	51,487
Mirror Lake Centre	40,485	39,862	21,093	(18,769)	-47.1%	44,055	22,962	108.9%	27,613
Building Maintenance	25,950	41,207	35,413	(5,794)	-14.1%	25,424	(9,989)	-28.2%	25,217
General Equipment	25,625	47,260	23,760	(23,500)	-49.7%	42,760	19,000	80.0%	42,800
	5,087,637	5,318,805	5,148,362	(170,443)	-3.2%	5,794,228	645,866	12.5%	5,901,606
Operating Levy before Transfer to Capital	20,600,577	23,312,510	21,859,413	(1,453,097)	-6.2%	22,789,664	930,251	4.3%	23,300,659
Designated Capital Funding	1,707,545	1,041,600	1,191,000	149,400	14.3%	1,840,000	649,000	54.5%	2,274,000
Transfer to Capital Reserve	-	630,000	2,103,697	1,473,697	233.9%	760,000	(1,343,697)	-63.9%	760,000
Transfer to Capital - Roads	750,000	750,000	750,000	-	0.0%	750,000	-	0.0%	750,000
Operating Surplus	2,184,468	-	-	-		-	-		-
Total Operating	25,242,590	25,734,110	25,904,110	170,000	0.66%	26,139,664	235,554	0.91%	27,084,659
Reduction for Projected Revenue Growth		170,000				170,000			
Total Tax Levy	25,242,590	25,904,110	25,904,110	-	0.00%			0.25%	

A \$100,000 increase/decrease will impact the levy by +/- 0.39%

2020 OPERATING BUDGET

	2019 Budget			Change In Levy	2020 Budget		
	Costs	Revenues	Levy		Levy	Revenues	Costs
General Operating							
Mayor & Council	478,979	55,000	423,979	3,065	427,044	75,000	502,044
Office of the City Manager	451,312		451,312	(13,395)	437,917		437,917
Fiscal Services	1,979,801	4,530,292	(2,550,491)	(379,424)	(2,929,915)	4,888,380	1,958,465
Local Governance	1,924,020	304,485	1,619,535	(318,120)	1,301,415	262,772	1,564,187
Common Services	1,010,742	250	1,010,492	(90,367)	920,125	19,250	939,375
Financial Services	1,124,184	48,000	1,076,184	9,862	1,086,046	40,000	1,126,046
Assessment	398,363	-	398,363	(3,775)	394,588	500	395,088
Corporate & Protective Services	1,415,004	94,750	1,320,254	(76,949)	1,243,305	100,000	1,343,305
Community & Economic Development	588,757	320,250	268,507	(32,224)	236,283	240,000	476,283
City Centre Camrose	84,000	94,000	(10,000)	-	(10,000)	94,000	84,000
Property Management	41,014	104,190	(63,176)	(999)	(64,175)	99,410	35,235
IT Operating Services	1,567,194	473,000	1,094,194	(100,777)	993,417	521,900	1,515,317
Fire Protection	1,742,964	218,000	1,524,964	(37,820)	1,487,144	218,000	1,705,144
Police Protection	7,105,456	1,949,035	5,156,421	32,532	5,188,953	2,235,562	7,424,515
Engineering Services	815,231	228,250	586,981	(8,774)	578,207	53,250	631,457
Planning & Development	841,328	128,320	713,008	(147,436)	565,572	116,120	681,692
Safety Code Inspections	542,619	383,250	159,369	(23,871)	135,498	404,895	540,393
Public Works Office	1,011,478	97,664	913,814	(99,590)	814,224	99,458	913,682
Roads	2,305,594	191,951	2,113,643	(100,358)	2,013,285	235,890	2,249,175
Signals & Lights	1,200,626		1,200,626	(10,896)	1,189,730		1,189,730
Equipment Pool	2,127,209	2,155,000	(27,791)	(7,834)	(35,625)	2,225,000	2,189,375
Storm Water	292,500	40,000	252,500	(14,500)	238,000	-	238,000
Airport	263,108	122,091	141,017	(8,245)	132,772	130,792	263,564
Public Transit	641,551	421,551	220,000	147,241	367,241	393,787	761,028
Community Services Office	434,698		434,698	(79,367)	355,331		355,331
Cemeteries	188,744	140,000	48,744	22,013	70,757	160,000	230,757
Parks	1,789,555	63,100	1,726,455	(127,797)	1,598,658	52,100	1,650,758
Facilities	4,008,956	1,699,117	2,309,839	69,592	2,379,431	1,725,368	4,104,799
Golf Course	1,273,522	850,000	423,522	(48,433)	375,089	638,500	1,013,589
Cultural Services	483,147	107,600	375,547	(6,451)	369,096	138,776	507,872
Transfer to Capital	2,421,600		2,421,600	1,623,097	4,044,697		4,044,697
Total General Operating	40,553,256	14,819,146	25,734,110	170,000	25,904,110	15,168,710	41,072,820
Utility Operating							
Water	6,915,500	6,915,500	-	-	-	6,883,900	6,883,900
Sanitary Sewer	3,741,200	3,741,200	-	-	-	3,916,166	3,916,166
Solid Waste Management	1,364,012	1,364,012	-	-	-	1,370,166	1,370,166
Camrose Regional Landfill	1,055,000	1,055,000	-	-	-	1,155,750	1,155,750
Recycling	901,464	901,464	-	-	-	848,016	848,016
Total Utility Operating	13,977,176	13,977,176	-	-	-	14,173,998	14,173,998
Total Operating	54,530,432	28,796,322	25,734,110	170,000	25,904,110	29,342,708	55,246,818

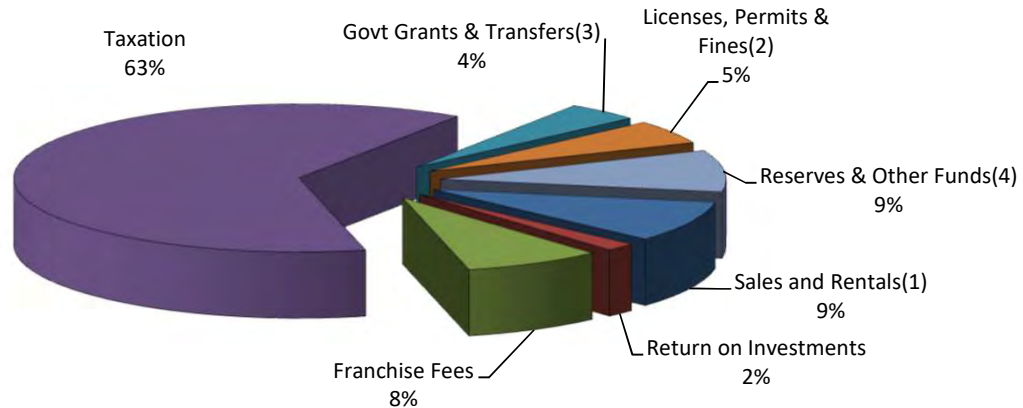
2020 OPERATING BUDGET

	2020 Budget			Change In Levy	2021 Forecast		
	Costs	Revenues	Levy		Levy	Revenues	Costs
General Operating							
Mayor & Council	502,044	75,000	427,044	30,000	457,044	20,000	477,044
Office of the City Manager	437,917	-	437,917	-	437,917		437,917
Fiscal Services	1,958,465	4,888,380	(2,929,915)	(517,786)	(3,447,701)	5,308,407	1,860,706
Local Governance	1,564,187	262,772	1,301,415	-	1,301,415	262,772	1,564,187
Common Services	939,375	19,250	920,125	30,657	950,782	250	951,032
Financial Services	1,126,046	40,000	1,086,046	29,927	1,115,973	25,000	1,140,973
Assessment	395,088	500	394,588	3,480	398,068	500	398,568
Corporate & Protective Services	1,343,305	100,000	1,243,305	45,992	1,289,297	122,000	1,411,297
Community & Economic Development	476,283	240,000	236,283	499	236,782	240,000	476,782
City Centre Camrose	84,000	94,000	(10,000)	-	(10,000)	94,000	84,000
Property Management	35,235	99,410	(64,175)	6,584	(57,591)	94,280	36,689
IT Operating Services	1,515,317	521,900	993,417	71,446	1,064,863	518,500	1,583,363
Fire Protection	1,705,144	218,000	1,487,144	10,567	1,497,711	218,000	1,715,711
Police Protection	7,424,515	2,235,562	5,188,953	165,461	5,354,414	2,185,562	7,539,976
Engineering Services	631,457	53,250	578,207	102,416	680,623	53,250	733,873
Planning & Development	681,692	116,120	565,572	163,317	728,889	91,120	820,009
Safety Code Inspections	540,393	404,895	135,498	(6,168)	129,330	414,710	544,040
Public Works Office	913,682	99,458	814,224	11,132	825,356	101,287	926,643
Roads	2,249,175	235,890	2,013,285	82,124	2,095,409	159,282	2,254,691
Signals & Lights	1,189,730	-	1,189,730	58,836	1,248,566		1,248,566
Equipment Pool	2,189,375	2,225,000	(35,625)	4,192	(31,433)	2,225,000	2,193,567
Storm Water	238,000	-	238,000	400	238,400	-	238,400
Airport	263,564	130,792	132,772	(23,691)	109,081	132,694	241,775
Public Transit	761,028	393,787	367,241	15,000	382,241	20,000	402,241
Community Services Office	355,331	-	355,331	6,835	362,166	-	362,166
Cemeteries	230,757	160,000	70,757	817	71,574	160,000	231,574
Parks	1,650,758	52,100	1,598,658	(275)	1,598,383	52,100	1,650,483
Facilities	4,104,799	1,725,368	2,379,431	617,535	2,996,966	1,959,243	4,956,209
Golf Course	1,013,589	638,500	375,089	10,921	386,010	638,500	1,024,510
Cultural Services	507,872	138,776	369,096	10,033	379,129	119,300	498,429
Transfer to Capital	4,044,697		4,044,697	(694,697)	3,350,000		3,350,000
Total General Operating	41,072,820	15,168,710	25,904,110	235,554	26,139,664	15,215,757	41,355,421
Utility Operating							
Water	6,883,900	6,883,900	-	-	-	6,984,000	6,984,000
Sanitary Sewer	3,916,166	3,916,166	-	-	-	4,036,166	4,036,166
Solid Waste Management	1,370,166	1,370,166	-	-	-	1,384,835	1,384,835
Camrose Regional Landfill	1,155,750	1,155,750	-	-	-	1,228,000	1,228,000
Recycling	848,016	848,016	-	-	-	843,684	843,684
Total Utility Operating	14,173,998	14,173,998	-	-	-	14,476,685	14,476,685
Total Operating	55,246,818	29,342,708	25,904,110	235,554	26,139,664	29,692,442	55,832,106

General Operating Revenues

Revenue by Object	2019 Budget	2020 Budget	Dollar Change	Per Cent Change	2021 Forecast	Dollar Change
Fines ²	901,000	1,176,000	275,000	30.5%	1,126,000	(50,000)
Franchise & Concession Contracts ¹	2,846,718	3,206,021	359,303	12.6%	3,622,361	416,340
Government Transfers ³	563,317	506,510	(56,807)	-10.1%	516,000	9,490
Grants ³	1,290,049	1,109,495	(180,554)	-14.0%	854,788	(254,707)
Internal Items ⁴	2,465,800	2,535,900	70,100	2.8%	2,535,900	-
Licenses & Permits ²	686,220	683,790	(2,430)	-0.4%	695,230	11,440
Other Revenue ¹	53,700	63,200	9,500	17.7%	38,200	(25,000)
Penalties ²	280,000	270,000	(10,000)	-3.6%	270,000	-
Rentals ¹	1,645,925	1,506,520	(139,405)	-8.5%	1,544,224	37,704
Return on Investments	660,574	704,359	43,785	6.6%	694,546	(9,813)
Sales & User Charges ¹	1,697,746	1,686,491	(11,255)	-0.7%	1,829,734	143,243
Sales to Other Governments ¹	421,147	430,674	9,527	2.3%	430,674	-
Transfers From ⁴	1,222,950	1,205,750	(17,200)	-1.4%	974,100	(231,650)
Other Taxation (CCC)	84,000	84,000	-	0.0%	84,000	-
Sub-total	14,819,146	15,168,710	349,564	2.4%	15,215,757	47,047
Municipal Levy	25,734,110	25,904,110	170,000	0.7%	26,139,664	235,554
Total	40,553,256	41,072,820	519,564	1.3%	41,355,421	282,601

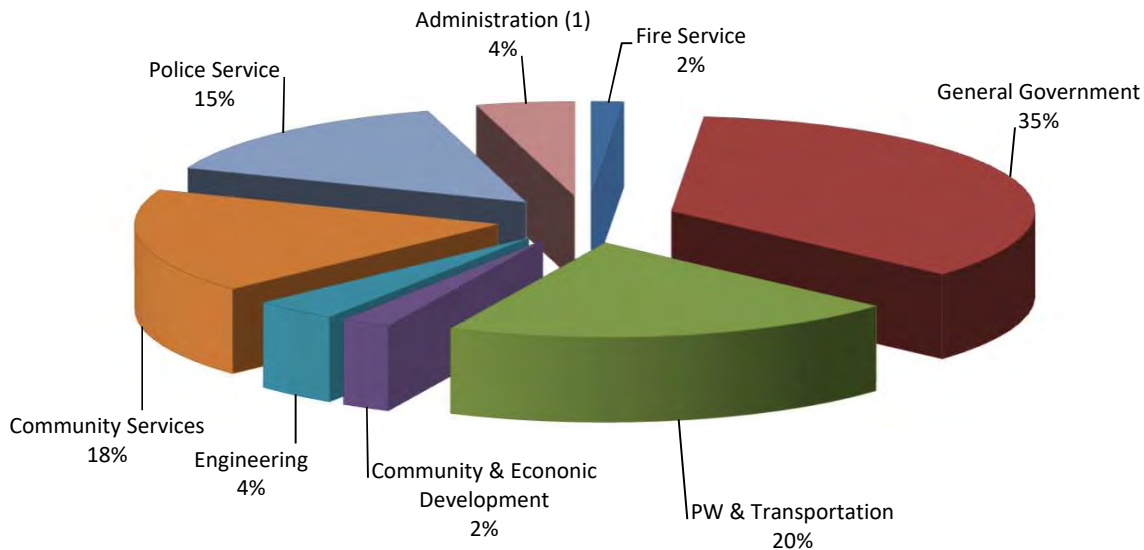
2020 Budget Revenues - Summary by Object



General Operating Revenues

Revenues by Department	2019 Budget	2020 Budget	Dollar Change	Per Cent Change	2021 Forecast	Dollar Change
<u>Operating</u>						
General Government	4,984,027	5,339,402	355,375	7.1%	5,685,429	346,027
Corporate & Protective Services ⁽¹⁾	567,750	621,900	54,150	9.5%	640,500	18,600
Financial Services ⁽¹⁾	48,000	40,500	(7,500)	-15.6%	25,500	(15,000)
Fire Department	218,000	218,000	-	0.0%	218,000	-
Engineering Services	739,820	574,265	(165,555)	-22.4%	559,080	(15,185)
Public Works & Transportation	3,028,257	3,084,927	56,670	1.9%	2,638,263	(446,664)
Community & Economic Dev.	424,440	339,410	(85,030)	-20.0%	334,280	(5,130)
Community Services	2,859,817	2,714,744	(145,073)	-5.1%	2,929,143	214,399
Police Service	1,949,035	2,235,562	286,527	14.7%	2,185,562	(50,000)
Total Operating	14,819,146	15,168,710	349,564	2.4%	15,215,757	47,047
Municipal Levy	25,734,110	25,904,110	170,000	0.7%	26,139,664	235,554
Total Revenue	40,553,256	41,072,820	519,564	1.3%	41,355,421	282,601

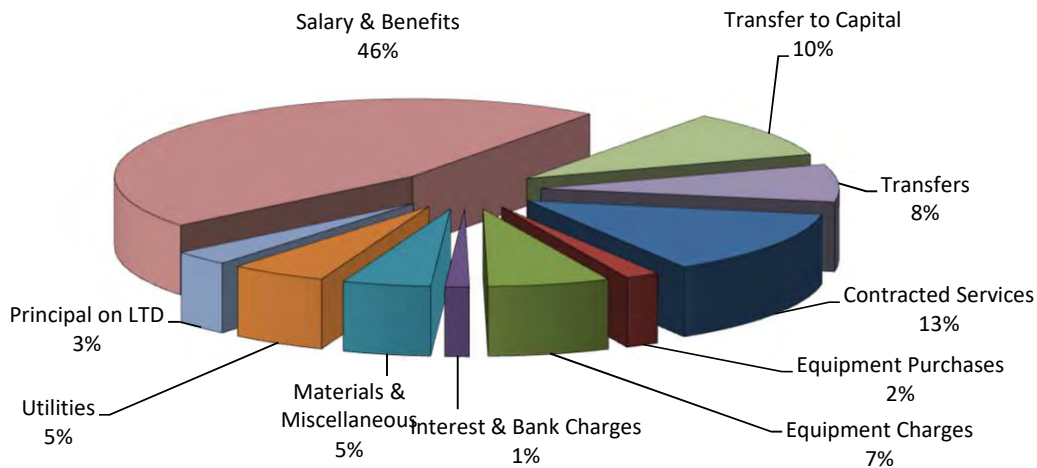
2020 Budget Revenues - Summary by Department



General Operating Expenses

Expenses by Object	2019 Budget	2020 Budget	Dollar Change	Per Cent Change	2021 Forecast	Dollar Change
Contracted Services	5,740,773	5,538,537	(202,236)	-3.5%	5,216,603	(321,934)
Equipment Purchases	996,875	759,700	(237,175)	-23.8%	891,300	131,600
Equipment Charges	2,626,361	2,721,500	95,139	3.6%	2,724,000	2,500
Interest & Bank Charges	602,598	538,483	(64,115)	-10.6%	470,200	(68,283)
Materials & Miscellaneous	2,116,260	1,963,876	(152,384)	-7.2%	2,039,402	75,526
Utilities	2,241,840	2,139,350	(102,490)	-4.6%	2,447,325	307,975
Principal on LTD	1,310,463	1,282,742	(27,721)	-2.1%	1,340,266	57,524
Salary & Benefits	19,261,921	18,882,257	(379,664)	-2.0%	19,669,647	787,390
Transfer to Capital	2,421,600	4,044,697	1,623,097	67.0%	3,350,000	(694,697)
Transfers	3,234,565	3,201,678	(32,887)	-1.0%	3,206,678	5,000
Total	40,553,256	41,072,820	519,564	1.3%	41,355,421	282,601

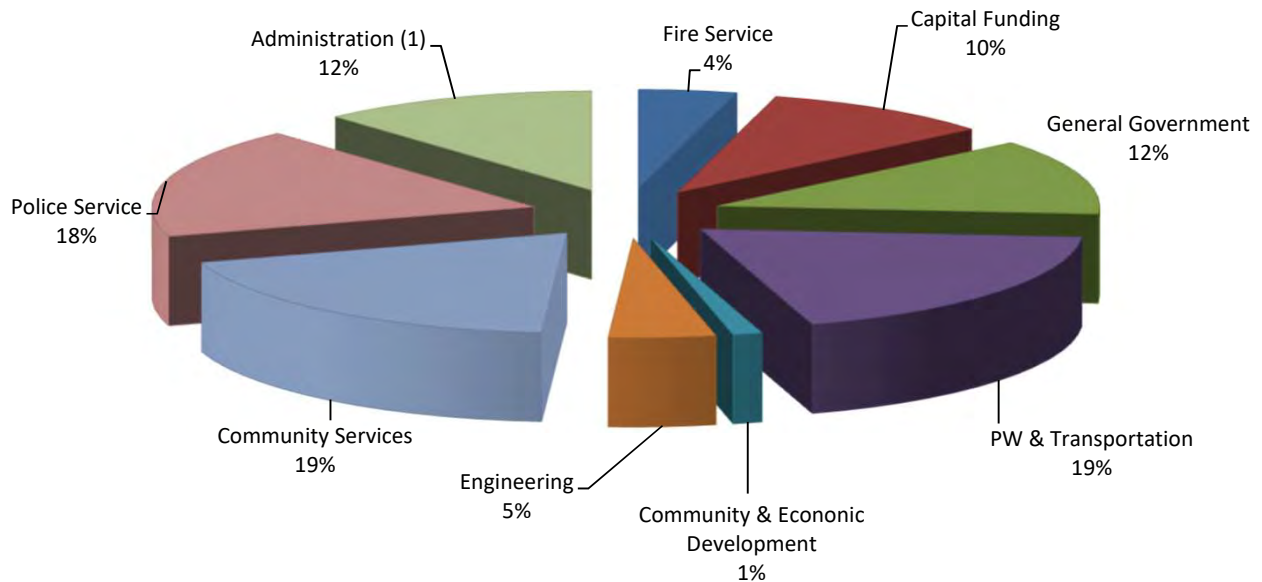
2020 Budget Expenses - Summary by Object



General Operating Expenses

Expenses by Department	2019 Budget	2020 Budget	Dollar Change	Per Cent Change	2021 Forecast	Dollar Change
<u>Operating</u>						
General Government	5,477,542	5,048,071	(429,471)	-7.8%	4,936,969	(111,102)
Capital Funding	2,421,600	4,044,697	1,623,097	67.0%	3,350,000	(694,697)
City Manager's Department ⁽¹⁾	451,312	437,917	(13,395)	-3.0%	437,917	-
Corporate & Protective Services ⁽¹⁾	2,982,198	2,858,622	(123,576)	-4.1%	2,994,660	136,038
Financial Services ⁽¹⁾	1,522,547	1,521,134	(1,413)	-0.1%	1,539,541	18,407
Fire Department	1,742,964	1,705,144	(37,820)	-2.2%	1,715,711	10,567
Engineering Services	2,199,178	1,853,542	(345,636)	-15.7%	2,097,922	244,380
Public Works & Transportation	7,842,066	7,804,554	(37,512)	-0.5%	7,505,883	(298,671)
Community & Economic Dev.	629,771	511,518	(118,253)	-18.8%	513,471	1,953
Community Services	8,178,622	7,863,106	(315,516)	-3.9%	8,723,371	860,265
Police Service	7,105,456	7,424,515	319,059	4.5%	7,539,976	115,461
Total Operating	40,553,256	41,072,820	519,564	1.3%	41,355,421	282,601

