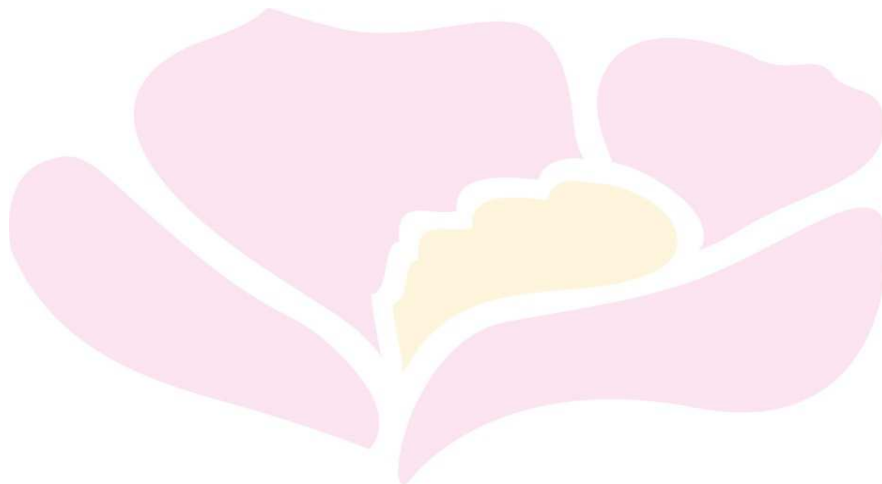




2019 - 2021 Operating Budget

Approved December 3, 2018



2019 Operating Budget Contents

General Operating Summary	1
Revenue & Expense Summary	2
General Operating Revenues	3
General Operating Expenses	5
General + Utility Operating Revenues	7
General + Utility Operating Expenses	9
 Debenture Servicing Summary	 11
 <u>General Operating Fund</u>	
Fiscal Services	12
Mayor & Council	13
Local Governance	14
Common Services	17
Office of the City Manager	18
Corporate & Protective Services	20
IT Services	23
Fire Protection	26
Financial Services	28
Assessment	30
City Centre Camrose	31
Police Protection	32
Engineering Services	35
Planning & Development	37
Safety Code Inspections	39
Public Works	40
Community Development & Innovation	44
Regional Business Development	46
Property Management	47
Community Services	48
Community Services Administration	49
Cemeteries	51
Parks	52
Golf Course	54
Cultural Services	56
Facilities	58
 <u>Utility Operating Fund</u>	
Utilities - Water System	68
Utilities - Sanitary Sewer System	72
Utilities - Solid Waste Services	74
Utilities - Landfill	75
Utilities - Recycling	77