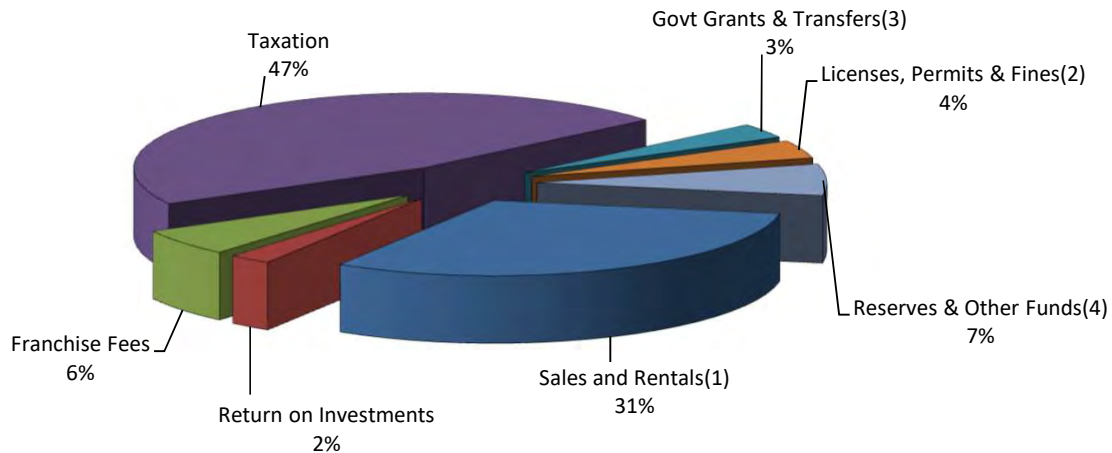
2020 Budget Expenses - Summary by Department



General + Utility Operating Revenues

Revenue by Object	2019 Budget	2020 Budget	Dollar Change	Per Cent Change	2021 Forecast	Dollar Change
Fines ²	901,000	1,176,000	275,000	30.5%	1,126,000	(50,000)
Franchise & Concession Contracts ¹	2,846,718	3,206,021	359,303	12.6%	3,622,361	416,340
Government Transfers ³	618,317	561,510	(56,807)	-9.2%	571,000	9,490
Grants ³	1,290,049	1,109,495	(180,554)	-14.0%	854,788	(254,707)
Internal Items ⁴	2,465,800	2,535,900	70,100	2.8%	2,535,900	-
Licenses & Permits ²	686,220	683,790	(2,430)	-0.4%	695,230	11,440
Other Revenue ¹	53,700	63,200	9,500	17.7%	38,200	(25,000)
Penalties ²	305,500	295,500	(10,000)	-3.3%	295,500	-
Rentals ¹	2,089,525	1,954,420	(135,105)	-6.5%	1,992,124	37,704
Return on Investments	1,064,574	1,308,359	243,785	22.9%	1,293,546	(14,813)
Sales & User Charges ¹	14,490,622	14,619,777	129,155	0.9%	14,850,707	230,930
Sales to Other Governments ¹	527,347	538,986	11,639	2.2%	538,986	-
Transfers From ⁴	1,372,950	1,205,750	(167,200)	-12.2%	1,194,100	(11,650)
Other Taxation (CCC)	84,000	84,000	-	0.0%	84,000	-
Sub-total	28,796,322	29,342,708	546,386	1.9%	29,692,442	349,734
Municipal Levy	25,734,110	25,904,110	170,000	0.7%	26,139,664	235,554
Total	54,530,432	55,246,818	716,386	1.3%	55,832,106	585,288

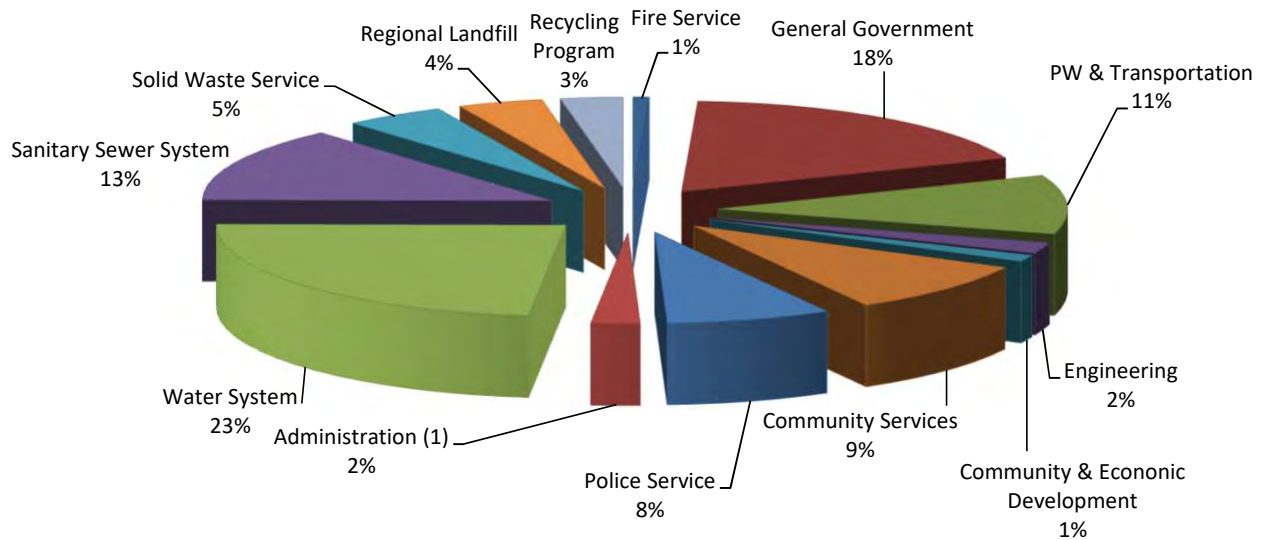
2020 Budget Revenues - Summary by Object



General + Utility Operating Revenues

Revenues by Department	2019 Budget	2020 Budget	Dollar Change	Per Cent Change	2021 Forecast	Dollar Change
<u>Operating</u>						
General Government	4,984,027	5,339,402	355,375	7.1%	5,685,429	346,027
Corporate & Protective Services ⁽¹⁾	567,750	621,900	54,150	9.5%	640,500	18,600
Financial Services ⁽¹⁾	48,000	40,500	(7,500)	-15.6%	25,500	(15,000)
Fire Department	218,000	218,000	-	0.0%	218,000	-
Engineering Services	739,820	574,265	(165,555)	-22.4%	559,080	(15,185)
Public Works & Transportation	3,028,257	3,084,927	56,670	1.9%	2,638,263	(446,664)
Community & Economic Dev.	424,440	339,410	(85,030)	-20.0%	334,280	(5,130)
Community Services	2,859,817	2,714,744	(145,073)	-5.1%	2,929,143	214,399
Police Service	1,949,035	2,235,562	286,527	14.7%	2,185,562	(50,000)
Total Operating	14,819,146	15,168,710	349,564	2.4%	15,215,757	47,047
Municipal Levy	25,734,110	25,904,110	170,000	0.7%	26,139,664	235,554
Total Operating + Levy Revenue	40,553,256	41,072,820	519,564	1.3%	41,355,421	282,601
<u>Utilities</u>						
Water System	6,915,500	6,883,900	(31,600)	-0.5%	6,984,000	100,100
Sanitary Sewer System	3,741,200	3,916,166	174,966	4.7%	4,036,166	120,000
Solid Waste Service	1,364,012	1,370,166	6,154	0.5%	1,384,835	14,669
Regional Landfill	1,055,000	1,155,750	100,750	9.5%	1,228,000	72,250
Recycling Program	901,464	848,016	(53,448)	-5.9%	843,684	(4,332)
Total Utilities	13,977,176	14,173,998	196,822	1.4%	14,476,685	302,687
Total Revenue	54,530,432	55,246,818	716,386	1.3%	55,832,106	585,288

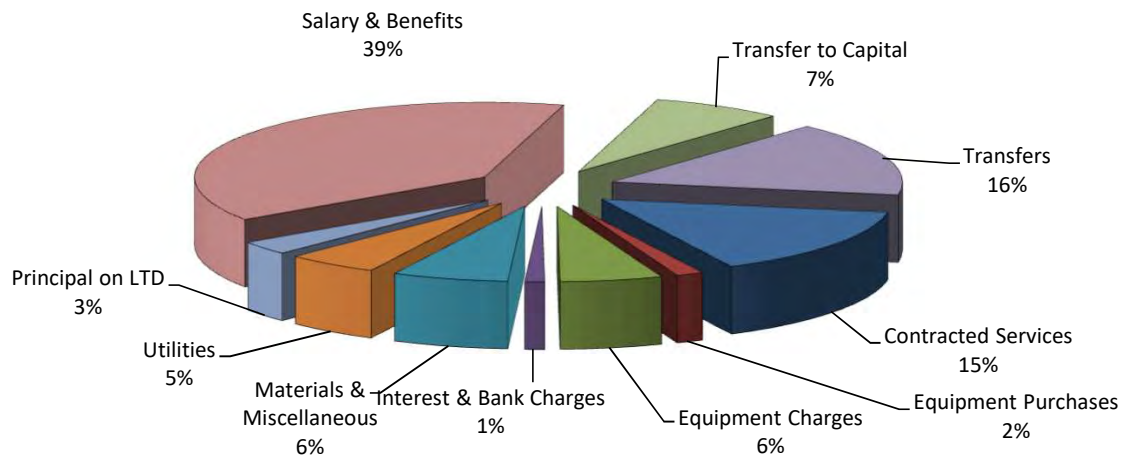
2020 Budget Revenues - Summary by Department



General + Utility Operating Expenses

Expenses by Object	2019 Budget	2020 Budget	Dollar Change	Per Cent Change	2021 Forecast	Dollar Change
Contracted Services	8,268,675	8,214,726	(53,949)	-0.7%	7,901,606	(313,120)
Equipment Purchases	1,391,655	837,400	(554,255)	-39.8%	1,169,200	331,800
Equipment Charges	3,014,861	3,137,500	122,639	4.1%	3,137,500	-
Interest & Bank Charges	676,409	602,927	(73,482)	-10.9%	524,886	(78,041)
Materials & Miscellaneous	3,625,912	3,558,804	(67,108)	-1.9%	3,472,955	(85,849)
Utilities	3,029,436	2,828,900	(200,536)	-6.6%	3,237,625	408,725
Principal on LTD	1,639,265	1,620,926	(18,339)	-1.1%	1,688,180	67,254
Salary & Benefits	21,969,997	21,525,782	(444,215)	-2.0%	22,330,146	804,364
Transfer to Capital	2,421,600	4,044,697	1,623,097	67.0%	3,350,000	(694,697)
Transfers	8,492,622	8,875,156	382,534	4.5%	9,020,008	144,852
Total	54,530,432	55,246,818	716,386	1.3%	55,832,106	585,288

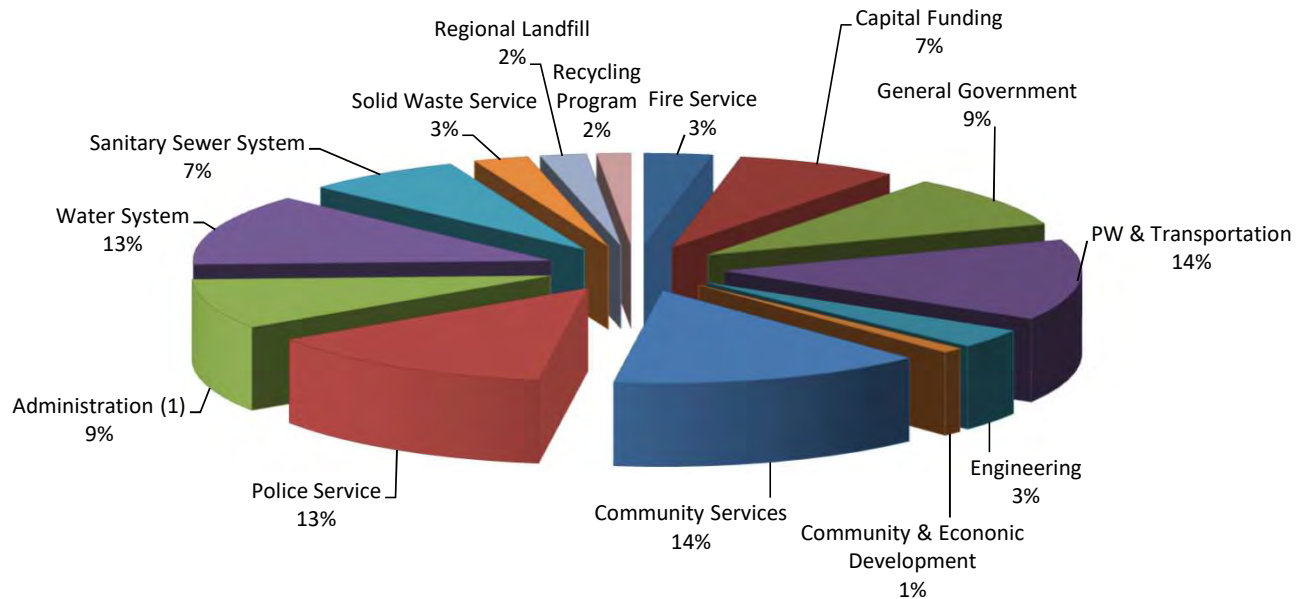
2020 Budget Expenses - Summary by Object



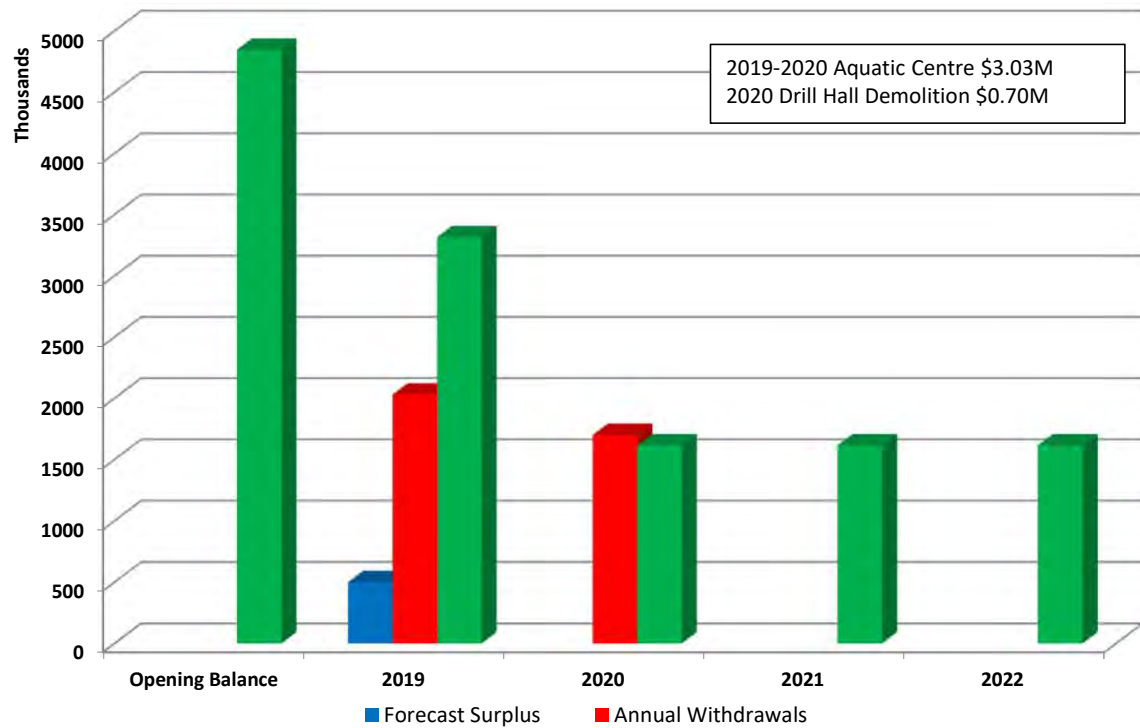
General + Utility Operating Expenses

Expenses by Department	2019 Budget	2020 Budget	Dollar Change	Per Cent Change	2021 Forecast	Dollar Change
<u>Operating</u>						
General Government	5,477,542	5,048,071	(429,471)	-7.8%	4,936,969	(111,102)
Capital Funding	2,421,600	4,044,697	1,623,097	67.0%	3,350,000	(694,697)
City Manager's Department ⁽¹⁾	451,312	437,917	(13,395)	-3.0%	437,917	-
Corporate & Protective Services ⁽¹⁾	2,982,198	2,858,622	(123,576)	-4.1%	2,994,660	136,038
Financial Services ⁽¹⁾	1,522,547	1,521,134	(1,413)	-0.1%	1,539,541	18,407
Fire Department	1,742,964	1,705,144	(37,820)	-2.2%	1,715,711	10,567
Engineering Services	2,199,178	1,853,542	(345,636)	-15.7%	2,097,922	244,380
Public Works & Transportation	7,842,066	7,804,554	(37,512)	-0.5%	7,505,883	(298,671)
Community & Economic Dev.	629,771	511,518	(118,253)	-18.8%	513,471	1,953
Community Services	8,178,622	7,863,106	(315,516)	-3.9%	8,723,371	860,265
Police Service	7,105,456	7,424,515	319,059	4.5%	7,539,976	115,461
Total Operating	40,553,256	41,072,820	519,564	1.3%	41,355,421	282,601
<u>Utility</u>						
Water System	6,915,500	6,883,900	(31,600)	-0.5%	6,984,000	100,100
Sanitary Sewer System	3,741,200	3,916,166	174,966	4.7%	4,036,166	120,000
Solid Waste Service	1,364,012	1,370,166	6,154	0.5%	1,384,835	14,669
Regional Landfill	1,055,000	1,155,750	100,750	9.5%	1,228,000	72,250
Recycling Program	901,464	848,016	(53,448)	-5.9%	843,684	(4,332)
Total Utilities	13,977,176	14,173,998	196,822	1.4%	14,476,685	302,687
Total Expenses	54,530,432	55,246,818	716,386	1.3%	55,832,106	585,288

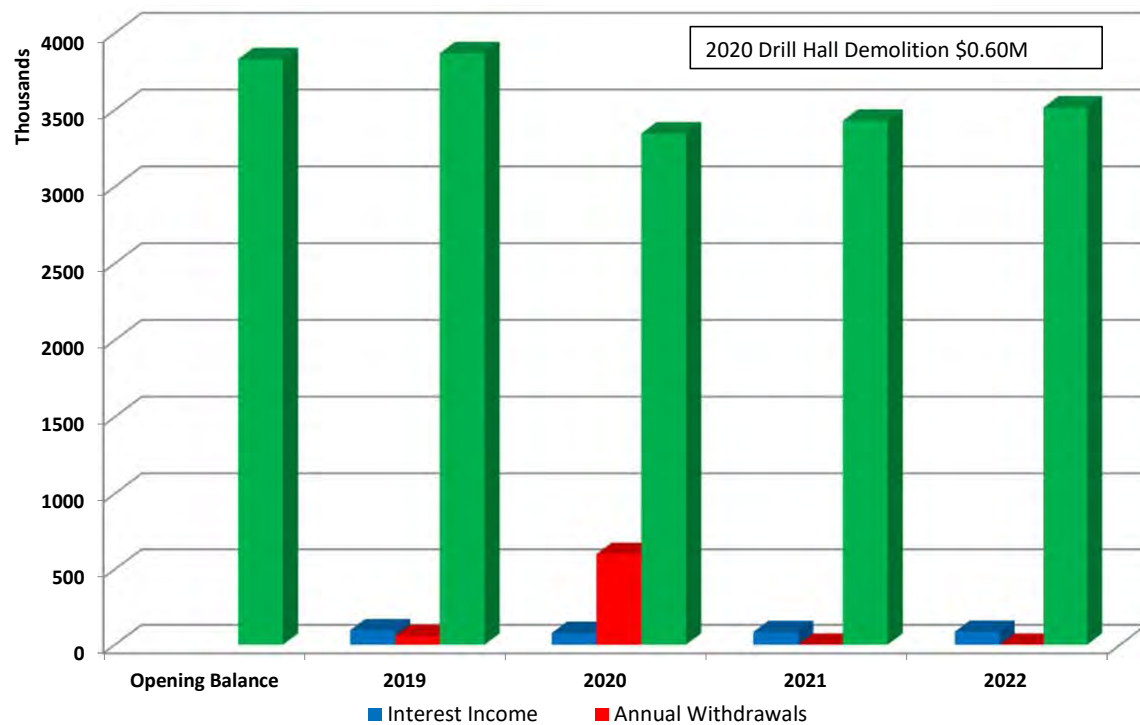
2020 Budget Expenses - Summary by Department



**City of Camrose
Operating Budget 2019-2022
General Operating Reserve**



**City of Camrose
Operating Budget 2019-2022
Financial Stabilization Reserve**



DEBT SERVICING COSTS - OPERATING LEVY

	Community		Fire	Sports	Storm		Current	
Year	Centre	CPAC	Service	Development	Sewer	Transportation	Total	Total
2019	225,241	364,816	162,264	670,761	217,853	163,757	1,804,692	1,804,692
2020	225,241	364,816	162,264	670,761	217,853	78,038	1,718,973	1,718,973
2021	225,241	364,816	162,264	670,761	217,853	78,038	1,718,973	1,718,973
2022	225,241	364,816	162,264	670,761	217,853	78,038	1,718,973	1,718,973
2023		364,816	162,264	670,761	217,853	78,038	1,493,732	1,493,732
2024		364,816	162,264	670,761	105,660	78,038	1,381,539	1,381,539
2025		364,816	162,264	670,761	105,660	78,038	1,381,539	1,381,539
2026		364,816	162,264	670,761	105,660	78,038	1,381,539	1,381,539
2027		364,816		340,573			705,389	705,389
2028		364,816					364,816	364,816
2029		364,816					364,816	364,816
2030		364,816					364,816	364,816
2031		364,816					364,816	364,816
2032		364,816					364,816	364,816
2033		230,704					230,704	230,704
2034		96,593					96,593	96,593
2035		96,593					96,593	96,593
2036		48,296					48,296	48,296
	900,965	5,579,609	1,298,113	5,706,665	1,406,245	710,020	15,601,617	- 15,601,617

DEBT SERVICING COSTS - UTILITY RATES

					NEW ¹	
					Current	\$11,000,000
Year	Recycling	Water	Garbage Totes		Total	WWTP
2019		194,613	208,389		403,002	
2020		194,613	208,389		403,002	
2021		194,613	208,389		403,002	
2022		194,613			194,613	710,000
2023		194,613			194,613	710,000
2024		194,613			194,613	710,000
2025		194,613			194,613	710,000
2026		194,613			194,613	710,000
2027		194,613			194,613	710,000
2028					-	710,000
2029					-	710,000
2030					-	710,000
2031					-	710,000
	-	1,751,518	625,168	-	-	-
					2,376,685	7,100,000
						9,476,685

¹ 20 Year Debenture with current Alberta Capital Finance Authority rates (2.617%). WWTP funding currently includes \$11.27M of offsite levies.

Debt Limit (per 2018 Financial Statements) (1.5 times revenue)	\$ 77,279,871
City of Camrose Debt Limit per policy (70% of MGA debt limit)	\$ 54,095,910
* Total Debt estimated as at December 31, 2019	\$ 15,204,624
Amount of Debt Limit Unused	<u>\$ 38,891,286</u>
Annual Principle Reduction - average next 5 years	Approximate 1,748,855

Fiscal Services

Overview

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

Fiscal Services:

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

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
FISCAL SERVICES							
Financing							
Penalties	270,679	280,000	270,000	(10,000)	-3.6%	270,000	270,000
Franchise Fees	2,688,188	2,846,718	3,206,021	359,303	12.6%	3,622,361	3,650,987
Franchise Fees - City Utilities	565,592	600,000	573,000	(27,000)	-4.5%	586,500	596,000
Return on Investments	1,377,419	660,574	704,359	43,785	6.6%	694,546	685,861
Other Revenue	8,414	8,000	-	(8,000)	-100.0%	-	-
Grants	131,512	135,000	135,000	-	0.0%	135,000	135,000
Transfer from Reserve	125,000	-	-	-		-	-
	<u>5,166,804</u>	<u>4,530,292</u>	<u>4,888,380</u>	<u>358,088</u>	<u>7.9%</u>	<u>5,308,407</u>	<u>5,337,848</u>
Expenditures							
Bad Debts/Collection Costs	(122,770)	58,800	34,900	(23,900)	-40.6%	35,000	35,100
Debenture Principal	1,234,220	1,310,463	1,282,742	(27,721)	-2.1%	1,340,266	1,380,351
Debenture Interest	630,909	560,538	495,823	(64,715)	-11.5%	427,440	358,751
Other Expenditures	43,066	50,000	50,000	-	0.0%	50,000	50,000
Contingency	-	-	95,000	95,000		8,000	8,000
Sick Leave Accrual Adjustment	(97,210)	-	-	-		-	-
Transfer to Reserves	179,104	-	-	-		-	-
	<u>1,867,319</u>	<u>1,979,801</u>	<u>1,958,465</u>	<u>(21,336)</u>	<u>-1.1%</u>	<u>1,860,706</u>	<u>1,832,202</u>
Net	<u>(3,299,485)</u>	<u>(2,550,491)</u>	<u>(2,929,915)</u>	<u>(379,424)</u>	<u>-14.9%</u>	<u>(3,447,701)</u>	<u>(3,505,646)</u>

Operating Highlights / Changes

- Based on a review of reserves and projected cash flows, total investment income for the City has increased from \$1,000,000 in the 2019 Budget to \$1,250,000 in the 2020 Budget. Of this total, \$650,000 has been recorded in fiscal services and \$600,000 has been allocated to utilities as a large portion of the cash on hand is related to the utility reserves.
- The City budgets for salaries and benefits within each department with no allowance for vacancies. In the 2020 Budget, a \$200,000 vacancy allowance has been recorded in Fiscal Services, offset by a \$295,000 contingency amount providing for non-recurring unanticipated expenditures or funding known contingencies with unknown costs. Council approval is required before expending the contingency amount.

- The budget includes an increase from 10% to 13% to the franchise fees for electricity and an increase from 25% to 27% increase for natural gas franchise fees. This increase is budgeted to be effective April 1, 2020. The estimated increase in revenues has been transferred to capital reserves to partially offset the reduction in infrastructure funding identified in the Alberta provincial budget released in October. The City of Camrose has budgeted to receive approximately \$1.1 million less grant funding annually from 2022.

Upcoming Projects

- Reserve Policy to be completed in 2020; will impact interest income allocation, land reserve, etc.

Mayor and Council

Overview

City Council, comprised of the Mayor and eight Councilors, are elected to represent the citizens of Camrose and to develop and evaluate policies and programs of the municipality. Council's travel, expenses, allowance, remuneration, and benefits were reviewed in 2017 by a Citizen's Review Committee as per the Council Support and Remuneration Policy.

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
MAYOR & COUNCIL							
Financing							
Other Revenue	(3)	-	-	-			
Transfer from Reserves	10,000	55,000	75,000	20,000	36.4%	20,000	20,000
	9,997	55,000	75,000	20,000	36.4%	20,000	20,000
Expenditures							
Salaries and Benefits	256,358	274,279	270,344	(3,935)	-1.4%	270,344	274,129
Contracted Services	84,888	177,200	204,900	27,700	15.6%	179,900	151,400
Materials & Supplies	9,291	16,900	16,400	(500)	-3.0%	16,400	16,400
Assets < \$10,000	8,700	10,600	10,400	(200)	-1.9%	10,400	10,400
Transfer to Reserve	-	-	-	-		-	-
	359,237	478,979	502,044	23,065	4.8%	477,044	452,329
Net	349,240	423,979	427,044	3,065	0.7%	457,044	432,329

Operating Highlights / Changes

- As per direction from Council, salaries and benefits have been rolled back 2% in the 2020 Budget. The recommendations provided by the Citizen Review Committee prior to the 2017 General Election (5% annual increase + CPI) have not been included.
- Contracted services includes \$75,000 for mediation/arbitration support if necessary for Intermunicipal Collaboration efforts (funded from financial stabilization reserves).

Upcoming Projects

- Additional efforts focused on regional economy, regional collaboration, water sustainability, as well as asset and project management.
- Increased advocacy efforts for issues crucial for the Camrose region.

Strategic Focus Areas

- **Strengthen the Regional Economy:** Council is a proactive leader in bringing organizations together to work on initiatives to strengthen our regional economy.
- **Regional Collaboration:** Council plays large role in working closely and cooperatively with our regional partners.
- **Ensure Long-Term Water Sustainability:** Council will advocate for water sustainability for Camrose's current water needs and future growth.
- **Asset and Project Management:** Council holds quarterly long-term / strategic planning workshops to plan for future infrastructure, facility, and land needs for Camrose.

Local Governance

Overview

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

Local Governance includes:

- Financial support for many community events including Jaywalkers Jamboree, distributing signage for Blood Donor Clinics and hanging banners for special events.
- Fee for services include the Camrose Ski Club, Northern Historical Society, Chamber of Commerce Visitor Information and parade/train activities.
- Community Assistance is provided in support for many community events. Council determines the listing of organizations that can apply for a recurring grant and reviews recurring grant applications in conjunction with the annual budget process. A Committee of Council has been established and reviews discretionary grant applications twice a year, awarding grant funding as approved at that time.
- Commitments reflect grants that are either legislated or by resolution of Council. These include commitments to the Camrose and District Lodge Authority, Camrose Public Library, Parkland Regional Library, Camrose and District Support Services and the Lougheed Performing Arts Centre. The School Resource Officer has been included in the City Police budget from 2019 and continues to receive funding from the City of Camrose through the annual approved City Police budget.
- Council Committees include support for the Social Development Committee and the Arts Council. Other Advisory Committees provide Council with direction for the funding of various initiatives within other operational areas.
- Rental Subsidy has been added to identify the City's contribution to various groups through the subsidy of property rentals at less than market rates.

LOCAL GOVERNANCE	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Provincial Grants	-	-	-	-		-	-
Other Revenue	-	-	-	-		-	-
Market Rate Rental Subsidy	366,340	304,485	262,772	(41,713)	-13.7%	262,772	262,772
Transfer from Reserve	204,668	-	-	-		-	-
	<u>571,008</u>	<u>304,485</u>	<u>262,772</u>	<u>(41,713)</u>	<u>-13.7%</u>	<u>262,772</u>	<u>262,772</u>
Expenditures							
City Support Services*	17,219	25,200	18,500	(6,700)	-26.6%	18,500	18,500
Fee for Service	149,270	152,831	98,710	(54,121)	-35.4%	98,710	98,710
Community Assistance	81,179	20,000	20,000	-	0.0%	20,000	20,000
Commitments	1,276,571	1,266,504	1,132,205	(134,299)	-10.6%	1,132,205	1,132,205
Council Committees	2,000	45,000	32,000	(13,000)	-28.9%	32,000	32,000
Rental Subsidy - Citywide	366,340	304,485	262,772	(41,713)	-13.7%	262,772	262,772
Transfer to Reserves	-	-	-	-		-	-
	<u>1,892,579</u>	<u>1,814,020</u>	<u>1,564,187</u>	<u>(249,833)</u>	<u>-13.8%</u>	<u>1,564,187</u>	<u>1,564,187</u>
Net	<u>1,321,571</u>	<u>1,509,535</u>	<u>1,301,415</u>	<u>(208,120)</u>	<u>-13.8%</u>	<u>1,301,415</u>	<u>1,301,415</u>

*Includes wages, materials, and equipment charges

	2018	2019	2020	Change 2019 to 2020		2021	2022
	Actual	Budget	Budget	Dollar Change	Per Cent Change	Forecast	Forecast
FEE FOR SERVICE							
Camrose Ski Club	17,000	18,000	18,000	-	0.0%	18,000	18,000
Northern Historical Society	31,210	31,210	31,210	-	0.0%	31,210	31,210
Tourism Camrose	53,060	54,121	-	(54,121)	-100.0%	-	-
Parade/Train - Chamber	8,000	8,000	8,000	-	0.0%	8,000	8,000
Visitor Information - Chamber	40,000	41,500	41,500	-	0.0%	41,500	41,500
	<u>149,270</u>	<u>152,831</u>	<u>98,710</u>	<u>(54,121)</u>	<u>-35.4%</u>	<u>98,710</u>	<u>98,710</u>

COMMUNITY ASSISTANCE

Discretionary Grants	81,179	20,000	20,000	-	0.0%	20,000	20,000
	<u>81,179</u>	<u>20,000</u>	<u>20,000</u>	<u>-</u>	<u>0.0%</u>	<u>20,000</u>	<u>20,000</u>

COMMITMENTS

Camrose Lodge Authority	29,014	28,612	28,612	-	0.0%	28,612	28,612
Camrose Public Library	641,023	667,921	578,000	(89,921)	-13.5%	578,000	578,000
Parkland Regional Library	152,185	154,622	160,244	5,622	3.6%	160,244	160,244
C.D.S.S.	115,349	115,349	115,349	-	0.0%	115,349	115,349
Lougheed Performing Arts Centre	250,000	250,000	250,000	-	0.0%	250,000	250,000
School Resource Officer	39,000			-			
Centra Cam Building Fund	50,000	50,000	-	(50,000)	-100.0%		
	<u>1,276,571</u>	<u>1,266,504</u>	<u>1,132,205</u>	<u>(134,299)</u>	<u>-10.6%</u>	<u>1,132,205</u>	<u>1,132,205</u>

COUNCIL COMMITTEES

Social Development Committee	2,000	5,000	2,000	(3,000)	-60.0%	2,000	2,000
Arts Council	-	40,000	30,000	(10,000)	-25.0%	30,000	30,000
	<u>2,000</u>	<u>45,000</u>	<u>32,000</u>	<u>(13,000)</u>	<u>-28.9%</u>	<u>32,000</u>	<u>32,000</u>

MARKET RENT SUBSIDY

Camrose Senior Society	78,305	78,305	78,305	-	0.0%	78,305	78,305
Rose City Handivan Society	9,741	9,741	2,065	(7,676)	-78.8%	2,065	2,065
Camrose Public Library	80,226	80,226	80,226	-	0.0%	80,226	80,226
Visitor Information - Chamber	4,839	4,839	4,839	-	0.0%	4,839	4,839
Camrose Ski Club	8,000	8,000	8,000	-	0.0%	8,000	8,000
C.D.S.S.	11,173	11,173	-	(11,173)	-100.0%	-	-
Pre-School Society	12,132	12,132	-	(12,132)	-100.0%	-	-
Camrose Childrens Centre	61,855	-	-	-		-	-
Shooting Sports Association	10,732	10,732	-	(10,732)	-100.0%	-	-
C.R.E.	89,337	89,337	89,337	-	0.0%	89,337	89,337
	<u>366,340</u>	<u>304,485</u>	<u>262,772</u>	<u>(41,713)</u>	<u>-13.7%</u>	<u>262,772</u>	<u>262,772</u>
	<u>1,875,360</u>	<u>1,788,820</u>	<u>1,545,687</u>	<u>(243,133)</u>	<u>-13.6%</u>	<u>1,545,687</u>	<u>1,545,687</u>

Operating Budget Changes

- The 2020 Budget includes a reduction to some community groups and organizations as well as some Council committees.

Upcoming Projects

- No significant projects planned at this time.

Service Level Changes

- None

Common Services

Overview

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

Common Services includes:

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

COMMON SERVICES	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	50	250	250	-	0.0%	250	250
Transfer from Reserve	-	-	19,000	19,000		-	-
	50	250	19,250	19,000	7600.0%	250	250
Expenditures							
Salaries & Benefits	45,769	53,367	42,241	(11,126)	-20.8%	39,333	39,449
Contracted Services	412,474	440,710	427,688	(13,022)	-3.0%	418,325	465,263
Insurance	354,242	368,000	333,146	(34,854)	-9.5%	345,974	354,655
Materials & Supplies	51,530	53,000	52,000	(1,000)	-1.9%	53,000	54,000
Equipment Charges	5,607	5,000	5,500	500	10.0%	5,500	5,500
Assets < \$10,000	4,110	-	-	-		-	-
Transfer to Reserve	-	-	-	-		-	-
Power, Heat & Water	86,133	90,665	78,800	(11,865)	-13.1%	88,900	91,700
	959,865	1,010,742	939,375	(71,367)	-7.1%	951,032	1,010,567
Net	959,815	1,010,492	920,125	(90,367)	-8.9%	950,782	1,010,317

Operating Highlights / Changes

- Savings in Common Services include lower insurance premiums, reduced licensing for software, and lower utility expenses due to renewed contracts at lower prices for 2020.

Office of the City Manager

Overview

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

The City Manager's responsibilities include:

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

One administrative support position for the City Manager is provided and shared with the Deputy City Manager, Corporate and Protective Services, the Mayor, and City Council. Costs of the position are shown in the City Manager's budget. A part-time position provides corporate business planning and strategic planning support to Council and the City's Management Team.

OFFICE OF THE CITY MANAGER	2018 Actual	2019 Budget	2020 Budget	<u>Change 2019 to 2020</u>		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Expenditures							
Salaries & Benefits	420,847	425,267	415,872	(9,395)	-2.2%	415,872	419,801
Contracted Services	12,663	22,945	18,945	(4,000)	-17.4%	18,945	18,945
Assets < \$10,000	2,600	3,100	3,100	-	0.0%	3,100	3,100
	<u>436,110</u>	<u>451,312</u>	<u>437,917</u>	<u>(13,395)</u>	<u>-3.0%</u>	<u>437,917</u>	<u>441,846</u>
Net	<u>436,110</u>	<u>451,312</u>	<u>437,917</u>	<u>(13,395)</u>	<u>-3.0%</u>	<u>437,917</u>	<u>441,846</u>

Staff Complement	2018	2019	2020	2021
Permanent (Full time equivalents)	2.6	2.5	2.5	2.5
Casual (Full time equivalents)	-	-	-	-
Total	<u>2.6</u>	<u>2.5</u>	<u>2.5</u>	<u>2.5</u>

Operating Highlights / Changes

- Status quo budget.

Upcoming Projects

- To supplement Council's Strategic Plan that outlines four Focus Areas for the City, the Management Team has developed four internal goals for all staff to work towards for 2019 – 2022:
 1. Accurate Information: Staff and citizens can easily get accurate information that they need.
 2. Reliable Procedures: Staff document and consistently use reliable procedures for key responsibilities.

3. Increased Asset & Project Management: Staff use asset management and project management skills to plan for, maintain, and utilize City assets well.
 4. Excellent Communication: Staff are well-informed through excellent internal communication.
- Progress has also been made in several continuous improvement initiatives throughout the City including: long-term / strategic planning, monthly budgeting, business cases, business planning cycle, and a long-term asset management approach. Further refinement and increased proficiency will be a focus in 2020.

Strategic Focus Areas

- **Strengthen the Regional Economy:** the City Manager prioritizes the organization's focus on developing a strong and diverse economy.
- **Regional Collaboration:** the City Manager works closely with regional partners to explore ways Camrose can prosper and grow as a cohesive region.
- **Ensure Long-Term Water Sustainability:** the City Manager emphasizes seeking water security for Camrose's current water needs and future growth.
- **Asset and Project Management:** the City Manager's Office and the Management Team lead quarterly long-term / strategic planning workshops to plan for future infrastructure, facility, and land needs for Camrose. The City Manager also provides leadership for enhanced asset and project management throughout the organization.

Corporate & Protective Services

Overview

The Corporate and Protective Services Department includes the work units of: Legislative Services, Human Resources, Health and Safety, Information Technology Services/Records Management, and the office of the Deputy City Manager. The Deputy City Manager in addition to providing support to the City Manager role serves as the City signing officer and the City's FOIP Officer. On the protective side, the Department provides direction and support to the Fire Chief and Bylaw Enforcement and liaisons with the Police Service.

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

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

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

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

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

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

Bylaw Enforcement Services is responsible for the investigation and enforcement of various City of Camrose bylaws.

CORPORATE AND PROTECTIVE SERVICES	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Deputy City Manager	216,622	216,386	216,586	200	0.1%	216,586	218,997
Human Resources	371,765	465,741	442,108	(23,633)	-5.1%	452,546	448,263
Records Management	124,787	180,236	155,266	(24,970)	-13.9%	158,705	158,744
Legislative Services	129,526	144,638	146,686	2,048	1.4%	144,380	157,412
Health & Safety	112,737	134,241	106,142	(28,099)	-20.9%	134,441	135,355
By-law Services	129,421	122,768	111,117	(11,651)	-9.5%	119,239	123,126
Animal & Pest Control	56,839	56,244	65,400	9,156	16.3%	63,400	62,400
Net	1,141,697	1,320,254	1,243,305	(76,949)	-5.8%	1,289,297	1,304,297

CORPORATE AND PROTECTIVE SERVICES	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	33,635	30,000	30,000	-	0.0%	30,000	30,000
Other Revenue	10,963	11,000	45,000	34,000	309.1%	45,000	35,000
Transfer from Reserve	-	23,750	-	(23,750)	-100.0%	20,000	-
Animal Control	23,634	30,000	25,000	(5,000)	-16.7%	27,000	28,000
	68,232	94,750	100,000	5,250	5.5%	122,000	93,000
Expenditures							
Salaries & Benefits	742,933	817,475	813,455	(4,020)	-0.5%	828,747	844,647
Contracted Services	283,900	454,635	379,200	(75,435)	-16.6%	442,900	405,000
Materials & Supplies	19,446	28,500	27,200	(1,300)	-4.6%	26,200	24,200
Equipment Charges	15,227	9,150	9,250	100	1.1%	9,250	9,250
Assets < \$10,000	9,200	14,000	13,800	(200)	-1.4%	13,800	13,800
Transfer to Reserve	58,750	5,000	10,000	5,000	100.0%	-	10,000
Animal Control	80,473	86,244	90,400	4,156	4.8%	90,400	90,400
	1,209,929	1,415,004	1,343,305	(71,699)	-5.1%	1,411,297	1,397,297
Net	1,141,697	1,320,254	1,243,305	(76,949)	-5.8%	1,289,297	1,304,297

Staff Complement	2018	2019	2020	2021
Permanent (Full time equivalents)	7.3	7.3	7.3	7.3
Casual (Full time equivalents)	-	-	0.1	0.1
Total	7.3	7.3	7.4	7.4

Operating Highlights / Changes

- Majority of business units remain as status quo.

Upcoming Ongoing Projects

- Human Resources & OHS:** Implementation and rollout of Digital Action Tracking System to manage City of Camrose training records and assist with the tracking of the Occupational Health and Safety program and city-wide training and development program.
- Administration:** Intermunicipal Collaboration Framework, CUPE negotiations, Camrose Police Association negotiations, and increased Council advocacy and lobbying efforts.

Strategic Focus Areas

- Encourage Regional Cooperation:** Intermunicipal Collaboration Framework development supports regional collaboration.

Information Technology Services

Overview

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

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

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

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

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

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

	2018	2019	2020	Change 2019 to 2020		2021	2022
	Actual	Budget	Budget	Dollar Change	Per Cent Change	Forecast	Forecast
IT SERVICES							
Financing							
Sales & User Charges	915	-	-	-		-	-
Transfer from Reserve	-	50,000	60,000	10,000	20.0%	20,000	-
	<u>915</u>	<u>50,000</u>	<u>60,000</u>	<u>10,000</u>	<u>20.0%</u>	<u>20,000</u>	<u>-</u>
Expenditures							
Salaries & Benefits	564,707	593,644	598,867	5,223	0.9%	610,038	625,018
Contracted Services	282,527	429,550	348,750	(80,800)	-18.8%	339,025	487,800
Equipment Charges	8,400	8,400	8,400	-	0.0%	8,400	8,400
Materials & Supplies	29,082	45,000	30,000	(15,000)	-33.3%	45,000	45,000
Assets < \$10,000	45,770	42,600	32,400	(10,200)	-23.9%	32,400	32,400
Enterprise Wide Initiatives	19,715	25,000	35,000	10,000	40.0%	50,000	50,000
Transfer to Reserves	85,000	-	-	-		-	-
	<u>1,035,201</u>	<u>1,144,194</u>	<u>1,053,417</u>	<u>(90,777)</u>	<u>-7.9%</u>	<u>1,084,863</u>	<u>1,248,618</u>
Net	<u>1,034,286</u>	<u>1,094,194</u>	<u>993,417</u>	<u>(100,777)</u>	<u>-9.2%</u>	<u>1,064,863</u>	<u>1,248,618</u>
Staff Complement							
	2018	2019	2020			2021	
Permanent (Full time equivalents)	7.0	7.0	7.0			7.0	
Casual (Full time equivalents)	-	-	-			-	
Total	<u>7.0</u>	<u>7.0</u>	<u>7.0</u>			<u>7.0</u>	

Operating Highlights / Changes

- Within contracted services is \$25,000 for air photos to be taken in 2020 (last taken in 2017). Air photos were not flown in 2019 because of contractor scheduling implications due to the US government shutdown.
- As the IT Governance Committee identifies priority areas for improvement, this budget will support resources needed to support the implementation of new and improved programs and annual licensing expenses. After a thorough review of this budget and projects identified for 2020, Enterprise Wide Initiatives has been reduced to \$35,000 (funded from reserves). A portion of these funds will be utilized for the GIS System Architecture Review.
- Contracted Services has been reduced due to shifting some software licensing costs to CPS which shows a reduction in City internet budget requirements as well as procuring a different switch manufacturer.