2019 OPERATING BUDGET

	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
GENERAL GOVERNMENT							
City Council Legislative	409,515	425,724	423,979	(1,745)	-0.4%	444,287	458,325
Office of the City Manager	431,741	437,869	451,312	13,443	3.1%	465,359	459,446
Fiscal Services	(2,758,092)	(2,218,038)	(2,550,491)	(332,453)	-15.0%	(2,413,675)	(2,451,666)
Local Governance	1,688,675	1,753,700	1,839,535	85,835	4.9%	1,809,312	1,823,312
Common Services	949,005	960,995	1,010,492	49,497	5.2%	1,005,743	1,021,646
Financial Services	1,013,293	1,041,877	1,076,184	34,307	3.3%	1,122,825	1,148,087
Assessment	373,867	394,012	398,363	4,351	1.1%	405,449	412,573
Corp & Protective Services	1,155,796	1,349,421	1,433,028	83,607	6.2%	1,470,359	1,448,779
Community Dev. & Innovation	64,520	101,736	155,733	53,997	53.1%	88,768	94,090
City Centre	-	-	(10,000)	(10,000)		(10,000)	(10,000)
Property Management	(33,019)	1,070	(63,176)	(64,246)	6004.3%	(68,318)	(70,158)
	<u>3,295,301</u>	<u>4,248,366</u>	<u>4,164,959</u>	<u>(83,407)</u>	<u>-2.0%</u>	<u>4,320,109</u>	<u>4,334,434</u>
IT Operating Services	<u>1,001,373</u>	<u>1,113,481</u>	<u>1,094,194</u>	<u>(19,287)</u>	<u>-1.7%</u>	<u>1,095,278</u>	<u>1,265,976</u>
Fire Protection	<u>1,457,277</u>	<u>1,431,114</u>	<u>1,524,964</u>	<u>93,850</u>	<u>6.6%</u>	<u>1,549,997</u>	<u>1,544,411</u>
Police Protection	<u>4,622,307</u>	<u>4,801,556</u>	<u>5,156,421</u>	<u>354,865</u>	<u>7.4%</u>	<u>5,274,803</u>	<u>5,448,368</u>
INFRASTRUCTURE AND PLANNING							
Engineering Office	844,089	725,839	586,981	(138,858)	-19.1%	706,652	717,684
Planning & Development	706,484	700,233	713,008	12,775	1.8%	748,020	740,538
Safety Code Inspections	(45,804)	103,388	159,369	55,981	54.1%	169,615	169,545
Public Works	3,938,827	4,492,356	4,621,600	129,244	2.9%	4,721,937	4,682,483
Equipment Pool	(26,716)	(60,000)	(27,791)	32,209	53.7%	(24,525)	(19,668)
	<u>5,416,880</u>	<u>5,961,816</u>	<u>6,053,167</u>	<u>91,351</u>	<u>1.5%</u>	<u>6,321,699</u>	<u>6,290,582</u>
COMMUNITY SERVICES							
Cemeteries	44,332	20,027	48,744	28,717	143.4%	49,751	50,342
Administration	321,112	396,790	434,698	37,908	9.6%	438,872	446,621
Parks	1,565,746	1,651,426	1,726,455	75,029	4.5%	1,721,577	1,739,935
Golf Course	398,865	268,462	423,522	155,060	57.8%	400,459	379,015
Cultural Services	289,543	341,410	375,547	34,137	10.0%	382,919	356,325
Facilities	2,608,341	2,502,122	2,309,839	(192,283)	-7.7%	2,732,847	2,799,553
	<u>5,227,939</u>	<u>5,180,237</u>	<u>5,318,805</u>	<u>138,568</u>	<u>2.7%</u>	<u>5,726,425</u>	<u>5,771,791</u>
Operating Levy before Transfer to Capital	<u>21,021,077</u>	<u>22,736,570</u>	<u>23,312,510</u>	<u>575,940</u>	<u>2.5%</u>	<u>24,288,311</u>	<u>24,655,562</u>
Transfer to Capital	1,697,919	1,707,600	1,671,600	(36,000)	-2.1%	1,520,000	2,858,000
Transfer to Capital - Roads	750,000	750,000	750,000	-	0.0%	750,000	750,000
Operating Surplus	1,071,656	-	-	-		-	-
Total Operating	<u>24,540,652</u>	<u>25,194,170</u>	<u>25,734,110</u>	<u>539,940</u>	<u>2.14%</u>	<u>26,558,311</u>	<u>28,263,562</u>
Reduction for Projected Revenue Growth		190,000					
Total Tax Levy	<u>24,540,652</u>	<u>25,384,170</u>	<u>25,734,110</u>	<u>349,940</u>	<u>1.38%</u>		