Upcoming Projects

- **Email gateway replacements:** These devices filter and scan emails for malicious intent in order to reduce the likelihood of a cyber-event. The current devices are near their end-of-support and require replacement.
- **Storage network switching upgrades:** Hardware for fiber switches will be deployed for storage traffic that will improve security and performance.
- **Fiber communication enhancements:** Conduit installs are planned for three locations that will create a better network design with simplified redundancy as well as proper segregation of City and Camrose Police networks.
- **GIS system architecture review:** Enterprise geospatial platforms will be assessed to meet increasing mapping needs from citizens and City Departments and replace current software that is end-of-life.
- **Server upgrades:** Planned annual server replacements, upgrades, and warranty renewals to ensure reliable functioning.

Strategic Focus Areas

- **Asset and Project Management:** The IT Department provides many essential services and devices that allow City Departments to provide service to the public. The IT Governance Committee helps to prioritize project and technology requests from Departments so that they are well-planned and delivered.

Computer Replacement Program

Overview

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

COMPUTER REPLACEMENT PROGRAM	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Revenue-Annual Charges	249,700	267,800	267,900	100	0.0%	267,900	267,900
Transfer from Reserves	224,125	155,200	194,000	38,800	25.0%	230,600	204,600
	<u>473,825</u>	<u>423,000</u>	<u>461,900</u>	<u>38,900</u>	<u>9.2%</u>	<u>498,500</u>	<u>472,500</u>
Expenditures							
Computer Equipment	224,125	155,200	194,000	38,800	25.0%	230,600	204,600
Transfer to Reserve	249,700	267,800	267,900	100	0.0%	267,900	267,900
	<u>473,825</u>	<u>423,000</u>	<u>461,900</u>	<u>38,900</u>	<u>9.2%</u>	<u>498,500</u>	<u>472,500</u>
Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		<u>-</u>	<u>-</u>

Operating Highlights / Changes

- No changes to the computer replacement program.

Upcoming Projects

- Continue with the scheduled replacement of workstations and other equipment in the program.

Strategic Focus Areas

- **Asset and Project Management:** computers are an essential component of municipal service delivery. They are well-managed and maintained to maximize asset utilization.

Camrose Fire Department

Overview

The Fire Department is part of the City's Corporate and Protective Services Department. The Fire Department consists of four full-time employees, one part-time administrative assistant, and is reliant upon a group of 40 paid on-call firefighters as a combination volunteer service. The Department works diligently towards fire prevention, education, protection of life and property, and the mitigation of all emergency incidents.

Fire Department services include:

- Serve as an emergency response team to protect lives and property and suppress fires.
- Provide for all types of rescue services such as motor vehicle, water, ice, rope, and 1st Medical Responder assistance to AHS.
- Provide a first-responder awareness level response to control and mitigate incidents involving dangerous goods.
- A fire inspection program in the community to identify fire hazards and try to eliminate potential causes of fire starts.
- Investigate all fire incidents to determine origin and cause.
- Enforce the Alberta Fire Code.
- A proactive fire prevention and public education program for the general public and community groups on fire and life safety.
- Issue permits for open air burning, fire pits, and fireworks displays.
- Assistance with emergency management and preparedness for the City's Municipal Emergency Plan.
- A Fire Training Program to make sure all firefighter personnel are adequately trained to handle all types of incidents.

	2018	2019	2020	Change 2019 to 2020		2021	2022
	Actual	Budget	Budget	Dollar Change	Per Cent Change	Forecast	Forecast
FIRE PROTECTION							
Financing							
Fire Calls	71,611	85,000	85,000	-	0.0%	85,000	85,000
Sales & User Charges	2,528	2,000	2,000	-	0.0%	2,000	2,000
Contribution from County	134,143	130,000	130,000	-	0.0%	130,000	135,000
Transfer From Reserve	-	-	-	-		-	-
Provincial Grants	18,245	-	-	-		-	-
Other Revenue	21,161	1,000	1,000	-	0.0%	1,000	1,000
	247,688	218,000	218,000	-	0.0%	218,000	223,000
Expenditures							
Salaries & Benefits	761,900	763,064	762,920	(144)	0.0%	769,608	776,593
Contracted Services	198,264	212,847	201,324	(11,523)	-5.4%	201,003	200,367
Hydrant Rental	376,900	380,000	380,000	-	0.0%	380,000	380,000
Materials & Supplies	63,133	70,500	70,500	-	0.0%	70,500	70,500
Equipment Charges	46,358	44,800	43,000	(1,800)	-4.0%	43,000	43,000
Power, Heat & Water	42,802	46,753	37,500	(9,253)	-19.8%	41,700	43,500
Assets < \$10,000	17,510	25,000	9,900	(15,100)	-60.4%	9,900	9,900
Transfer to Reserves	175,000	200,000	200,000	-	0.0%	200,000	200,000
	1,681,867	1,742,964	1,705,144	(37,820)	-2.2%	1,715,711	1,723,860
Net	1,434,179	1,524,964	1,487,144	(37,820)	-2.5%	1,497,711	1,500,860
Plans, Reports & Studies							

Staff Complement	2018	2019	2020	2021
Permanent (Full time equivalents)	4.1	4.1	4.1	4.1
Casual (Full time equivalent)	3.6	3.6	3.6	3.6
Total	<u>7.7</u>	<u>7.7</u>	<u>7.7</u>	<u>7.7</u>

Casual (Number of positions)	40.0	40.0	40.0	40.0
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Operating Highlights / Changes

- No major changes this year
- Call volume has been staying consistent with minimal increases in responses

Upcoming Projects

- **Update to the Fire Service Master Plan to be completed by year end 2019:** The last Fire Service Master Plan was done in 2001. This update will be conducted in house by the Fire Chief and team. The Plan will link to the City of Camrose's Strategic Plan and will reflect the desire to preserve a safe and secure city. It will acknowledge potential growth and increased demands on the fire service. We will explore new ways for joint efforts with the desire for continued efficient municipal delivery. A quality fire service is our picture of the future.
- **Update to the Business Case for New Fire Training Facility and Grounds Area:** In 2019, we completed an environmental assessment of the 3 proposed site locations for the future of the training grounds. All three were found to be acceptable for the project to move forward with some minor additional work to access the sites. Next steps for the project include updating the Business Case in 2020 and, subject to approval by Council, preparing for site work in 2021, and building in 2022. Training is the number one tool to maintain and sustain a volunteer fire service. Training creates the drive, ambition, and skills to perform firefighting tasks. Having our own training facility right here in Camrose will meet many needs:
 1. Keeps our members here in Camrose to train, close to their families, and still able to respond to fire calls if required.
 2. Much more cost effective than sending them away for training
 3. Facility can be used at all times for ongoing maintenance training which is so beneficial to the members and ultimately the service we provide to our citizens.

Strategic Focus Areas

- **Regional Cooperation:** The Fire Department supports regional collaboration through some shared service delivery with regional neighbors and partners. This will be explored more in the Fire Department's Fire Service Master Plan.

Financial Services Department

Overview

Financial Services is responsible for the overall financial administration of the City of Camrose. Duties are split between the Treasury, Financial Planning, Reporting, & Payroll, as well as Assessment work units.

Responsibilities for these areas include:

- Management, development, and monitoring of operating and capital budgets.
- Asset management oversight for the City's infrastructure and long-term capital planning.
- Administration of most of the City revenues including property taxes, local improvements, water, wastewater and drainage charges, garbage collection and disposal, recycling, business and dog licenses, and tax information.
- Corporate accounting, financial reporting, accounts payable, accounts receivable, property taxation, cash receipting, and general ledger maintenance and adjustments.
- Investment of City funds, managing the City's debt requirements, borrowing, and managing banking arrangements and administration.
- Management of the City's financial software and related hardware that supports all Departments.
- Oversight of the City's insurance program including renewals and claims.
- Financial administration support to all City Departments.
- Property assessment and taxation.
- Payroll and benefit administration such as payroll processing, remittances, and year-end processes as well as reconciliations to the general ledger, Receiver General, Alberta Pensions, benefit carriers, etc.

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financial Services							
Financing							
Other Revenue	54,924	28,000	25,000	(3,000)	-10.7%	25,000	25,000
Transfer From Reserve	-	20,000	15,000	(5,000)	-25.0%	-	-
	<u>54,924</u>	<u>48,000</u>	<u>40,000</u>	<u>(8,000)</u>	<u>-16.7%</u>	<u>25,000</u>	<u>25,000</u>
Expenditures							
Salaries & Benefits	1,053,557	1,052,544	1,047,966	(4,578)	-0.4%	1,069,193	1,098,009
Contracted Services	32,807	55,340	55,680	340	0.6%	55,680	55,680
Assets < \$10,000	12,900	16,300	22,400	6,100	37.4%	16,100	16,100
	<u>1,099,264</u>	<u>1,124,184</u>	<u>1,126,046</u>	<u>1,862</u>	<u>0.2%</u>	<u>1,140,973</u>	<u>1,169,789</u>
Net	<u>1,044,340</u>	<u>1,076,184</u>	<u>1,086,046</u>	<u>9,862</u>	<u>0.9%</u>	<u>1,115,973</u>	<u>1,144,789</u>

Staff Complement	2018	2019	2020	2021
Permanent (Full time equivalents)	12.8	12.8	12.8	12.8
Casual (Full time equivalents)	-	-	-	-
Total	<u>12.8</u>	<u>12.8</u>	<u>12.8</u>	<u>12.8</u>

Operating Highlights / Changes

- No significant changes planned.
- Installation of blinds on the first floor of City Hall.

Upcoming Projects

- Improvements to monthly financial reporting and education of monthly financial reporting content.
- Cross training initiatives to improve customer service and response time.
- Increased information within quarterly reporting.

Service Level Changes

- None.

Strategic Focus Areas

- **Asset & Project Management:** improved financial reporting will support asset management and project management.

Assessment

Overview

The Assessment Division is responsible for assessing all properties in accordance with Provincial legislation outlined in the Municipal Government Act and its associated regulations. The assessment valuations provide the distribution mechanism for municipal funding requirements, Alberta School Foundation Fund requisitions and Downtown Camrose Business Improvement Area levies. Property tax is the primary source of revenue for the municipality. Accurate, uniform assessments ensure each property owner in the City of Camrose pays their fair and equitable share of budgeted tax revenue requirements. Assessments are prepared annually for all 8,400 properties in the City.

The Assessment Division continues to coordinate and perform physical inspections of 20% of all properties on an annual basis in addition to new construction or building additions as identified through the development permits issued. This ensures that all properties within the City of Camrose are assessed at least once every five years to ensure that assessed values are as accurate as possible.

ASSESSMENT	2018 Actual	2019 Budget	2020 Budget	<u>Change 2019 to 2020</u>		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Other Revenue	250	-	500	500		500	500
	<u>250</u>	<u>-</u>	<u>500</u>	<u>500</u>		<u>500</u>	<u>500</u>
Expenditures							
Salaries & Benefits	340,986	352,823	353,838	1,015	0.3%	356,818	363,202
Contracted Services	11,609	22,890	18,450	(4,440)	-19.4%	18,700	18,700
Materials & Supplies	13,323	13,500	13,750	250	1.9%	14,000	14,000
Purchase from Other Gov'ts	-	-	-	-		-	-
Assets < \$10,000	3,100	3,900	3,800	(100)	-2.6%	3,800	3,800
Equipment Charges	5,252	5,250	5,250	-	0.0%	5,250	5,250
	<u>374,270</u>	<u>398,363</u>	<u>395,088</u>	<u>(3,275)</u>	<u>-0.8%</u>	<u>398,568</u>	<u>404,952</u>
Net	<u>374,020</u>	<u>398,363</u>	<u>394,588</u>	<u>(3,775)</u>	<u>-0.9%</u>	<u>398,068</u>	<u>404,452</u>
Staff Complement	2018	2019	2020			2021	
Permanent (Full time equivalents)	3.0	3.0	3.0			3.0	
Casual (Full time equivalents)	-	-	-			-	
Total	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>			<u>3.0</u>	

Operating Highlights / Changes

- Purchase from other Governments is \$0 as the province no longer charges for preparation of linear assessments.

Upcoming Projects

- Review of Health and Safety concerns with respect to working alone for inspections.

Downtown Camrose Development Ltd

Overview

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

DOWNTOWN CAMROSE DEVELOPMENT LTD	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Business Revitalization Zone Tax	81,701	94,000	94,000	-	0.0%	94,000	94,000
Expenditures	81,000	84,000	84,000	-	0.0%	84,000	84,000
Net	(701)	(10,000)	(10,000)	-		(10,000)	(10,000)

Operating Highlights / Changes

- The City of Camrose charges the Downtown Camrose Development Ltd Business Revitalization Zone a \$10,000 annual fee for administration and collection services in an attempt to cover estimated collection costs and losses.

Camrose Police Service

Overview

In consultation with Chief LaGrange, the Camrose Police Commission has prepared a budget proposal for operating the Camrose Police Service (CPS) in 2020. This proposal includes estimates of anticipated revenue from several sources which offsets total cost.

This budget enables CPS to accomplish its core functions: preservation of life, maintenance of the public peace, protection of property, prevention of crime, detection and apprehension of criminals and to provide traffic safety through education and enforcement. It also enables CPS to continue to support the priorities of the City of Camrose by ensuring Camrose remains a safe and vibrant community.

The Police Service will accomplish these goals by:

- Providing quality, efficient police services 24 hours per day, 365 days per year.
- Providing E9-1-1 call-answer for the City of Camrose and Camrose County.
- Dispatching fire and police calls for the City of Camrose and dispatching fire calls for all Camrose County fire departments.
- Operating a helpful, customer-friendly facility to enhance opportunities to report incidents, obtain advice/assistance, and engage with police.
- Investigating all criminal activity including detection, apprehension, reporting, disclosure, and court presentation.
- Providing a quality response to major and serious crimes against persons through our Major Crimes Unit. This unit also collects and disseminates criminal intelligence internally to our staff and externally to our stakeholders.
- Operating a Crime Management Team which identifies and targets emerging crime trends and develops strategies to disrupt, deter, and apprehend prolific offenders.
- Dedicating a School Resource Officer to work collaboratively with all schools in Camrose.
- Providing a Crime Prevention/Community Relations program that delivers education and outreach to the community.
- Dedicating Traffic Services focused on road safety and participating in regional and provincial education, prevention, and enforcement programs.
- Committing to regular and ongoing enforcement against impaired driving, including drug impaired driving.
- Maintaining an effective photo radar program to enhance traffic safety.
- Providing effective by-law services.
- Maintaining and operating a safe and secure prisoner holding facility.
- Exceeding the minimum standards set for policing by the provincial government and the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Maintaining professionalism and public confidence through annual competency testing and on-going specialized training and education.
- Maintaining organizational stability through effective succession planning and employee development.

				Change 2019 to 2020			
	2018	2019	2020	Dollar	Per Cent	2021	2022
Police Service	Actual	Budget	Budget	Change	Change	Forecast	Forecast
Financing							
Sales to Other Governments	44,774	45,000	44,474	(526)	-1.2%	44,474	44,474
Sales & User Charges	304,063	300,000	325,000	25,000	8.3%	325,000	325,000
Licenses & Permits	90,661	92,647	89,700	(2,947)	-3.2%	89,700	89,700
City Contribution - SRO	39,000	-	-	-		-	-
Donations	43,490	49,000	39,000	(10,000)	-20.4%	39,000	39,000
Fines	838,966	900,000	1,175,000	275,000	30.6%	1,125,000	1,125,000
Provincial Transfers	604,935	562,388	562,388	-	0.0%	562,388	562,388
Transfer from Reserve	-	-	-	-		-	-
	<u>1,965,889</u>	<u>1,949,035</u>	<u>2,235,562</u>	<u>286,527</u>	<u>14.7%</u>	<u>2,185,562</u>	<u>2,185,562</u>
Expenditures							
Salaries & Benefits	5,900,307	6,094,419	6,190,635	96,216	1.6%	6,291,777	6,411,570
Contracted Services	354,202	449,940	590,615	140,675	31.3%	584,725	565,850
Materials & Supplies	226,523	346,500	337,055	(9,445)	-2.7%	351,614	332,614
Equipment Charges	99,799	94,500	93,000	(1,500)	-1.6%	93,000	93,000
Power, Heat & Water	46,113	49,137	42,250	(6,887)	-14.0%	47,900	49,550
Bank Charges & Interest	7,554	7,560	7,560	-	0.0%	7,560	7,560
Assets < \$10,000	57,277	63,400	63,400	-	0.0%	63,400	63,400
Transfer to Reserves	-	-	100,000	100,000		100,000	100,000
	<u>6,691,775</u>	<u>7,105,456</u>	<u>7,424,515</u>	<u>319,059</u>	<u>4.5%</u>	<u>7,539,976</u>	<u>7,623,544</u>
Net Police Service	<u>4,725,886</u>	<u>5,156,421</u>	<u>5,188,953</u>	<u>32,532</u>	<u>0.6%</u>	<u>5,354,414</u>	<u>5,437,982</u>

Staff Complement

Full-time Equivalents	2018	2019	2020	2021
Sworn Officers	30.0	30.0	30.0	30.0
Civilians	16.8	16.8	17.8	17.8
Civilian - Casual	4.0	4.0	4.0	4.0
Total	<u>50.8</u>	<u>50.8</u>	<u>51.8</u>	<u>51.8</u>

To summarize this submission, CPS has changed the organizational structure to eliminate the Deputy Chief position (reduced to a 5th Class Constable) and promote the 2 Staff Sergeant positions into Inspectors. This combined with the departure of a 1st Class Constable position (reduced to a 5th Class Constable) will see a savings of \$110,000 in 2020, reducing in future years as grid levels come into play.

The only growth outside of collective agreements, is the request to add a civilian FTE position to address IT shortcomings. This is addressed in a business case based on input and recommendations from the outside consultant report on NG911 and the CPS technology gaps.

This budget begins to set aside \$100,000 per year into reserves to address the near future needs for upgrades to Next Gen 911 and AFRRCS. Next Gen 911 is mandated software upgrading that enable 911 Communication Centers to receive communication from the public through modern technology (texting, video, IP data, etc.) AFRRCS is the Alberta first responders' radio system that allows interagency operability; upgrades to this system will provide better coverage by utilizing cell phone towers versus radio towers as well as encrypted channels.

Of note, at the end of October 2019, although policing grants remain in place, the Province announced it was increasing their take of ticket revenue (effective April 1, 2020) by 13.3% which reduces the amount received by the City. This amount will impact our budget by an estimated \$175,000 of lost revenue in 2020 increasing to \$225,000 of lost revenue for full year 2021.

Operating Highlights / Changes

- Implementation of a new Intersection Safety Device (ISD) that will begin to address the public safety risk of collisions at this particular intersection. This impacts revenue in a positive manner, but increases expenses as well.
- IT Support/Costs – Have included expenses related to the position request with a start date of July 2020. This additional resource is required because of the increased technological requirements of the Police Service in today's modern world. This will not only address the technical needs of NG911, but the cyber security risks and network requirements outlined by Holly Barkwell's report into the risks of our network.
- Personnel Costs – Adds \$102K to annual budget. These costs reflect impacts of collective agreements and anticipated cost of living adjustments in 2020.

Upcoming Projects

- **NEXT GEN 911:** Work will begin immediately in 2020 to plan the purchase and implementation of the new technology. The timeline for this does not impact capital costs until 2021 and 2022. With this in mind, transfers into reserves of \$100,000 per year will begin in 2020.
- **Back-Up 911 Facility:** In order to meet Provincial 911 standards around business continuity, CPS will either build or contract a back-up 911 facility in 2021/22. \$135K has been transferred in the Capital Budget from 2018/19 to complete this work.
- **AFRRCS:** The implementation of this radio upgrade has been delayed in the capital budget due to Next Gen 911 prioritization. Research and cost efficiencies will continue to be looked into for the anticipated implementation in 2022/23.
- **Police Building Generator Replacement:** This project had a replacement estimate of \$231,000, funded through reserves and set aside in capital. Working with IT and Building Maintenance, efficiencies were found and a firm quote of \$125,000 was provided. Due to RFP processes and building of the smaller generator, implementation will be complete in spring 2020. This will provide approximately \$110,000 back to the City in savings.

Service Level Changes

- The Service will continue to maintain service levels with the approval of this budget. The growth position (IT) is mitigated by the implementation of the ISD camera.
- The organizational restructuring has allowed us to maintain authorized strength by reducing senior level salaries into two (2) recruit salaries which carry forward for the next 6 years.

Infrastructure and Planning Department

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

INFRASTRUCTURE & PLANNING	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Engineering Office	487,738	586,981	578,207	(8,774)	-1.5%	680,623	676,655
Planning & Development	692,264	713,008	565,572	(147,436)	-20.7%	728,889	790,641
Safety Code Inspections	53,634	159,369	135,498	(23,871)	-15.0%	129,330	127,083
Public Works	4,113,177	4,480,583	4,255,239	(225,344)	-5.0%	4,407,731	4,443,376
Equipment Pool	(60,000)	(27,791)	(35,625)	(7,834)	-28.2%	(31,433)	(22,848)
Airport	185,854	141,017	132,772	(8,245)	-5.8%	109,081	108,137
Public Transit Initiatives	449,928	330,000	367,241	37,241	11.3%	382,241	382,241
	<u>5,286,813</u>	<u>5,912,150</u>	<u>5,498,891</u>	<u>(413,259)</u>	<u>-7.0%</u>	<u>5,915,140</u>	<u>6,014,907</u>

Engineering Services

The Engineering Services work unit is responsible for the following:

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

ENGINEERING SERVICES	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Other Revenue	3,374	3,250	3,250	-	0.0%	3,250	3,250
Transfer from Reserve	50,000	225,000	50,000	(175,000)	-77.8%	50,000	50,000
	<u>53,374</u>	<u>228,250</u>	<u>53,250</u>	<u>(175,000)</u>	<u>-76.7%</u>	<u>53,250</u>	<u>53,250</u>
Expenditures							
Salaries & Benefits	288,687	418,331	359,681	(58,650)	-14.0%	381,597	397,229
Contracted Services	(45,242)	43,700	34,100	(9,600)	-22.0%	34,300	34,500
Asset Management Initiative	30,814	125,000	150,176	25,176	20.1%	150,176	150,176
Materials & Supplies	12,855	13,000	10,500	(2,500)	-19.2%	10,800	11,000
Equipment Charges	13,576	13,000	14,000	1,000	7.7%	14,000	14,000
Assets < \$10,000	21,000	22,200	23,000	800	3.6%	23,000	23,000
Plans, Reports & Studies	65,422	180,000	40,000	(140,000)	-77.8%	120,000	100,000
Transfer to Reserves	154,000	-	-	-	-	-	-
	<u>541,112</u>	<u>815,231</u>	<u>631,457</u>	<u>(183,774)</u>	<u>-22.5%</u>	<u>733,873</u>	<u>729,905</u>
Net	<u>487,738</u>	<u>586,981</u>	<u>578,207</u>	<u>(8,774)</u>	<u>-1.5%</u>	<u>680,623</u>	<u>676,655</u>

Staff Complement	2018	2019	2020	2021
Permanent (Full time equivalents)	8.0	7.5	7.5	7.5
Casual (Full time equivalents)	1.7	1.7	1.3	1.7
Total	<u>9.7</u>	<u>9.2</u>	<u>8.8</u>	<u>9.2</u>

Operating Highlights / Changes

- No significant changes to staffing within the Department. Some short-term increases to staff salaries to account for cross-training of new staff because of planned retirements.
- Engineering positions and responsibilities have been reviewed which resulted in a reallocation of salaries between municipal levy and utilities to reflect where the resources are being deployed.
- A small reduction in casual full time equivalents highlighted in 2020 as two summer traffic counter positions will not be required for this year.

Upcoming Projects

- **Engineering studies:** Coordinating various studies on behalf of the City in 2020, including an update to the City's Off Site Levy (OSL) model and bylaw, as well as a review of all condition information for utilities and surface improvements within the Downtown Area Redevelopment Plan (DARP) boundaries, with the goal of developing a long-term rehabilitation staging plan for this area.
- **Capital projects:** Ongoing planning and implementation of various projects in the proposed 2020 Capital Budget.
- **Development standards:** Ongoing review and update to City's Development Standards.

Strategic Focus Areas

- **Ensure Long-Term Water Sustainability:** Engineering Services helps to seek a secure water supply for Camrose's current and future needs as well as encouraging conservative water use and watershed protection.
- **Improve Asset & Project Management:** Engineering Services plays a large role in planning and executing large-scale infrastructure, facility, and land projects as well as properly maintaining our assets.

Planning and Development

Overview

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

Planning and Development is responsible for the following:

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

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
PLANNING & DEVELOPMENT							
Financing							
Sales & User Charges	11,820	24,900	28,600	3,700	14.9%	28,600	28,600
Licenses & Permits	57,678	83,420	62,520	(20,900)	-25.1%	62,520	62,520
Transfer from Reserve	7,000	20,000	25,000	5,000	25.0%	-	-
	<u>76,498</u>	<u>128,320</u>	<u>116,120</u>	<u>(12,200)</u>	<u>-9.5%</u>	<u>91,120</u>	<u>91,120</u>
Expenditures							
Salaries & Benefits	606,849	633,178	510,642	(122,536)	-19.4%	639,209	658,711
Contracted Services	62,550	95,200	80,700	(14,500)	-15.2%	67,950	60,200
Materials & Supplies	6,202	5,750	5,750	-	0.0%	5,750	5,750
Assets < \$10,000	6,100	7,200	7,100	(100)	-1.4%	7,100	7,100
Plans, Reports & Studies	69,061	100,000	77,500	(22,500)	-22.5%	100,000	150,000
Transfer to Reserve	18,000	-	-	-		-	-
	<u>768,762</u>	<u>841,328</u>	<u>681,692</u>	<u>(159,636)</u>	<u>-19.0%</u>	<u>820,009</u>	<u>881,761</u>
Net	<u>692,264</u>	<u>713,008</u>	<u>565,572</u>	<u>(147,436)</u>	<u>-20.7%</u>	<u>728,889</u>	<u>790,641</u>

Staff Complement	2018	2019	2020	2021
Permanent (Full time equivalents)	6.0	6.0	6.0	6.0
Casual (Full time equivalents)	-	-	-	-
Total	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>

Operating Highlights / Changes

- Financing: The expected increase in revenue from changes to the fees and charges bylaw was only partially realized as 2019 was a slow year on development permits. Expectations have been revised for 2020-2022.
- Expenditures:
 - Enforcement – expected to be minimal as this will be a low priority.
 - Current vacancy in planning will be reviewed, no plans to fill in 2020.
 - Plans, Reports & Studies – postponed and reduced wherever possible given existing budget constraints. Timeline for major plans is as follows.
 - Augustana Area Redevelopment Plan (2019-2020)
 - Intermunicipal Development Plan (2019-2020)
 - Intermunicipal Area Structure Plan (2019-2020)
 - East Gateway Area Structure Plan technical appendices update (2020)
 - Land Use Bylaw update (2021)
 - Municipal Development Plan (2021-2022)
 - Growth Study (postponed)
 - Downtown Area Redevelopment Plan implementation (no additional resources)

Upcoming Projects

- Resurvey of Mirror Lake
- Heritage Inventory Phase II / Heritage Management Plan
- Complete Lions Centennial Park

Strategic Focus Areas

- **Strengthen the Regional Economy:** Planning and Development supports a strong and diverse economy by ensuring long-term development plans meet the goals and expectations of Council, businesses, and the public.

Safety Code Inspections

Overview

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

Safety Codes Inspections is responsible for the following:

- Ensure all operations meet requirements of the Provincial Safety Codes Act and managed under a Joint Quality Management Plan (QMP) which is approved by Safety Codes Council and adopted by City Council, Camrose County Council, and Village Councils that fall within our Authority-Having-Jurisdiction. In late 2016, the various municipal partners approved an updated Quality Management Plan.
- Provide inspection services in the building, plumbing, gas, HVAC (heating and ventilation) and electrical disciplines.

SAFETY CODE INSPECTIONS	2018 Actual	2019 Budget	2020 Budget	<u>Change 2019 to 2020</u>		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	35,448	27,450	25,625	(1,825)	-6.6%	26,000	26,400
Permits	433,857	355,800	379,270	23,470	6.6%	388,710	398,390
	<u>469,305</u>	<u>383,250</u>	<u>404,895</u>	<u>21,645</u>	<u>5.6%</u>	<u>414,710</u>	<u>424,790</u>
Expenditures							
Salaries & Benefits	472,490	490,019	487,693	(2,326)	-0.5%	490,190	497,353
Contracted Services	19,754	21,300	21,900	600	2.8%	22,350	22,820
Materials & Supplies	8,675	7,000	7,100	100	1.4%	7,300	7,500
Equipment Charges	17,320	17,000	17,500	500	2.9%	17,500	17,500
Assets < \$10,000	4,700	7,300	6,200	(1,100)	-15.1%	6,700	6,700
	<u>522,939</u>	<u>542,619</u>	<u>540,393</u>	<u>(2,226)</u>	<u>-0.4%</u>	<u>544,040</u>	<u>551,873</u>
Net	<u>53,634</u>	<u>159,369</u>	<u>135,498</u>	<u>(23,871)</u>	<u>-15.0%</u>	<u>129,330</u>	<u>127,083</u>
Staff Complement	2018	2019	2020			2021	
Permanent (Full time equivalents)	5.0	5.0	5.0			5.0	
Casual (Full time equivalents)	-	-	-			-	
Total	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>			<u>5.0</u>	

Operating Highlights / Changes

- Projections for slightly higher permit revenues in 2020 based on recent actuals and marginal projected growth.

Upcoming Projects

- Ongoing cleanup and closure of older files. Otherwise, no significant changes.

Service Level Changes

- Existing staff to provide additional support to other Departments as time and workload permits.

Strategic Focus Areas

- **Regional Cooperation:** the City is in a partnership with Camrose County and associated Municipalities in a Joint Quality Management Plan providing Safety Codes services for the region.

Public Works

Overview

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

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

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
PUBLIC WORKS							
Financing							
Sales & User Charges	168,822	127,615	121,598	(6,017)	-4.7%	123,569	123,692
Rentals	-	-	-	-		-	-
Transfer from Reserve	-	65,000	76,750	11,750	18.1%	-	-
Grants	136,679	137,000	137,000	-	0.0%	137,000	137,000
	<u>305,501</u>	<u>329,615</u>	<u>335,348</u>	<u>5,733</u>	<u>1.7%</u>	<u>260,569</u>	<u>260,692</u>
Expenditures							
Salaries & Benefits	1,741,433	1,804,788	1,652,750	(152,038)	-8.4%	1,658,559	1,683,267
Contracted Services	267,989	393,941	376,811	(17,130)	-4.3%	381,988	387,233
Materials & Supplies	451,757	560,623	498,376	(62,247)	-11.1%	505,153	470,918
Equipment Charges	999,589	1,020,116	1,057,300	37,184	3.6%	1,055,300	1,055,300
Assets < \$10,000	22,152	18,100	18,800	700	3.9%	18,800	18,800
Power, Heat & Water	906,595	962,630	986,550	23,920	2.5%	1,048,500	1,088,550
Plans, Reports & Studies	-	50,000	-	(50,000)	-100.0%	-	-
Transfer to	29,163	-	-	-		-	-
	<u>4,418,678</u>	<u>4,810,198</u>	<u>4,590,587</u>	<u>(219,611)</u>	<u>-4.6%</u>	<u>4,668,300</u>	<u>4,704,068</u>
Net	<u>4,113,177</u>	<u>4,480,583</u>	<u>4,255,239</u>	<u>(225,344)</u>	<u>-5.0%</u>	<u>4,407,731</u>	<u>4,443,376</u>
General Equipment	<u>(60,000)</u>	<u>(27,791)</u>	<u>(35,625)</u>	<u>(7,834)</u>	<u>-28.2%</u>	<u>(31,433)</u>	<u>(22,848)</u>
Total Net	<u>4,053,177</u>	<u>4,452,792</u>	<u>4,219,614</u>	<u>(233,178)</u>	<u>-5.2%</u>	<u>4,376,298</u>	<u>4,420,528</u>

Staff Complement	2018	2019	2020	2021
Permanent (Full time equivalents)	25.0	25.0	25.0	25.0
Casual (Full time equivalents)	5.5	5.5	3.5	3.5
Total	<u>30.5</u>	<u>30.5</u>	<u>28.5</u>	<u>28.5</u>

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
PUBLIC WORKS							
PW Office	852,740	899,582	820,113	(79,469)	-8.8%	831,997	849,167
Small Tools	24,091	40,586	26,087	(14,499)	-35.7%	26,595	26,983
Custom Work	(17,731)	0	(25)	(25)		(166)	1,578
Custom Work Ambulance	(30,834)	(26,354)	(31,951)	(5,597)	-21.2%	(33,070)	(34,211)
Public Works Office	828,266	913,814	814,224	(99,590)	-10.9%	825,356	843,517
General Equipment	(60,000)	(27,791)	(35,625)	(7,834)	-28.2%	(31,433)	(22,848)
Storm Sewers	177,877	252,500	238,000	(14,500)	-5.7%	238,400	238,800
Roads							
Road Maintenance Grant	(136,679)	(137,000)	(137,000)	-	0.0%	(137,000)	(137,000)
On-call Standby Wages	26,161	35,000	35,000	-	0.0%	35,000	35,000
Street Repair	561,989	590,487	517,895	(72,592)	-12.3%	520,203	525,557
Grading	325,449	344,261	342,006	(2,255)	-0.7%	343,276	347,571
Street & Sidewalk Contracts	55,645	36,610	45,447	8,837	24.1%	46,346	47,267
Sidewalks	34,936	44,166	49,128	4,962	11.2%	49,345	49,567
Street Cleaning	286,321	295,027	303,228	8,201	2.8%	301,433	303,641
Snow Removal	870,740	814,385	847,781	33,396	4.1%	851,256	856,026
Gravel & Sand	(2,563)	(15,000)	(15,000)	-	0.0%	(15,000)	(15,000)
Bridge Maintenance	4,995	89,250	11,500	(77,750)	-87.1%	87,000	45,000
Railway Crossings	31,136	42,679	41,443	(1,236)	-2.9%	42,222	43,015
	2,058,130	2,139,865	2,041,428	(98,437)	-4.6%	2,124,081	2,100,644
Signals & Lights							
Traffic Control	177,833	208,132	168,975	(39,157)	-18.8%	169,834	172,710
Traffic Signal	30,906	34,415	30,612	(3,803)	-11.1%	30,708	30,801
Street Lighting	804,340	899,900	934,200	34,300	3.8%	991,302	1,028,604
Decorative Lights & Banners	22,422	15,500	14,500	(1,000)	-6.5%	14,500	14,500
	1,035,501	1,157,947	1,148,287	(9,660)	-0.8%	1,206,344	1,246,615
Public Washrooms	13,403	16,457	13,300	(3,157)	-19.2%	13,550	13,800
Total	4,053,177	4,452,792	4,219,614	(233,178)	-5.2%	4,376,298	4,420,528

Operating Highlights / Changes

- Street repair expenses are reduced as the new pothole patching machine has proved to be more efficient and effective. With this success in 2019, we are looking at purchasing another pothole patching machine and no longer using the spray patcher in 2020.

Upcoming Projects

- Evaluating the role of our equipment fleet to look for opportunities to reduce costs.
- Continuing to assess the cost and feasibility of constructing a new Public Works building at the existing location using a staged approach versus the cost of purchasing and renovating a commercial property to serve as the new Public Works building.

Strategic Focus Areas

- **Asset and Project Management:** Public Works plays a large role in properly maintaining and maximizing the City's existing infrastructure. Once the scope of work is confirmed, the Public Works building project will be well-planned and executed to meet timelines, budget, and scope. The 10-year Roads Rehabilitation project continues to address and improve road infrastructure throughout Camrose.

Airport

Overview

The Camrose Airport provides air service for business, medical, and recreational aircraft for Camrose and the surrounding region. Featuring a 4,500 foot (1,370 meter) paved runway, a parallel taxiway, and various additional paved taxiways and aprons, the Camrose Airport typically sees around 5,000 movements per year (takeoffs and/or landings). The City leases space to pilots for the construction of private aircraft hangars. The City also sells aviation fuel to local and non-local pilots.

The City's Engineering Services Department oversees the management of the Camrose Airport utilizing a variety of resources (Public Works, Community Services, and private contractors) to assist with the various day-to-day airport operations.

AIRPORT	2018 Actual	2019 Budget	2020 Budget	<u>Change 2019 to 2020</u>		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	74,297	85,840	92,750	6,910	8.0%	92,750	92,750
Rentals	35,356	36,251	38,042	1,791	4.9%	39,944	41,941
Transfer From Reserve	-	-	-	-		-	-
	<u>109,653</u>	<u>122,091</u>	<u>130,792</u>	<u>8,701</u>	<u>7.1%</u>	<u>132,694</u>	<u>134,691</u>
Expenditures							
Salaries & Benefits	96,388	93,855	85,156	(8,699)	-9.3%	82,975	83,430
Contracted Services	23,071	22,800	40,270	17,470	76.6%	20,512	20,760
Materials & Supplies	136,471	101,850	99,550	(2,300)	-2.3%	98,550	98,550
Equipment Charges	24,570	23,000	23,000	-	0.0%	23,000	23,000
Assets < \$10,000	1,600	6,600	1,600	(5,000)	-75.8%	1,600	1,600
Power, Heat & Water	10,460	11,523	10,050	(1,473)	-12.8%	11,200	11,550
Transfer to	<u>2,947</u>	<u>3,480</u>	<u>3,938</u>	<u>458</u>	<u>13.2%</u>	<u>3,938</u>	<u>3,938</u>
	<u>295,507</u>	<u>263,108</u>	<u>263,564</u>	<u>456</u>	<u>0.2%</u>	<u>241,775</u>	<u>242,828</u>
Net	<u>185,854</u>	<u>141,017</u>	<u>132,772</u>	<u>(8,245)</u>	<u>-5.8%</u>	<u>109,081</u>	<u>108,137</u>

Operating Highlights / Changes

- Increase in revenue due to budgeted fuel "flowage fee" for externally sourced fuels that are dispensed at the Camrose Airport.

Upcoming Projects

- Minor building repairs for the Terminal Building.

Service Level Changes

- Reduced janitorial service in the Terminal Building (from 3 days to 2 days per week).
- Reduced grass cutting at the airport.

Strategic Focus Areas

- **Improve Asset & Project Management:** The 10 year Capital Plan includes various projects related to the airport including overlays / reconstructions of many of the paved surfaces as well as a replacement of the airfield lighting system.

Transit

Camrose Community Bus

The Camrose Community Bus provides a fixed route transit service on Tuesday, Thursday, Friday, and Saturday from 9:00 am to 5:00 pm. The Community Bus also offers on-demand and group bookings on Mondays and Wednesdays. The bus is equipped with accessible ramps and equipment that secures strollers, walkers, and wheelchairs. The City's Engineering Services Department oversees the management of the Camrose Community Bus while the service is provided under contract with the Rose City Handi-Van Society.

Taxi Token Program

The Taxi Token program provides transit options to those with financial difficulties. The taxi token gives the rider a \$4.00 discount on the taxi or Handivan fare therefore lowering the cost to what bus fares are in other cities. Currently the Rose City Handivan as well as Armand and Rose City taxi services accept tokens. The Taxi Token program is managed through the Camrose Transit Advisory Committee with assistance from the City's Finance and Engineering Services Department.

COMMUNITY BUS + TAXI SUBSIDY	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	24,143	27,000	20,000	(7,000)	-25.9%	20,000	20,000
	24,143	27,000	20,000	(7,000)	-25.9%	20,000	20,000
Expenditures							
Salaries & Benefits	3,820	5,500	4,000	(1,500)	-27.3%	4,000	4,000
Materials & Supplies	1,164	-	-	-		-	-
Advertising	7,948	10,500	8,000	(2,500)	-23.8%	8,000	8,000
Equipment Charges	28,632	21,000	15,000	(6,000)	-28.6%	15,000	15,000
Handivan Contract*	230,623	75,000	95,000	20,000	26.7%	95,000	95,000
Community Bus Contract*	80,000	130,000	100,241	(29,759)	-22.9%	100,241	100,241
CTAC - Taxi Subsidy Program	88,884	50,000	100,000	50,000	100.0%	100,000	100,000
Transfer to Reserve	33,000	65,000	65,000	-	0.0%	80,000	80,000
	474,071	357,000	387,241	30,241	8.5%	402,241	402,241
Net	449,928	330,000	367,241	37,241	11.3%	382,241	382,241

* Contracted services provided by Rose City Handivan Society

Operating Highlights / Changes

- No operating changes will occur for 2020. Taxi token program and Community Bus will continue as status quo.
- Operating contracts in support of the Handivan and the Community bus have increased. Capital funding requested in support of the Handivan fleet replacement program has been maintained at \$35,000.

Regional Bus (Camrose Connector)

The Camrose Connector is funded by the Government of Alberta's Rural Transportation Pilot Project. The Camrose Connector provides a fixed route service between Camrose, Hay Lakes, and Edmonton on Sunday, Monday, Wednesday, Thursday, and Friday. The City's Engineering Services Department oversees the management of the Camrose Connector while the service is provided under contract with Red Arrow. This program is a two-year pilot program funded until August 31, 2020.

REGIONAL BUSING PILOT	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Provincial Transfers	70,505	255,660	196,735			-	-
Sales & User Charges	33,100	59,540	119,080	59,540	100.0%	-	-
	103,605	315,200	315,815	615	0.2%	-	-
Expenditures							
Contracted Services	95,437	279,500	284,500	5,000	1.8%	-	-
Other	8,168	35,700	31,315	(4,385)	-12.3%	-	-
	103,605	315,200	315,815	615	0.2%	-	-
Net	-	-	-	-		-	-

Operating Highlights / Changes

- Funding from Government of Alberta until August 31st, 2020

Ride Share Program (Camrose Carpool)

Camrose Carpool is funded by the Government of Alberta's Rural Transportation Pilot Project. Camrose Carpool is an innovative, user-friendly, web-based carpooling program that creates opportunities for people to connect, carpool, and share the cost of transportation. This program is a two-year pilot program funded until August 31, 2020.

REGIONAL RIDE SHARING PILOT	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Provincial Transfers	8,715	79,351	57,972	(21,379)	-26.9%	-	-
Expenditures	8,715	79,351	57,972	(21,379)	-26.9%	-	-
Net	-	-	-	-		-	-

Operating Highlights / Changes

- Funding from Government of Alberta until August 31st, 2020

Community Economic Development & Communications Department

Overview

The Department provides economic development expertise to promote and strengthen the success of current Camrose businesses and the community as well as to recruit new businesses and residents to the City. This Department also provides internal and external communications services such as digital communications, video production, public relations, media relations, social media, graphic design, and marketing efforts. The City aspires to engage residents and visitors with helpful and informative web design, social media, and other forms of digital media.

This newly blended Department allows for synergies between economic development and external communications without losing the importance of either focus.

Some of this areas responsibilities include:

- Work with Council, Administration, and stakeholders to fulfill the Communications, Community Economic Development, and Council Strategic plans.
- Execute the Business Retention and Expansion (BRE) program to support existing businesses as well as work with site selectors and industry partners to recruit new industry to the community.
- Establish working relationships and partnerships with various businesses and organizations to promote community sustainability.
- Oversee sale of all City owned lands and provide property management for various City-owned properties.
- Work with all Departments on communications, both internal and external.
- Inform stakeholders of City business and promote the City of Camrose externally.

COMMUNITY AND ECONOMIC DEVELOPMENT*	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Business Licenses & Permits	204,550	220,000	220,000	-	0.0%	220,000	220,000
Grants	33,000	100,250	-	(100,250)	-100.0%	-	-
Trf from Reserve	25,000	-	20,000	20,000		20,000	-
	<u>262,550</u>	<u>320,250</u>	<u>240,000</u>	<u>(80,250)</u>	<u>-25.1%</u>	<u>240,000</u>	<u>220,000</u>
Expenditures							
Salaries & Benefits	211,078	230,432	222,433	(7,999)	-3.5%	226,082	231,939
Contracted Services	152,458	350,825	247,350	(103,475)	-29.5%	244,100	220,350
Materials	749	5,500	4,500	(1,000)	-18.2%	4,600	4,700
Assets < \$10,000	2,500	2,000	2,000	-	0.0%	2,000	2,000
Transfer to Reserves	-	-	-	-		-	-
Expenditures	<u>366,785</u>	<u>588,757</u>	<u>476,283</u>	<u>(112,474)</u>	<u>-19.1%</u>	<u>476,782</u>	<u>458,989</u>
Net	<u>104,235</u>	<u>268,507</u>	<u>236,283</u>	<u>(32,224)</u>	<u>-12.0%</u>	<u>236,782</u>	<u>238,989</u>

*Includes Communications

Staff Complement	2018	2019	2020	2021
Permanent (Full time equivalents)	2.0	2.0	2.0	2.0
Casual (Full time equivalents)	-	-	-	-
Total	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>

Operating Highlights / Changes

- **Grant applications:** Notable reduction in grant applications and associated consultant fees.