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

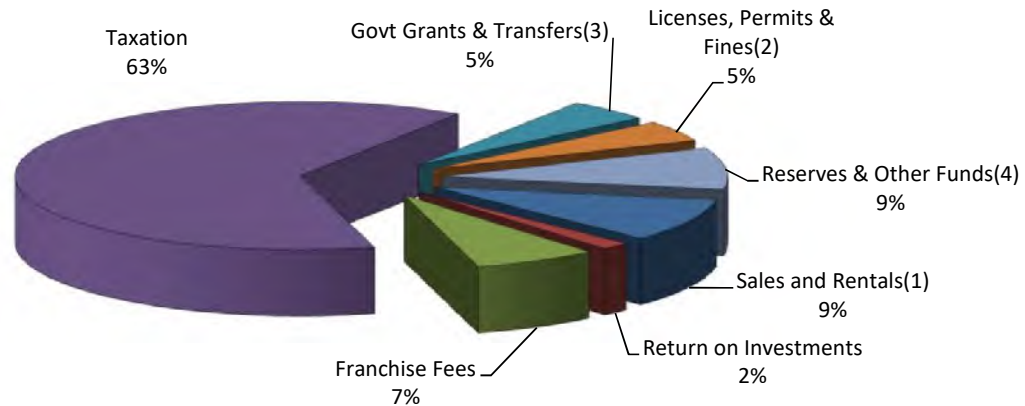
2019 OPERATING BUDGET

	2018 Budget			Change In Levy	2019 Budget		
	Costs	Revenues	Levy		Levy	Revenues	Costs
General Operating							
Mayor & Council	425,724	-	425,724	(1,745)	423,979	55,000	478,979
Office of the City Manager	437,869	-	437,869	13,443	451,312	-	451,312
Fiscal Services	2,063,287	4,281,325	(2,218,038)	(332,453)	(2,550,491)	4,530,292	1,979,801
Local Governance	1,836,540	366,340	1,470,200	39,335	1,509,535	304,485	1,814,020
Public Transit	283,500	-	283,500	46,500	330,000	421,551	751,551
Common Services	961,495	500	960,995	49,497	1,010,492	250	1,010,742
Financial Services	1,091,518	49,641	1,041,877	34,307	1,076,184	48,000	1,124,184
Assessment	394,012	-	394,012	4,351	398,363	-	398,363
Corporate & Protective Services	1,421,421	72,000	1,349,421	83,607	1,433,028	94,750	1,527,778
Community Development & Innovation	316,736	215,000	101,736	53,997	155,733	320,250	475,983
City Centre Camrose	84,000	84,000	-	(10,000)	(10,000)	94,000	84,000
Property Management	63,695	62,625	1,070	(64,246)	(63,176)	104,190	41,014
Information Technology	1,547,381	433,900	1,113,481	(19,287)	1,094,194	473,000	1,567,194
Fire Services	1,693,114	262,000	1,431,114	93,850	1,524,964	218,000	1,742,964
Police Services	6,857,884	2,056,328	4,801,556	354,865	5,156,421	1,949,035	7,105,456
Engineering Services	900,339	174,500	725,839	(138,858)	586,981	228,250	815,231
Planning & Development	784,183	83,950	700,233	12,775	713,008	128,320	841,328
Building Inspections	550,888	447,500	103,388	55,981	159,369	383,250	542,619
Public Works Office	964,949	119,000	845,949	67,865	913,814	97,664	1,011,478
Roads	2,280,714	159,000	2,121,714	(8,071)	2,113,643	191,951	2,305,594
Signals & Lights	1,136,820	-	1,136,820	63,806	1,200,626	-	1,200,626
Fleet Management and Purchasing	2,060,000	2,120,000	(60,000)	32,209	(27,791)	2,155,000	2,127,209
Storm Water	252,000	-	252,000	500	252,500	40,000	292,500
Airport	284,400	148,527	135,873	5,144	141,017	122,091	263,108
Community Services Office	471,790	75,000	396,790	37,908	434,698	-	434,698
Cemeteries	178,577	158,550	20,027	28,717	48,744	140,000	188,744
Parks	1,702,026	50,600	1,651,426	75,029	1,726,455	63,100	1,789,555
Facilities	4,534,772	2,032,650	2,502,122	(192,283)	2,309,839	1,699,117	4,008,956
Golf	1,112,062	843,600	268,462	155,060	423,522	850,000	1,273,522
Arts & Culture	448,110	106,700	341,410	34,137	375,547	107,600	483,147
Transfer to Capital	2,457,600	-	2,457,600	(36,000)	2,421,600	-	2,421,600
Total General Operating	39,597,406	14,403,236	25,194,170	539,940	25,734,110	14,819,146	40,553,256
Utility Operating							
Water	6,622,437	6,622,437	-	-	-	6,915,500	6,915,500
Sanitary Sewer	3,711,708	3,711,708	-	-	-	3,741,200	3,741,200
Solid Waste Management	1,330,980	1,330,980	-	-	-	1,364,012	1,364,012
Camrose Regional Landfill	1,050,900	1,050,900	-	-	-	1,055,000	1,055,000
Recycling	874,872	874,872	-	-	-	901,464	901,464
Total Utility Operating	13,590,897	13,590,897	-	-	-	13,977,176	13,977,176
Total Operating	53,188,303	27,994,133	25,194,170	539,940	25,734,110	28,796,322	54,530,432