Upcoming Projects

- **Marketing and Promotion:** Leveraging the industry information received through research completed in 2018 and 2019, we will conduct targeted marketing campaigns and recruitment activities for select industry sectors. Additional focus will be placed on social media as an engagement tool with citizens as well as small business support and promotions through in-person and online engagement activities.
- **Investment Attraction Marketing Materials:** Increased focus on attraction activities including online investment attraction tools, building relationships with site selectors for industry development, and possible recruitment mission for verified leads.
- **Community Engagement and Promotion of City Programs and Services:** We will raise the awareness level of City activities through enhanced social media and corporate communications activities.

Strategic Focus Areas

- **Strengthen the Regional Economy:** Community Economic Development's work directly supports making progress in this Strategic Focus Area.

Regional Business Development

Overview

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

Currently, 1 bay is leased to a business. The other bays are used by the City of Camrose primarily for records management storage, and by the Camrose Police for storage & training.

A front office in the CREDCO building is currently unoccupied, however the Camrose District Craft Center has been offered space in the front office and Bay #2. (Note: The revenues of \$19,480 if the Craft Center does lease the spaces are not included in the table below.)

BUSINESS DEVELOPMENT	2018 Actual	2019 Budget	2020 Budget	<u>Change 2019 to 2020</u>		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Rentals- External Leases	17,752	17,840	7,920	(9,920)	-55.6%	-	-
Internal Storage Revenue	21,725	35,500	35,500	-	0.0%	35,500	35,500
Rental Revenue	39,477	53,340	43,420	(9,920)	-18.6%	35,500	35,500
Expenditures							
Salaries & Benefits	415	1,000	200	(800)	-80.0%	200	200
Contracted Services	4,251	7,900	7,385	(515)	-6.5%	7,539	7,700
Taxes	3,335	3,500	3,550	50	1.4%	3,600	3,600
Internal Storage Expenses	21,725	-	-	-	-	-	-
Power, Heat & Water	16,689	18,389	15,850	(2,539)	-13.8%	16,900	17,650
	46,415	30,789	26,985	(3,804)	-12.4%	28,239	29,150
Net	6,938	(22,551)	(16,435)	6,116	27.1%	(7,261)	(6,350)

Operating Budget Changes

- Reductions in power, heat, and water are reflective of the new rates charged to the City.
- Current rental agreements being reviewed.

Property Management

Overview

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

PROPERTY MANAGEMENT	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Rental Revenue	50,038	50,850	55,990	5,140		58,780	58,780
Expenditures							
Salaries & Wages	84			-			
Taxes	7,555	8,000	7,200	(800)	-10.0%	7,400	7,600
Contracted Services	613	2,225	1,050	(1,175)	-52.8%	1,050	1,050
Power, Heat & Water	-			-		-	-
	8,252	10,225	8,250	(1,975)		8,450	8,650
Net	(41,786)	(40,625)	(47,740)	(7,115)	-17.5%	(50,330)	(50,130)

Operating Highlights / Changes

- No significant changes.

Community Services

Overview

The Community Services Department is responsible for the ongoing operation and maintenance of the City's recreation facilities, parks, museum, golf course, and cemeteries. It also provides programming for aquatics, arts, recreation, and assistance to other organizations that provide recreation and cultural programming. Its role is to create, supply, and enhance leisure opportunities for the citizens of the region contributing to the overall quality of life and community wellness in the Camrose area.

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

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
COMMUNITY SERVICES							
Administration	337,298	369,889	355,331	(14,558)	-3.9%	362,166	365,634
Cemeteries	42,422	48,744	70,757	22,013	45.2%	71,574	72,653
Parks	1,576,772	1,726,455	1,598,658	(127,797)	-7.4%	1,598,383	1,620,751
Golf Course	509,568	423,522	375,089	(48,433)	-11.4%	386,010	385,615
Cultural Services	347,333	440,356	369,096	(71,260)	-16.2%	379,129	401,337
Facilities							
Community Centre	173,960	160,456	162,582	2,126	1.3%	166,074	169,718
Aquatic Centre	489,092	308,200	677,936	369,736	120.0%	1,199,935	1,230,804
Max McLean Arena	206,361	298,736	243,184	(55,552)	-18.6%	241,991	261,192
Camrose Recreation Centre	953,350	961,793	803,220	(158,573)	-16.5%	872,755	899,552
Rudy Swanson Park	98,343	119,597	98,769	(20,828)	-17.4%	100,431	101,613
Stoney Creek Centre	36,056	46,207	48,199	1,992	4.3%	38,991	39,564
Kinsmen Park	152,680	175,495	173,669	(1,826)	-1.0%	171,255	173,455
Playfields	20,197	47,949	42,128	(5,821)	-12.1%	42,483	32,601
Bill Fowler Centre	52,145	63,077	49,478	(13,599)	-21.6%	50,812	51,487
Mirror Lake Centre	40,485	39,862	21,093	(18,769)	-47.1%	44,055	27,613
Building Maintenance	25,950	41,207	35,413	(5,794)	-14.1%	25,424	25,217
General Equipment	25,625	47,260	23,760	(23,500)	-49.7%	42,760	42,800
	2,274,244	2,309,839	2,379,431	69,592	3.0%	2,996,966	3,055,616
	5,087,637	5,318,805	5,148,362	(170,443)	-3.2%	5,794,228	5,901,606

Community Services Administration

Overview

Community Service's Administration offices are located normally in the Camrose Aquatic Centre with a satellite office in the Recreation Centre. Primary responsibilities include:

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

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
ADMINISTRATION							
Financing	-	-	-	-		-	-
Expenditures							
Salaries & Benefits	282,938	275,849	275,831	(18)	0.0%	278,266	283,334
Contracted Services	8,126	30,700	28,700	(2,000)	-6.5%	28,700	26,700
Materials & Supplies	14,130	23,200	15,500	(7,700)	-33.2%	15,500	15,500
Power, Heat & Water	9,241	12,340	7,600	(4,740)	-38.4%	12,000	12,400
Assets < \$10,000	21,900	27,800	27,700	(100)	-0.4%	27,700	27,700
Plans, Reports & Studies	963	-	-	-		-	-
Transfer to Reserves	-	-	-	-		-	-
	<u>337,298</u>	<u>369,889</u>	<u>355,331</u>	<u>(14,558)</u>	-3.9%	<u>362,166</u>	<u>365,634</u>
Net	<u>337,298</u>	<u>369,889</u>	<u>355,331</u>	<u>(14,558)</u>	-3.9%	<u>362,166</u>	<u>365,634</u>
Staff Complement	2018	2019	2020			2021	
Permanent (Full time equivalents)	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>			<u>3.0</u>	

Operating Highlights / Changes

- No significant changes.

Upcoming Projects

- Oversight for the construction and operational planning for the new Aquatics facility.
- Refinement or change of the recreation software to enable citizens to register for programs online.

Cemeteries

Overview

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

Responsibilities of the cemetery include:

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

CEMETERIES	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	162,874	140,000	140,000	-	0.0%	140,000	140,000
Transfer from Reserve	-	-	20,000	20,000		20,000	20,000
	<u>162,874</u>	<u>140,000</u>	<u>160,000</u>	<u>20,000</u>	14.3%	<u>160,000</u>	<u>160,000</u>
Expenditures							
Salaries & Benefits	124,633	119,791	125,147	5,356	4.5%	125,854	126,833
Contracted Services	767	1,200	1,210	10	0.8%	1,220	1,220
Cemetery - Continuous Runner	-	-	20,000	20,000		20,000	20,000
Materials & Supplies	6,292	8,800	8,800	-	0.0%	8,800	8,800
Power, Heat & Water	1,318	1,453	1,100	(353)	-24.3%	1,200	1,300
Assets < \$10,000	-	-	-	-			
Equipment Charges	67,832	53,500	70,500	17,000	31.8%	70,500	70,500
Transfer to Reserves	4,454	4,000	4,000	-	0.0%	4,000	4,000
	<u>205,296</u>	<u>188,744</u>	<u>230,757</u>	<u>42,013</u>	22.3%	<u>231,574</u>	<u>232,653</u>
Net	<u>42,422</u>	<u>48,744</u>	<u>70,757</u>	<u>22,013</u>	45.2%	<u>71,574</u>	<u>72,653</u>

Operating Highlights / Changes

- Second columbarium to be installed in 2020. The first is over 80% full.

Parks

Overview

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

Responsibilities include:

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

PARKS	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Community Services Shop	34,185	36,596	38,703	2,107	5.8%	39,796	40,768
General Equipment	90,847	92,876	94,200	1,324	1.4%	89,000	89,500
Parks-General	425,959	467,059	461,395	(5,664)	-1.2%	462,792	465,497
Outdoor Skate Areas	73,440	65,205	69,250	4,045	6.2%	69,400	69,600
Mirror Lake Park	163,074	186,506	177,946	(8,560)	-4.6%	179,117	180,415
Jubilee Park	89,982	99,211	91,872	(7,339)	-7.4%	92,397	93,388
Stoney Creek Park	79,345	100,503	90,978	(9,525)	-9.5%	91,604	92,431
Boulevards	549,375	604,283	548,178	(56,105)	-9.3%	548,048	562,791
Nursery	33,321	28,167	26,136	(2,031)	-7.2%	26,229	26,361
Swan Program	37,244	46,049	-	(46,049)	-100.0%	-	-
Net	<u>1,576,772</u>	<u>1,726,455</u>	<u>1,598,658</u>	<u>(127,797)</u>	<u>-7.4%</u>	<u>1,598,383</u>	<u>1,620,751</u>

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
TOTAL PARKS							
Financing							
Sales & User Charges	307	12,000	10,000	(2,000)	-16.7%	10,000	10,000
Rentals	-	-	-	-		-	-
Internal Items	22,356	26,000	26,000	-	0.0%	26,000	26,000
Insurance Proceeds	-	-	-	-		-	-
Other Income	17,173	2,700	2,700	-	0.0%	2,700	2,700
Provincial Grants and Transfers	13,400	13,400	13,400	-	0.0%	13,400	13,400
Transfer from Reserve	-	9,000	-	(9,000)	-100.0%	-	-
	<u>53,236</u>	<u>63,100</u>	<u>52,100</u>	<u>(11,000)</u>	<u>-17.4%</u>	<u>52,100</u>	<u>52,100</u>
Expenditures							
Salaries & Benefits	1,012,028	1,065,882	958,333	(107,549)	-10.1%	958,758	974,601
Contracted Services	35,227	40,275	40,275	-	0.0%	40,325	40,950
Materials & Supplies	156,773	184,525	182,200	(2,325)	-1.3%	185,175	189,600
Equipment Charges	369,606	419,500	407,500	(12,000)	-2.9%	407,500	407,500
Assets < \$10,000	17,912	47,376	33,200	(14,176)	-29.9%	27,500	27,600
Power, Heat & Water	29,462	31,997	29,250	(2,747)	-8.6%	31,225	32,600
Transfer to Reserves	9,000	-	-	-		-	-
	<u>1,630,008</u>	<u>1,789,555</u>	<u>1,650,758</u>	<u>(138,797)</u>	<u>-7.8%</u>	<u>1,650,483</u>	<u>1,672,851</u>
Net	<u>1,576,772</u>	<u>1,726,455</u>	<u>1,598,658</u>	<u>(127,797)</u>	<u>-7.4%</u>	<u>1,598,383</u>	<u>1,620,751</u>
Staff Complement	2018	2019	2020			2021	
Permanent (Full time equivalents)	10.0	10.0	10.0			10.0	
Casual (Full time equivalents)	15.7	15.7	13.2			13.2	
Total	<u>25.7</u>	<u>25.7</u>	<u>23.2</u>			<u>23.2</u>	

Operating Highlights / Changes

- No significant changes.

Upcoming Projects

- An upgrade to the Parks staff building and workshop is required due to a lack of staff space and sewer connection. 2020 will include the install of a sewer line to the building and refurbishment of the existing swan abode into an equipment shop and the existing shop into a staff work space and lunchroom.

Service Level Changes

- Addition of a new Sports Field Mower will create efficiencies in managing sports field maintenance and aims to eliminate the need for the sweeper currently used to provide this service.
- Elimination of the Swan Program.
- Have reduced the parks operations by six summer positions. It is expected that this decrease will have a small impact in the levels of service with respect to greenspace maintenance.

Camrose Golf Course

Overview

The City of Camrose assumed operational and financial control of the Camrose Golf Course in 1996. Since that time, considerable operational and capital resources have been allocated to the Golf Course to ensure its ongoing viability and growth as one of the most utilized recreation facilities in Camrose.

The golf course is managed on-site by the Golf Superintendent, reporting to the Community Services Department General Manager. Primary responsibilities include:

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

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
GOLF COURSE							
Financing - General							
Sales & User Charges	596,054	665,000	585,500	(79,500)	-12.0%	585,500	585,500
Expenditures - General							
Salaries & Benefits	171,201	183,547	113,973	(69,574)	-37.9%	113,991	114,048
Bank Charges & Interest	11,859	14,000	14,000	-	0.0%	14,000	14,000
Contracted Services	73,456	76,000	59,156	(16,844)	-22.2%	59,759	60,384
Materials & Supplies	40,002	29,000	24,700	(4,300)	-14.8%	24,700	24,700
Equipment Charges	972	1,000	1,000	-	0.0%	1,000	1,000
Assets < \$10,000	16,290	10,600	10,600	-	0.0%	10,600	10,600
Power, Heat & Water	26,446	30,311	25,600	(4,711)	-15.5%	28,000	29,100
Transfer to Reserve	50,000	50,000	50,000	-	0.0%	50,000	50,000
	390,226	394,458	299,029	(95,429)	-24.2%	302,050	303,832
Net General	(205,828)	(270,542)	(286,471)	(15,929)	-5.9%	(283,450)	(281,668)
Net Restaurant	24,279	(9,769)	(1,656)	8,113	83.0%	(3,656)	(3,656)
Financing - Donations							
Expenditures - Grounds							
Salaries & Benefits	444,873	434,127	408,391	(25,736)	-5.9%	412,241	417,414
Contracted Services	3,346	2,700	2,700	-	0.0%	2,700	2,700
Materials & Supplies	112,615	110,000	115,000	5,000	4.5%	110,000	110,000
Equipment Charges	26,318	32,000	29,000	(3,000)	-9.4%	29,000	29,000
Power, Heat & Water	20,765	22,756	18,200	(4,556)	-20.0%	20,250	20,900
Transfer to Reserve	83,200	87,950	80,925	(7,025)	-8.0%	80,925	80,925
Assets < \$10,000	-	14,300	9,000	(5,300)	-37.1%	18,000	10,000
Net Grounds	691,117	703,833	663,216	(40,617)	-5.8%	673,116	670,939
Net Golf Course	509,568	423,522	375,089	(48,433)	-11.4%	386,010	385,615
Staff Complement	2018	2019	2020			2021	
Permanent (Full time equivalents)	3.6	3.6	2.6			2.6	
Casual (Full time equivalents)	8.1	8.1	6.2			6.2	
Total	11.7	11.7	8.8			8.8	

Operating Highlights / Changes

- Operational savings from the service level decreases described below.

Service Level Changes

- In a concerted effort to reduce the Golf Course's impact on the overall tax levy, there will be a reduced service level at the Camrose Golf Course. The Golf Services Manager and the Grounds Crew Superintendent role have been combined.
- The restaurant will only be available during planned events. Limited food and beverage services will continue to be offered through the snack shack and the beverage carts during certain hours.
- There has also been a reduction in casual staffing levels within the proshop and grounds crew which is expected to have a small impact on service levels.

Upcoming Projects

- No major capital projects.
- Continued focus on a strong marketing campaign and building more public-focused programming to create a more welcoming and open environment. Also a focus on providing good services for basic operations.

Arts and Culture

Overview

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

Primary responsibilities include:

- Year-round staffing and programming of the Chuck MacLean Arts Centre (CMAC) facility.
- Renting and management of public access spaces in the CMAC.
- Ongoing liaison with local cultural community and support of cultural organizations.
- Coordination and staging of community-based cultural events such as Canada Day celebrations, Art Walk, Arts in the Park, Alberta Culture Days, Jaywalker's entertainment and more.
- Work in conjunction with the Camrose Arts Society to develop, plan, and execute a variety of programs and special events such as art lessons, summer art camps for children and youth, and art themed birthday parties.

CULTURAL SERVICES	2018 Actual	2019 Budget	2020 Budget	<u>Change 2019 to 2020</u>		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Chuck MacLean Arts Centre	192,726	211,134	202,324	(8,810)	-4.2%	211,970	230,351
Canada Day Celebrations	13,644	19,693	18,598	(1,095)	-5.6%	18,598	18,640
Centennial Museum	89,000	85,530	50,472	(35,058)	-41.0%	51,213	52,086
Programming	-	64,809	71,896	7,087	10.9%	73,823	76,398
Arts Council	26,970	-	-	-	-	-	-
Camrose Public Library	23,304	57,290	24,186	(33,104)	-57.8%	21,864	22,160
Community Groups	1,689	1,900	1,620	(280)	-14.7%	1,661	1,702
	<u>347,333</u>	<u>440,356</u>	<u>369,096</u>	<u>(71,260)</u>	<u>-16.2%</u>	<u>379,129</u>	<u>401,337</u>

Staff Complement	2018	2019	2020	2021
Permanent (Full time equivalents)	1.8	3.8	3.0	3.0
Casual (Full time equivalents)	2.1	1.2	0.9	0.9
Total	<u>3.9</u>	<u>5.0</u>	<u>3.9</u>	<u>3.9</u>

CHUCK MACLEAN ARTS CENTRE	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	4,104	3,500	3,700	200	5.7%	3,900	3,900
Rentals	48,695	36,600	38,000	1,400	3.8%	39,900	40,200
Contribution from County	10,386	20,000	35,576	15,576	77.9%	30,000	30,000
Transfer from Reserve	-	-	15,000	15,000		7,000	-
	<u>63,185</u>	<u>60,100</u>	<u>92,276</u>	<u>32,176</u>	<u>53.5%</u>	<u>80,800</u>	<u>74,100</u>
Expenditures							
Salaries & Benefits	146,920	183,631	193,895	10,264	5.6%	198,404	202,024
Contracted Services	55,973	61,500	61,105	(395)	-0.6%	68,266	75,527
Materials & Supplies	7,264	9,200	8,800	(400)	-4.3%	8,800	8,800
Equipment Charges	1,554	1,500	1,500	-	0.0%	1,500	1,500
Power, Heat & Water	14,750	15,403	14,300	(1,103)	-7.2%	15,800	16,600
Operating Projects	14,450	-	15,000	15,000		-	-
Assets < \$10,000	-	-	-	-		-	-
Transfer to Reserve	15,000	-	-	-		-	-
	<u>255,911</u>	<u>271,234</u>	<u>294,600</u>	<u>23,366</u>	<u>8.6%</u>	<u>292,770</u>	<u>304,451</u>
Net	<u>192,726</u>	<u>211,134</u>	<u>202,324</u>	<u>(8,810)</u>	<u>-4.2%</u>	<u>211,970</u>	<u>230,351</u>
Staff Complement	2018	2019	2020			2021	
Permanent (Full time equivalents)	1.0	2.0	2.0			2.0	
Casual (Full time equivalents)	1.3	0.4	0.4			0.4	
Total	<u>2.3</u>	<u>2.4</u>	<u>2.4</u>			<u>2.4</u>	

Operating Highlights / Changes

- The retirement of the Arts and Culture Director.

Upcoming Projects

- Recruitment and orientation of new Arts and Culture Director.

CENTENNIAL MUSEUM	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Rentals	2,091	1,500	-	(1,500)	-100.0%	-	-
Donations	8,117	9,000	1,500	(7,500)	-83.3%	1,500	1,500
Total	10,208	10,500	1,500	(9,000)	-85.7%	1,500	1,500
Expenditures							
Salaries & Benefits	43,487	61,199	20,614	(40,585)	-66.3%	20,614	20,740
Contracted Services	8,965	12,800	12,158	(642)	-5.0%	12,349	12,546
Materials & Supplies	10,954	7,000	7,000	-	0.0%	7,000	7,000
Equipment Charges	2,877	4,000	4,000	-	0.0%	4,000	4,000
Power, Heat & Water	8,842	10,231	7,400	(2,831)	-27.7%	7,950	8,500
Operating Projects	23,283	-	-	-	-	-	-
Assets < \$10,000	800	800	800	-	0.0%	800	800
Transfer to Reserve	-	-	-	-	-	-	-
Total	99,208	96,030	51,972	(44,058)	-45.9%	52,713	53,586
Net	89,000	85,530	50,472	(35,058)	-41.0%	51,213	52,086
Staff Complement	2018	2019	2020			2021	
Permanent (Full time equivalents)	0.8	0.8	-			-	
Casual (Full time equivalents)	0.7	0.7	0.4			0.4	
Total	1.5	1.5	0.4			0.4	

Operating Highlights / Changes

- Personnel savings due to decreased service level below.

Service Level Changes

- Closure of the Centennial Museum during the non-summer months as a result of low attendance and public interest.

Facilities

Overview

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

Responsibilities include:

- Operations and maintenance of the Community Centre, Aquatic Centre, the Max McLean Arena and Curling Rink, and the Camrose Recreation Centre.
- Operations and maintenance of the Community Services Office, Stoney Creek Centre, and Jubilee Park washrooms.
- Support supplied to the maintenance programs of other City-owned facilities including City Hall, Mirror Lake Centre, Library, and Bill Fowler Centre through the guidance of a dedicated Building Maintenance Department.
- Seasonal operations and maintenance of Kin Park playfields and structures, Rudy Swanson Park structures, Rotary Skateboard Park, Spray Park, Duggan Park playfields and structures, Grand Drive Park playfield, Tennis Courts (2 locations) and all playground structures (25).
- Input and active involvement in the design and construction of new facilities, renovations of existing facilities, and capital projects.
- Ongoing liaison with facility users and lease holders on issues pertaining to maintenance and physical plant operations.

FACILITIES	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Community Centre	173,960	160,456	162,582	2,126	1.3%	166,074	169,718
Aquatic Centre	489,092	308,200	677,936	369,736	120.0%	1,199,935	1,230,804
Max McLean Arena	206,361	298,736	243,184	(55,552)	-18.6%	241,991	261,192
Camrose Recreation Centre	953,350	961,793	803,220	(158,573)	-16.5%	872,755	899,552
Rudy Swanson Park	98,343	119,597	98,769	(20,828)	-17.4%	100,431	101,613
Stoney Creek Centre	36,056	46,207	48,199	1,992	4.3%	38,991	39,564
Kinsmen Park	152,680	175,495	173,669	(1,826)	-1.0%	171,255	173,455
Playfields	20,197	47,949	42,128	(5,821)	-12.1%	42,483	32,601
Bill Fowler Centre	52,145	63,077	49,478	(13,599)	-21.6%	50,812	51,487
Mirror Lake Centre	40,485	39,862	21,093	(18,769)	-47.1%	44,055	27,613
Building Maintenance	25,950	41,207	35,413	(5,794)	-14.1%	25,424	25,217
General Equipment	25,625	47,260	23,760	(23,500)	-49.7%	42,760	42,800
Net	<u>2,274,244</u>	<u>2,309,839</u>	<u>2,379,431</u>	<u>69,592</u>	<u>3.0%</u>	<u>2,996,966</u>	<u>3,055,616</u>

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
TOTAL FACILITIES							
Financing							
Sales & User Charges	1,004,346	753,900	834,638	80,738	10.7%	1,094,415	1,094,415
Rentals	688,355	567,900	529,796	(38,104)	-6.7%	568,828	568,828
Contribution from County	337,426	374,317	301,934	(72,383)	-19.3%	292,000	292,000
Other Income	6,138	3,000	4,000	1,000	33.3%	4,000	4,000
Provincial Grants and Transfers	-	-	-	-		-	-
Transfer from Reserve	-	-	55,000	55,000		-	-
	<u>2,036,265</u>	<u>1,699,117</u>	<u>1,725,368</u>	<u>26,251</u>	<u>1.5%</u>	<u>1,959,243</u>	<u>1,959,243</u>
Expenditures							
Salaries & Benefits	2,463,030	2,056,394	2,256,271	199,877	9.7%	2,790,327	2,833,109
Contracted Services	369,832	439,965	446,238	6,273	1.4%	508,987	512,865
Materials & Supplies	255,052	191,207	192,990	1,783	0.9%	229,395	229,435
Equipment Charges	162,723	188,800	188,300	(500)	-0.3%	192,800	192,800
Assets < \$10,000	151,859	197,500	159,000	(38,500)	-19.5%	162,000	135,000
Power, Heat & Water	878,013	935,090	862,000	(73,090)	-7.8%	1,072,700	1,111,650
Transfer to Reserves	30,000	-	-	-		-	-
	<u>4,310,509</u>	<u>4,008,956</u>	<u>4,104,799</u>	<u>95,843</u>	<u>2.4%</u>	<u>4,956,209</u>	<u>5,014,859</u>
Net	<u>2,274,244</u>	<u>2,309,839</u>	<u>2,379,431</u>	<u>69,592</u>	<u>3.0%</u>	<u>2,996,966</u>	<u>3,055,616</u>

Staff Complement*	2018	2019	2020	2021
Permanent (Full time equivalents)	22.8	22.9	21.9	21.9
Casual (Full time equivalents)	1.0	1.0	-	-
Total	<u>23.8</u>	<u>23.9</u>	<u>21.9</u>	<u>21.9</u>

* Staff Complement is for all facilities excluding the Aquatic Centre, and includes 3.0 FTE dedicated to Building Maintenance

Operating Highlights / Changes

- With the involvement of a dedicated Building Maintenance Department (which has grown from 2 to 3 staff in 2019 through staff reallocation), preventative maintenance is being incorporated in all facilities.
- Reduction in staff is a result of a reallocation of administrative support to the Aquatic Centre upon opening in 2020.

Strategic Focus Areas

- Asset & Project Management: continue to work towards preventative maintenance and condition assessments which will contribute to stronger asset management.

COMMUNITY CENTRE	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	60,165	81,900	39,000	(42,900)	-52.4%	39,500	39,500
Rentals	214,915	196,100	77,500	(118,600)	-60.5%	78,000	78,000
Contribution from County	12,621	16,500	1,288	(15,212)	-92.2%	-	-
	<u>287,701</u>	<u>294,500</u>	<u>117,788</u>	<u>(176,712)</u>	<u>-60.0%</u>	<u>117,500</u>	<u>117,500</u>
Expenditures							
Salaries & Benefits	291,757	277,922	173,640	(104,282)	-37.5%	170,406	171,096
Contracted Services	43,223	53,805	24,230	(29,575)	-55.0%	24,568	24,922
Equipment Charges	7,787	7,500	5,000	(2,500)	-33.3%	5,000	5,000
Assets < \$10,000	22,742	15,000	4,000	(11,000)	-73.3%	-	-
Power, Heat & Water	96,152	100,729	73,500	(27,229)	-27.0%	83,600	86,200
	<u>461,661</u>	<u>454,956</u>	<u>280,370</u>	<u>(174,586)</u>	<u>-38.4%</u>	<u>283,574</u>	<u>287,218</u>
Net	<u>173,960</u>	<u>160,456</u>	<u>162,582</u>	<u>2,126</u>	<u>1.3%</u>	<u>166,074</u>	<u>169,718</u>

Operating Highlights / Changes

- Drill Hall demolition is scheduled for spring of 2020. Field House will be closed for a few months while demolition is taking place.
- With the closure of the Drill Hall and the move out of tenants (November 2019), revenue for the Fieldhouse floor will decrease.

Upcoming Projects

- Placement of additional Pickleball lines on ½ floor east.

				Change 2019 to 2020			
	2018	2019	2020	Dollar	Per Cent	2021	2022
AQUATIC CENTRE	Actual	Budget	Budget	Change	Change	Forecast	Forecast
Financing							
Sales & User Charges	208,211	11,200	75,634	64,434	575.3%	226,902	226,902
Instructor Programs	-	-	89,504	89,504		196,513	196,513
Summer Programs	66,062	63,000	29,000	(34,000)	-54.0%	29,000	29,000
Rentals	23,568	-	19,266	19,266		57,798	57,798
Contribution from County	151,989	168,000	122,506	(45,494)	-27.1%	120,000	120,000
	449,830	242,200	335,910	93,710	38.7%	630,213	630,213
Expenditures							
Salaries & Benefits	654,818	250,000	593,375	343,375	137.4%	1,099,530	1,121,083
Contracted Services	60,117	59,900	82,000	22,100	36.9%	149,300	149,300
Materials & Supplies	57,033	69,700	81,000	11,300	16.2%	117,010	117,010
Equipment Charges	1,912	-	2,000	2,000		5,500	5,500
Power, Heat & Water	83,028	107,000	112,900	5,900	5.5%	214,000	220,450
Assets < \$10,000	8,452	-	-	-		-	-
Instructor Programs	-	-	101,457	101,457		189,176	191,322
Summer Programs	70,437	63,800	28,486	(35,314)	-55.4%	28,486	28,684
Spray Park	3,125	-	12,628	12,628		27,146	27,668
Transfer to Reserve				-			
	938,922	550,400	1,013,846	463,446	84.2%	1,830,148	1,861,017
Net	489,092	308,200	677,936	369,736	120.0%	1,199,935	1,230,804

Staff Complement (FTE)	2018 *	2020 *	2021
Permanent	4.3	7.0	7.0
Casual	5.0	11.2	11.2
Instructor programs	3.4	3.4	3.4
Summer programs	1.7	0.6	0.6
	<u>14.4</u>	<u>22.2</u>	<u>22.2</u>

* Staff complement based on full year operations

Operating Highlights / Changes

- Aquatic Centre is closed with reopening scheduled for September 2020.

Upcoming Projects

- 2020 activities include: providing limited community aquatic programs at a local hotel pool as well as diligent operational planning for Aquatic Centre opening including: development of policies and procedures, staff recruitment, ordering equipment, commissioning the building, orientation and training, and more.
- With support from the Communications Department, a strong marketing campaign will be launched to attract the general public, visitors to Camrose, athletic groups, and students for lessons. We will also strive to attract back past patrons who stopped using the Aquatic Centre even prior to shutting down due to the poor condition or low availability of services.

Service Level Changes

- The new Aquatic Centre will provide a modern facility with improved operations and services to the community.

Strategic Focus Areas

- **Asset & Project Management:** The Aquatic Centre renovation and build is being managed closely to be well-planned and executed to meet current and future needs of the community with available resources.

MAX MCLEAN ARENA	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	152,847	128,800	139,000	10,200	7.9%	140,000	140,000
Rentals	81,162	47,000	47,000	-	0.0%	47,000	47,000
Contribution from County	77,692	85,000	82,800	(2,200)	-2.6%	80,000	80,000
	<u>311,701</u>	<u>260,800</u>	<u>268,800</u>	<u>8,000</u>	<u>3.1%</u>	<u>267,000</u>	<u>267,000</u>
Expenditures							
Salaries & Benefits	215,456	204,437	208,739	4,302	2.1%	204,043	207,747
Contracted Services	3,620	40,003	41,045	1,042	2.6%	43,048	41,945
Materials & Supplies	86,508	33,000	33,000	-	0.0%	33,000	33,000
Equipment Charges	35,608	38,000	38,000	-	0.0%	38,000	38,000
Assets < \$10,000	29,430	85,000	42,500	(42,500)	-50.0%	25,000	35,000
Power, Heat & Water	147,440	159,096	148,700	(10,396)	-6.5%	165,900	172,500
	<u>518,062</u>	<u>559,536</u>	<u>511,984</u>	<u>(47,552)</u>	<u>-8.5%</u>	<u>508,991</u>	<u>528,192</u>
Net	<u>206,361</u>	<u>298,736</u>	<u>243,184</u>	<u>(55,552)</u>	<u>-18.6%</u>	<u>241,991</u>	<u>261,192</u>

Operating Highlights / Changes

- No significant changes.

Upcoming Projects

- New brine pump/motor/valves for plant room.
- Retile 2 change room shower areas as part of a longer term changeroom upgrade.
- Furnace replacements.
- Cimco computer upgrade.

CAMROSE RECREATION CENTRE	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	456,721	408,000	405,000	(3,000)	-0.7%	405,000	405,000
Rentals	291,059	247,000	298,000	51,000	20.6%	298,000	298,000
Other Income	-	-	-	-		-	-
Provincial Grant	-	-	-	-		-	-
Contribution from County	77,692	85,000	82,800	(2,200)	-2.6%	80,000	80,000
Trf from Reserve	-	-	30,000	30,000		-	-
	<u>825,472</u>	<u>740,000</u>	<u>815,800</u>	<u>75,800</u>	<u>10.2%</u>	<u>783,000</u>	<u>783,000</u>
Expenditures							
Salaries & Benefits	933,634	892,050	841,961	(50,089)	-5.6%	794,039	806,525
Contracted Services	252,166	235,742	235,159	(583)	-0.2%	231,916	235,877
Equipment Charges	59,675	64,000	64,000	-	0.0%	64,000	64,000
Assets < \$10,000	52,970	54,000	55,500	1,500	2.8%	84,000	76,000
Power, Heat & Water	450,377	456,001	422,400	(33,601)	-7.4%	481,800	500,150
Transfer to Reserve	30,000	-	-	-		-	-
	<u>1,778,822</u>	<u>1,701,793</u>	<u>1,619,020</u>	<u>(82,773)</u>	<u>-4.9%</u>	<u>1,655,755</u>	<u>1,682,552</u>
Net	<u>953,350</u>	<u>961,793</u>	<u>803,220</u>	<u>(158,573)</u>	<u>-16.5%</u>	<u>872,755</u>	<u>899,552</u>

Operating Highlights / Changes

- No significant changes.

Upcoming Projects

- Repair of rusting siding on West side of Border Paving exterior wall.
- Cimco computer upgrade.
- Cement repair at Kodiaks entrance.
- Safety ladders/gates to HVAC areas and
- Hazardous material testing (mainly for the Max/Curling Rink).

RUDY SWANSON PARK	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Expenditures							
Salaries & Benefits	38,753	44,854	36,000	(8,854)	-19.7%	36,207	36,492
Materials & Supplies	14,523	10,530	10,680	150	1.4%	10,850	10,850
Equipment Charges	18,659	25,000	25,000	-	0.0%	25,000	25,000
Power, Heat & Water	14,875	16,359	12,350	(4,009)	-24.5%	13,500	14,250
Assets < \$10,000	4,850	-	-	-		-	-
Rotary Youth	43	9,796	6,583	(3,213)	-32.8%	6,682	6,785
Skate Board Park	6,044	11,429	7,228	(4,201)	-36.8%	7,246	7,268
Community Events Sign	596	1,629	928	(701)	-43.0%	946	968
	<u>98,343</u>	<u>119,597</u>	<u>98,769</u>	<u>(20,828)</u>	<u>-17.4%</u>	<u>100,431</u>	<u>101,613</u>
Net	<u>98,343</u>	<u>119,597</u>	<u>98,769</u>	<u>(20,828)</u>	<u>-17.4%</u>	<u>100,431</u>	<u>101,613</u>

Operating Highlights / Changes

- No significant changes.

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Stoney Creek Centre							
Financing							
Rentals	20,810	17,500	17,500	-	0.0%	17,500	17,500
	<u>20,810</u>	<u>17,500</u>	<u>17,500</u>	<u>-</u>	<u>0.0%</u>	<u>17,500</u>	<u>17,500</u>
Expenditures							
Salaries & Benefits	39,721	49,724	40,799	(8,925)	-17.9%	40,941	41,164
Contracted Services	803	2,000	1,000	(1,000)	-50.0%	1,000	1,000
Materials & Supplies	7,150	3,500	3,500	-	0.0%	3,500	3,500
Equipment Charges	955	1,500	1,500	-	0.0%	1,500	1,500
Assets < \$10,000	2,611	-	10,000	10,000		-	-
Power, Heat & Water	5,626	6,983	8,900	1,917	27.5%	9,550	9,900
	<u>56,866</u>	<u>63,707</u>	<u>65,699</u>	<u>1,992</u>	<u>3.1%</u>	<u>56,491</u>	<u>57,064</u>
Net	<u>36,056</u>	<u>46,207</u>	<u>48,199</u>	<u>1,992</u>	<u>4.3%</u>	<u>38,991</u>	<u>39,564</u>

Operating Highlights / Changes

- No significant changes.

Upcoming Projects

- Roof assessment and repair leak issues.

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
KINSMEN PARK							
Financing							
Sales & User Charges	19,886	18,900	16,400	(2,500)	-13.2%	16,400	16,400
Contribution from County	13,688	16,500	8,374	(8,126)	-49.2%	8,000	8,000
	<u>33,574</u>	<u>35,400</u>	<u>24,774</u>	<u>(10,626)</u>	<u>-30.0%</u>	<u>24,400</u>	<u>24,400</u>
Expenditures							
Salaries & Benefits	107,290	118,388	107,243	(11,145)	-9.4%	107,930	108,880
Materials & Supplies	17,343	21,267	21,500	233	1.1%	21,625	21,625
Equipment Charges	19,251	32,000	32,000	-	0.0%	32,000	32,000
Assets < \$10,000	8,452	-	7,000	7,000		-	-
Power, Heat & Water	33,918	39,240	30,700	(8,540)	-21.8%	34,100	35,350
	<u>186,254</u>	<u>210,895</u>	<u>198,443</u>	<u>(12,452)</u>	<u>-5.9%</u>	<u>195,655</u>	<u>197,855</u>
Net	<u>152,680</u>	<u>175,495</u>	<u>173,669</u>	<u>(1,826)</u>	<u>-1.0%</u>	<u>171,255</u>	<u>173,455</u>

Operating Highlights / Changes

- Minor Ball is building a new batting cage (costs to Minor Ball).

Upcoming Projects

- Kin #3 backstop repairs.
- Kin #2 light repair.

PLAYFIELDS	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	46,592	45,100	45,100	-	0.0%	45,100	45,100
Contribution from County	3,744	3,317	4,166	849	25.6%	4,000	4,000
	50,336	48,417	49,266	849	1.8%	49,100	49,100
Expenditures							
Salaries & Benefits	46,529	67,141	52,144	(14,997)	-22.3%	52,233	52,351
Materials & Supplies	15,045	16,650	16,750	100	0.6%	16,850	16,850
Contracted Services	4,094	5,575	5,500	(75)	-1.3%	5,500	5,500
Assets < \$10,000	3,283	-	10,000	10,000		10,000	
Equipment Charges	1,582	7,000	7,000	-	0.0%	7,000	7,000
Transfer to Reserve	-	-	-	-		-	-
	70,533	96,366	91,394	(4,972)	-5.2%	91,583	81,701
Net	20,197	47,949	42,128	(5,821)	-12.1%	42,483	32,601

Operating Highlights / Changes

- No significant changes.

Upcoming Projects

- Duggan Park backstop repairs.

				Change 2019 to 2020			
	2018	2019	2020	Dollar	Per Cent	2021	2022
MIRROR LAKE CENTRE	Actual	Budget	Budget	Change	Change	Forecast	Forecast
Financing							
Rentals	54,877	57,200	68,030	10,830	18.9%	68,030	68,030
Expenditures							
Salaries & Benefits	38,381	34,559	34,443	(116)	-0.3%	34,769	35,282
Contracted Services	759	16,790	14,530	(2,260)	-13.5%	15,216	15,711
Materials & Supplies	14,122	2,000	2,000	-	0.0%	2,000	2,000
Assets < \$10,000	-	-	-			19,000	-
Equipment Charges	8,879	9,000	9,000	-	0.0%	9,000	9,000
Power, Heat & Water	33,221	34,713	29,150	(5,563)	-16.0%	32,100	33,650
	95,362	97,062	89,123	(7,939)	-8.2%	112,085	95,643
Net	40,485	39,862	21,093	(18,769)	-47.1%	44,055	27,613

Operating Highlights / Changes

- Building Maintenance Department now looking after this area.
- Rental revenue has been increased with additional leases and room rentals.

BILL FOWLER CENTRE	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Trf from Reserve			15,000	15,000			
Rentals	1,964	3,100	2,500	(600)	-19.4%	2,500	2,500
	1,964	3,100	17,500	14,400	464.5%	2,500	2,500
Expenditures							
Salaries & Benefits	16,151	19,608	17,773	(1,835)	-9.4%	17,791	17,848
Contracted Services	-	5,100	18,305	13,205	258.9%	18,371	18,439
Materials & Supplies	22,713	10,000	3,000	(7,000)	-70.0%	3,000	3,000
Equipment Charges	1,869	1,500	1,500	-	0.0%	1,500	1,500
Assets < \$10,000	-	15,000	15,000	-	0.0%	-	-
Power, Heat & Water	13,376	14,969	11,400	(3,569)	-23.8%	12,650	13,200
	54,109	66,177	66,978	801	1.2%	53,312	53,987
Net	52,145	63,077	49,478	(13,599)	-21.6%	50,812	51,487

Operating Highlights / Changes

- Building Maintenance Department now looking after this area.

Upcoming Projects

- Washroom repairs.

FACILITIES - GENERAL & OPERATING PROJECTS	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Transfer from Reserve	-		10,000	10,000			
	-	-	10,000	10,000		-	-
Expenditures							
Materials & Supplies	4,050	7,260	7,260	-	0.0%	7,260	7,300
Equipment Charges	4,248	-	-	-		-	-
Contracted Services	2,139	11,500	11,500	-	0.0%	11,500	11,500
Operating Projects	11,793	25,000	15,000	(10,000)	-40.0%	20,000	20,000
Assets <10000	3,395	3,500	-	(3,500)	-100.0%	4,000	4,000
Transfer to Reserve	-	-	-	-		-	-
	25,625	47,260	33,760	(13,500)	-28.6%	42,760	42,800
Net	25,625	47,260	23,760	(23,500)	-49.7%	42,760	42,800

Operating Highlights / Changes

- No significant changes.

Upcoming Projects

- Furnace replacement.
- Hazardous waste disposal.

Building Maintenance

Overview

The Building Maintenance team includes two employees and a Superintendent focused on preventative maintenance and asset management initiatives. The team reports to the Director of Public Works. Building Maintenance is responsible for the inspection and scheduling of preventive and predictive maintenance as well as emergency repair for specifically identified City-owned buildings. The team coordinates necessary major maintenance and repairs to building structure and support systems (such as electrical systems, HVAC systems, boilers, generators, building security systems, etc.). In addition, the Department arranges licensed, contracted inspections required for each building.

BUILDING MAINTENANCE	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Expenditures							
Salaries & Benefits	17,394	27,707	17,413	(10,294)	-37.2%	11,924	11,717
Materials & Supplies	-	5,000	5,000	-	0.0%	5,000	5,000
Equipment Charges	1,764	2,000	2,000	-	0.0%	2,000	2,000
Contracted Services	2,911	6,500	11,000	4,500	69.2%	6,500	6,500
Assets <10000	3,881	-	-	-			
	<u>25,950</u>	<u>41,207</u>	<u>35,413</u>	<u>(5,794)</u>	<u>-14.1%</u>	<u>25,424</u>	<u>25,217</u>
Net	<u>25,950</u>	<u>41,207</u>	<u>35,413</u>	<u>(5,794)</u>	<u>-14.1%</u>	<u>25,424</u>	<u>25,217</u>

Operating Highlights / Changes

- The Building Maintenance Department (3.0 FTE) is now providing support to all recreational facilities in addition to other City owned and operated facilities.

Upcoming Projects

- Encana building heat boiler replacement.
- Preventive maintenance plan and coordination of operations with new Aquatics Centre.
- Roof condition assessments.
- Furnace condition assessments for replacement prioritization.
- Implementation of asset and project management software (Fiix).

Strategic Focus Areas

- **Asset & Project Management:** preventative maintenance and condition assessments will contribute to stronger asset management.

Water System

Overview

The City water supply, pumping, and distribution system provides water for residential and commercial use as well as for fire protection. The system serves a population of approximately 19,000 people including all residents and businesses in the city limits and a number of customers in the Village of Bittern Lake, the residential subdivision of Braim, the Ervick subdivision, the Hamlet of Ohaton, and the Cargill canola crushing facility.

Service goals include:

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

Components of the water system include:

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

Ponoka, Wetaskiwin, Gwynne, Bittern Lake, and Camrose all discharge their treated wastewater into the Battle River upstream of Dried Meat Lake. Dried Meat Lake is one of the most challenging water sources serving a large community in Alberta. Currently, it is the only supply reasonably available. Although there are ongoing discussions regarding alternate water sources, the Battle River remains as the only confirmed water source for the City at this time.

Withdrawal License – The City's existing license to withdraw water from Driedmeat Lake will serve the Camrose region for at least twenty five years or longer as the City reduces the average amount of water used per person. The City currently has four water licenses from the Province including the most recent license in support of the Cargill canola crushing facility. This latest license requires the City to prepare for times of water shortages which the City has done through the 2017 Water Shortage Response Plan.

Watershed Protection – A watershed is the area of land that catches precipitation and drains into a larger body of water. In the City's case, it includes land that drains to the Battle River and all of its tributaries as well as Dried Meat Lake. It is critical that the watershed be protected. The City of Camrose is challenged with the fact that ~97% of the watershed impacting the City's water intake is outside of its jurisdiction and direct control.

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

- Cooperation with Camrose County including funding joint water quality improvement projects such as off stream watering and riparian inventories. The City and County have recently adopted a source water protection plan for Driedmeat Lake, which will help guide watershed protection actions by both the City and County over the coming years.
- Participation in the Provincial Water for Life Strategy and the Battle River Watershed Alliance (BRWA).
- Educational programs for the public.

Intake – The water intake, intake pumping station, and collector well pumping station are located at Driedmeat Lake and are used to screen out fish and weeds from the raw lake water and pump water from the lake to the Water Treatment Plant. The City recently completed construction of a new pumping station at the lake.

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

Reservoir Storage – The City has three water storage reservoirs: one at the Water Treatment Plant and two in Rudy Swanson Park under the tennis courts. Due to aging infrastructure, the reservoir at the Water Treatment Plant will be decommissioned within the next 5 years.

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

Distribution System – The distribution system consists of approximately 170 km of pipelines, 1,370 valves, 650 fire hydrants, and almost 7,000 service connections to customers.

Water Meters – Water meters measure water consumption. The City recently completed a seven year Meter Replacement Program that saw the installation of modern “radio read” meters in every home and business connected to the City’s water network. With this upgrade, the City is able to complete more efficient, regular, and accurate reading of all City meters. With further hardware and software upgrades in the future, the City can use these newer meters to provide real-time reporting of water use which can be used to identify leaks within a home or business.

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
TOTAL WATER							
Revenues							
Water General	6,780,386	6,915,500	6,883,900	(31,600)	-0.5%	6,984,000	7,004,100
Water Treatment Plant	-	-	-	-		-	-
Total	6,780,386	6,915,500	6,883,900	(31,600)	-0.5%	6,984,000	7,004,100
Expenditures							
Water General	5,290,250	5,238,193	5,306,524	68,331	1.3%	5,355,624	5,349,984
Water Treatment Plant	1,490,136	1,677,307	1,577,376	(99,931)	-6.0%	1,628,376	1,654,116
Total	6,780,386	6,915,500	6,883,900	(31,600)	-0.5%	6,984,000	7,004,100
Net	-	-	-	-		-	-

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
WATER GENERAL							
Financing							
Sales & User Charges	6,088,546	5,940,000	6,004,000	64,000	1.1%	6,004,000	6,004,000
Penalties	34,005	25,500	25,500	-	0.0%	25,500	25,500
Hydrant Rentals	442,197	440,000	444,400	4,400	1.0%	444,400	444,400
Sales to Other Governments	91,229	95,000	97,000	2,000	2.1%	97,000	97,000
Custom & Project Work	110,723	75,000	63,000	(12,000)	-16.0%	63,100	63,200
Return on Investments	-	190,000	250,000	60,000	31.6%	250,000	250,000
Transfer from Reserves	13,686	150,000	-	(150,000)	-100.0%	100,000	120,000
	6,780,386	6,915,500	6,883,900	(31,600)	-0.5%	6,984,000	7,004,100
Expenditures							
Salaries & Benefits	1,266,759	1,417,825	1,393,944	(23,881)	-1.7%	1,403,872	1,434,641
Contracted Services	315,932	309,900	322,364	12,464	4.0%	305,858	289,440
Materials & Supplies	282,651	247,820	228,500	(19,320)	-7.8%	230,500	232,500
Equipment Charges	236,468	180,000	200,000	20,000	11.1%	198,000	198,000
Heat, Light & Water	240,798	255,371	236,250	(19,121)	-7.5%	267,000	273,950
Assets < \$10,000	31,226	54,580	23,400	(31,180)	-57.1%	23,400	23,400
Plans, Reports & Studies	13,686	150,000	-	(150,000)	-100.0%	100,000	120,000
Provision for Allowances	7,735	15,000	15,000	-	0.0%	15,000	15,000
Debenture Principal	123,428	129,330	135,514	6,184	4.8%	141,994	148,784
Debenture Interest	70,962	65,035	58,865	(6,170)	-9.5%	52,361	45,558
Custom & Project Work	123,368	72,000	87,000	15,000	20.8%	87,100	87,200
Conservation	20,816	25,000	22,000	(3,000)	-12.0%	22,500	23,000
Franchise Fee	354,457	378,000	361,500	(16,500)	-4.4%	368,500	373,000
Transfer to Operating	30,000	30,000	30,000	-	0.0%	30,000	30,000
Transfer to Reserves	2,171,964	1,908,332	2,192,187	283,855	14.9%	2,109,539	2,055,511
	5,290,250	5,238,193	5,306,524	68,331	1.3%	5,355,624	5,349,984
Net	(1,490,136)	(1,677,307)	(1,577,376)	99,931	6.0%	(1,628,376)	(1,654,116)

Staff Complement (Water & Sanitary Sewer)

	2018	2019	2020	2021
Permanent (Full time equivalents)	18.0	18.0	18.0	18.0
Casual (Full time equivalents)	1.8	1.7	1.0	1.0
Total	19.8	19.7	19.0	19.0

Operating Highlights / Changes

- A 1% increase to Water rates has been approved by Council for the 2020 Budget.
- Ongoing re-allocation of investment income.
- Ongoing transfers into reserves
- More conservative budgeting for revenues from regional water customers based on historical records.

Upcoming Projects

- Completion of the current review of the City's raw water supply, pumping, transmission, and treatment systems. The intent of the review is to identify risks related to the City's raw water system (aging infrastructure, unknown condition, confirmation of available capacity) and to identify options to address those risks. The review will also include an assessment of available technologies which may allow the City to treat its water in a more cost efficient and/or better manner. Furthermore, the review will consider options for supplementing the City's water supply with another source in times of water shortage and/or for long-term growth (beyond 25 years).
- In 2020, Administration will begin developing a "lead management plan" for the City in response to new requirements from Health Canada and Alberta Environment and Parks. This document will outline how the City will identify and manage risks related to lead within municipal water systems, as measured at a customer's tap. As this plan will also involve infrastructure located within private property (something that the City does not typically involve itself with), the City will be using provincial and federal guidelines as well as municipal best practices to develop this plan. Administration understands that this lead management plan will need to be developed by no later than 2021 and implemented by no later than 2024 to meet the new requirements.

Service Level Changes

- Ongoing development and expansion of existing water conservation programs to community.

Strategic Focus Areas

- **Ensure Long-Term Water Sustainability:** The City is currently in discussions with the Capital Regional Southwest Water Services Commission about options regarding alternate water sources for long-term water sustainability. The City will also continue to encourage conservative water use within Camrose and its regional customers to maximize existing water resources.

WATER TREATMENT PLANT	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Expenditures							
Salaries & Benefits	323,769	406,000	346,000	(60,000)	-14.8%	346,000	346,000
Contracted Services	4,223	11,800	11,800	-	0.0%	11,800	11,800
Assets < \$10,000	267	41,000	15,000	(26,000)	-63.4%	15,200	15,400
Materials & Supplies	906,703	947,915	951,876	3,961	0.4%	970,876	990,216
Equipment Charges	34,419	35,000	35,500	500	1.4%	35,000	35,000
Heat, Light & Water	220,755	235,592	217,200	(18,392)	-7.8%	249,500	255,700
Net	<u>1,490,136</u>	<u>1,677,307</u>	<u>1,577,376</u>	<u>(99,931)</u>	<u>-6.0%</u>	<u>1,628,376</u>	<u>1,654,116</u>

Operating Highlights / Changes

- No significant changes.

Upcoming Projects

- Water Treatment Plant will be included in above review.

Sanitary Sewer System

Overview

The sanitary sewer system provides service to residential, institutional, commercial, and industrial customers in Camrose as well as a number of regional customers including the Cargill canola crushing facility. A system of pipes and pumping stations moves sanitary wastewater to the Wastewater Treatment Facility on the south boundary of Camrose.

Service goals include:

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

Components of the sanitary sewer system include:

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

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

The City’s Wastewater Treatment Facility operates under an approval from Alberta Environment and Parks. This current approval will expire in August 1, 2022. Under the current approval, the City started preliminary design for major upgrades to its treatment facility. In May 2019, the Province gave its approval for the City to move into detailed engineering design. Detailed design for these upgrades is ongoing and should be complete by early to mid-2020, at which time the City intends to proceed with tendering and construction. The City anticipates that the new facility will provide general capacity upgrades as well as nutrient removal, resulting in water being released to the environment that meets all applicable federal and provincial requirements. Administration is planning to commission the upgraded facility by early 2023, at a total projected cost of ~\$42.5 million.

SANITARY SEWER	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	3,706,561	3,631,200	3,666,166	34,966	1.0%	3,666,166	3,666,166
Return on Investments	-	110,000	250,000	140,000	127.3%	250,000	200,000
Transfer from Reserves				-		120,000	-
Sales & User Charges	3,706,561	3,741,200	3,916,166	174,966	4.7%	4,036,166	3,866,166
Expenditures							
Salaries & Benefits	686,845	740,230	707,100	(33,130)	-4.5%	713,226	721,430
Contracted Services	95,420	156,800	149,585	(7,215)	-4.6%	155,725	161,888
Materials & Supplies	136,677	120,000	120,000	-	0.0%	120,000	120,000
Equipment Charges	118,763	125,000	130,000	5,000	4.0%	130,000	130,000
Assets < \$10,000	-	129,800	20,000	(109,800)	-84.6%	120,000	20,000
Heat, Light & Water	271,943	290,467	230,700	(59,767)	-20.6%	268,000	273,300
Franchise Fee	118,668	129,000	120,000	(9,000)	-7.0%	125,000	127,000
Transfer to Operating	20,000	20,000	20,000	-	0.0%	20,000	20,000
Transfer to Reserves	2,258,245	2,029,903	2,418,781	388,878	19.2%	2,384,215	2,292,548
	3,706,561	3,741,200	3,916,166	174,966	4.7%	4,036,166	3,866,166
Net	-	-	-	-		-	-

Operating Highlights / Changes

- A 1% increase to Wastewater rates has been approved by Council for the 2020 Budget
- Continued allocation of investment income in 2020.
- Ongoing transfers into reserves.

Upcoming Projects

- Complete detailed engineering design for the upgrades to the City's Wastewater Treatment Plant and proceed with tendering and construction.

Strategic Focus Areas

- **Asset and Project Management:** the sanitary sewer system is a significant portion of the City's infrastructure that also needs to be well managed and maintained. Administration is working to plan and execute the Wastewater Treatment Plant project to meet timelines, budget, and scope.

Waste Management

Waste Management refers to the regulation, public education, collection, processing, composting, recycling and disposal of all post-consumer solid wastes. These services are managed by Engineering Services.

Waste Collection

Overview

The City of Camrose contracts residential waste collection and disposal to an independent contractor. Customers pay for the service as a monthly fee on their utility bill. Commercial, institutional, industrial and high density residential (greater than a four-plex) properties do not receive this service. A contract is in place until October 31, 2022. The Waste Collection and Disposal By-law describes the level of service provided to single family dwelling units up to and including 4-plex units.

In 2016, the utility transitioned from manual collection to automated collection of residential solid waste and organics. Camrose residents generally transitioned to the automated collection process with very few issues. In 2021, the City will complete repayment of a ~\$1M debenture for the purchase of the automated waste collection carts.

In addition to the above, the City also contracts the collection and disposal of waste and cardboard recycling from City-owned facilities to a separate independent contractor.

WASTE COLLECTION	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	1,164,406	1,146,692	1,150,326	3,634	0.3%	1,162,887	1,175,586
Return on Investments	-	9,000	9,000	-	0.0%	9,000	9,000
Recovery of fees	214,743	208,320	210,840	2,520	1.2%	212,948	215,078
	<u>1,379,149</u>	<u>1,364,012</u>	<u>1,370,166</u>	<u>6,154</u>	<u>0.5%</u>	<u>1,384,835</u>	<u>1,399,664</u>
Expenditures							
Salaries & Benefits	46,298	37,146	46,781	9,635	25.9%	47,690	49,037
Contracted Services	979,737	984,481	967,466	(17,015)	-1.7%	985,855	1,010,062
Materials & Supplies	734	1,525	1,550	25	1.6%	1,575	1,600
Assets < \$10,000	-	7,500	7,500	-	0.0%	7,500	7,500
Equipment Charges	641	2,500	2,500	-	0.0%	2,500	2,500
Franchise Fee	92,467	93,000	91,500	(1,500)	-1.6%	93,000	96,000
Debenture Principal	196,324	199,472	202,670	3,198	1.6%	205,920	-
Debenture Interest	11,928	8,776	5,579	(3,197)	-36.4%	2,325	-
Transfer to Reserves	51,020	29,612	44,620	15,008	0.0%	38,470	232,965
	<u>1,379,149</u>	<u>1,364,012</u>	<u>1,370,166</u>	<u>6,154</u>	<u>0.5%</u>	<u>1,384,835</u>	<u>1,399,664</u>
Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		<u>-</u>	<u>-</u>

Operating Highlights / Changes

- Ongoing transfers into reserves with no required increase to waste collection fees.

Upcoming Projects

- Further discussions with City Council regarding strategic priorities for recycling / waste diversion activities in 2020.

Regional Landfill

Overview

The City of Camrose manages the landfill on behalf of the Camrose Regional Solid Waste Authority. The Authority is charged with providing an economical and environmentally safe manner for the disposal of solid waste generated within the Authority boundaries. The landfill operates under Regulations, Codes of Practice, and Approval to Operate set by Alberta Environment and Parks and is also guided by the recommendations outlined in the City's Solid Waste Master Plan.

Service goals include:

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

Components of the Regional Landfill include:

- **Ownership** – The land on which the Regional Landfill is located is owned by the Province of Alberta and is leased to the City of Camrose.
- **Approvals** – The landfill operates under a provincial approval (#47636-01-00) as issued under the authority of *Environmental Protection and Enhancement Act*. The existing approval has been extended to July 31, 2020. Administration is actively negotiating a new approval on behalf of the Authority.
- **Operations** – Through a public tender process, the operations of the landfill are contracted to a waste management company. In 2019, the City retendered the landfill operations contract. The new contract will expire in 2022.
- **Life Expectancy** – Based on the waste received each year and the expected site volume, it is estimated that the life span of the landfill will exceed 25 years. Through successful educational programs on recycling, composting, and waste reduction, it may be possible to extend the life span to 30 years or more.
- **Funding** – All operating and capital costs are recovered through tipping fees. Each year, funds are reserved for future costs associated with the closure of the current landfill site, development of new landfill cells, as well as for the siting of a new landfill. These costs are reviewed on a regular basis to ensure reserves are adequately funded.
- **Household Hazardous Waste Roundup** – Twice per year the Solid Waste Authority sponsors a two-day event to collect household hazardous waste including chemicals and other toxic products to ensure proper disposal. Once the roundup is complete, the material is managed by the Hazardous Waste Contractor. These hazardous materials do not enter the landfill. This service is available to all residents of the three contributing municipalities of the Authority.

REGIONAL LANDFILL	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	1,060,717	971,400	1,072,250	100,850	10.4%	1,149,500	1,149,500
Return on Investments	63,083	80,000	80,000	-	0.0%	75,000	70,000
Rentals	3,600	3,600	3,500	(100)	-2.8%	3,500	3,400
Transfer From Reserves	-	-	-	-	-	-	-
	<u>1,127,400</u>	<u>1,055,000</u>	<u>1,155,750</u>	<u>100,750</u>	<u>9.5%</u>	<u>1,228,000</u>	<u>1,222,900</u>
Expenditures							
Salaries & Benefits	35,372	42,198	57,841	15,643	37.1%	57,940	59,275
Contracted Services	458,046	514,000	749,515	235,515	45.8%	738,878	741,250
Materials & Supplies	22,376	40,092	91,142	51,050	127.3%	33,642	34,142
Equipment Charges	4,231	4,000	4,000	-	0.0%	4,000	4,000
Heat, Light & Water	5,557	6,166	5,400	(766)	-12.4%	5,800	6,200
Assets < \$10,000	1,500	6,900	6,800	(100)	-1.4%	6,800	6,800
Composting	42,832	47,000	-	(47,000)	-100.0%	-	-
Hazardous Materials	12,876	15,000	15,000	-	0.0%	15,000	15,000
Projects	-	92,000	125,000	33,000	35.9%	-	-
Transfer to Reserves	544,610	287,644	101,052	(186,592)	-64.9%	365,940	356,233
	<u>1,127,400</u>	<u>1,055,000</u>	<u>1,155,750</u>	<u>100,750</u>	<u>9.5%</u>	<u>1,228,000</u>	<u>1,222,900</u>
Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		<u>-</u>	<u>-</u>

Operating Highlights / Changes

- As this budget is approved by the Camrose Regional Solid Waste Authority, the above has been presented for informational purposes only.
- Higher contracted services costs due to new operational contract as well as incorporation of composting operations within this costing centre.
- Additional consulting fees related to development and implementation of updated operations plan for the landfill, in accordance with new provincial requirements.
- To maintain adequate reserve balances, a \$5 per tonne increase in both 2020 and 2021 is proposed for commercial, construction, and demolition waste as well as untreated and non-painted wood waste.

Upcoming Projects

- Renewal of provincial Approval to Operate for landfill in 2020.
- Ongoing planning and implementation of new pre-treatment system for landfill leachate. Some higher operational costs in interim until landfill commissions the new system.

Recycling Program

Overview

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

Service goals include:

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

Components of the Recycling Program include:

- **Operations** – The program began in 1992 with a small drop off shed near the current site. The program's success required building the current facility and an expansion of the building and site improvements in 2007-2008.
- **Funding** – Operating funds required are collected through a monthly fee on the City's utility bill. This fee ensures a consistent level of funding for the program. Additional revenue is collected from the sale of the recycled products. In 2015, the City and County entered into a new four-year recycling agreement which guaranteed the City with minimum revenues for the use of the facility by County residents. The City and County are currently negotiating a new agreement, as the current agreement expired in May 2019.
- **Concrete Recycling** – The City provides a fee-based disposal area for non-contaminated waste concrete. Concrete is crushed into a usable gravel material. This material is added to inventory and charged out to projects as it is used. All costs related to the disposal site including operation, maintenance, crushing, reclamation and overhead are recovered by the disposal charges as well as sale of useable product.

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
RECYCLING							
Financing							
Sales & User Charges	812,852	781,464	728,016	(53,448)	-6.8%	723,684	719,353
Return on Investments	-	15,000	15,000	-	0.0%	15,000	15,000
Government Transfers	55,000	55,000	55,000	-	0.0%	55,000	55,000
	<u>867,852</u>	<u>851,464</u>	<u>798,016</u>	<u>(53,448)</u>	<u>-6.3%</u>	<u>793,684</u>	<u>789,353</u>
Expenditures							
Salaries & Benefits	29,883	30,677	56,859	26,182	85.3%	56,771	57,755
Contracted Services	397,715	478,921	453,459	(25,462)	-5.3%	464,387	475,589
Materials & Supplies	2,711	4,000	1,560	(2,440)	-61.0%	1,560	1,560
Equipment Charges	16,273	16,000	18,000	2,000	12.5%	18,000	18,000
Assets < \$10,000	-	5,000	5,000	-	0.0%	5,000	5,000
Debenture Principal	23,776	-	-	-	-	-	-
Debenture Interest	479	-	-	-	-	-	-
Transfer to Centracam	198,923	203,896	211,032	7,136	3.5%	216,308	221,715
Transfer to Reserves	198,092	112,970	52,106	(60,864)	-53.9%	31,658	9,734
	<u>867,852</u>	<u>851,464</u>	<u>798,016</u>	<u>(53,448)</u>	<u>-6.3%</u>	<u>793,684</u>	<u>789,353</u>
Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		<u>-</u>	<u>-</u>

Operating Highlights / Changes

- Ongoing transfers into reserves with no required increase to recycling fees.

Upcoming Projects

- Proposed replacement of cardboard baler in 2020 as well as paving of additional portions of the facility's lot.
- Renegotiate a recycling agreement with Camrose County in 2020.
- Further discussions with City Council regarding strategic priorities for recycling / waste diversion activities in 2020.

	2018 Actual	2019 Budget	2020 Budget	Change 2019 to 2020		2021 Forecast	2022 Forecast
				Dollar Change	Per Cent Change		
RECYCLING-CONCRETE							
Financing							
Sales & User Charges	43,670	50,000	50,000	-	0.0%	50,000	50,000
Transfer from Reserves	-	-	-	-		-	-
	<u>43,670</u>	<u>50,000</u>	<u>50,000</u>	<u>-</u>	<u>0.0%</u>	<u>50,000</u>	<u>50,000</u>
Expenditures							
Salaries & Benefits	13,566	5,000	10,000	5,000	100.0%	10,000	10,000
Materials & Supplies	4,840	4,300	4,300	-	0.0%	4,300	4,300
Equipment Charges	17,443	4,500	5,000	500	11.1%	5,000	5,000
Transfer to Inventory	(33,904)	-	-	-		-	-
Transfer to Reserves	<u>41,725</u>	<u>36,200</u>	<u>30,700</u>	<u>(5,500)</u>	<u>-15.2%</u>	<u>30,700</u>	<u>30,700</u>
	<u>43,670</u>	<u>50,000</u>	<u>50,000</u>	<u>-</u>	<u>0.0%</u>	<u>50,000</u>	<u>50,000</u>
Net	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		<u>-</u>	<u>-</u>

Operating Highlights / Changes

- No significant changes.