General Operating Revenues

Revenue by Object	2018 Budget	2019 Budget	Dollar Change	Per Cent Change	2020 Forecast	Dollar Change
Fines ²	901,000	901,000	-	0.0%	901,000	-
Franchise & Concession Contracts	2,678,750	2,846,718	167,968	6.3%	2,875,185	28,467
Government Transfers ³	490,700	563,317	72,617	14.8%	560,000	(3,317)
Grants ³	845,100	1,290,049	444,949	52.7%	1,109,495	(180,554)
Internal Items ⁴	2,446,700	2,465,800	19,100	0.8%	2,480,800	15,000
Licenses & Permits ²	741,400	686,220	(55,180)	-7.4%	686,720	500
Other Revenue ¹	96,228	53,700	(42,528)	-44.2%	53,700	-
Penalties ²	250,000	280,000	30,000	12.0%	280,000	-
Rentals ¹	1,726,227	1,645,925	(80,302)	-4.7%	1,720,275	74,350
Return on Investments	501,925	660,574	158,649	31.6%	653,869	(6,705)
Sales & User Charges ¹	2,066,356	1,697,746	(368,610)	-17.8%	2,295,778	598,032
Sales to Other Governments ¹	430,000	421,147	(8,853)	-2.1%	421,200	53
Transfers From ⁴	1,144,850	1,222,950	78,100	6.8%	874,800	(348,150)
Other Taxation (CCC)	84,000	84,000	-	0.0%	84,000	-
Sub-total	14,403,236	14,819,146	415,910	2.9%	14,996,822	177,676
Municipal Levy	25,194,170	25,734,110	539,940	2.1%	26,558,311	824,201
Total	39,597,406	40,553,256	955,850	2.4%	41,555,133	1,001,877

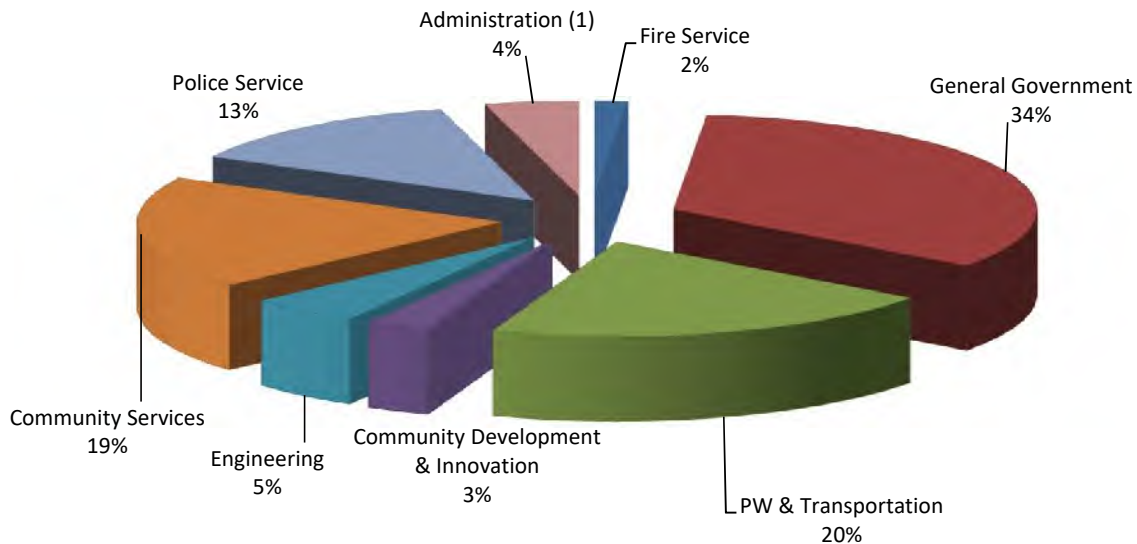
2019 Budget Revenues - Summary by Object



General Operating Revenues

Revenues by Department	2018 Budget	2019 Budget	Dollar Change	Per Cent Change	2020 Forecast	Dollar Change
<u>Operating</u>						
General Government	4,732,165	4,984,027	251,862	5.3%	4,996,789	12,762
Corporate & Protective Services ⁽¹⁾	505,900	567,750	61,850	12.2%	532,600	(35,150)
Financial Services ⁽¹⁾	49,641	48,000	(1,641)	-3.3%	28,000	(20,000)
Fire Department	262,000	218,000	(44,000)	-16.8%	218,000	-
Engineering Services	705,950	739,820	33,870	4.8%	547,570	(192,250)
Public Works & Transportation	2,546,527	3,028,257	481,730	18.9%	2,961,895	(66,362)
Community Dev. & Innovation	277,625	424,440	146,815	52.9%	328,830	(95,610)
Community Services	3,267,100	2,859,817	(407,283)	-12.5%	3,431,550	571,733
Police Service	2,056,328	1,949,035	(107,293)	-5.2%	1,951,588	2,553
Total Operating	14,403,236	14,819,146	415,910	2.9%	14,996,822	177,676
Municipal Levy	25,194,170	25,734,110	539,940	2.1%	26,558,311	824,201
Total Revenue	39,597,406	40,553,256	955,850	2.4%	41,555,133	1,001,877

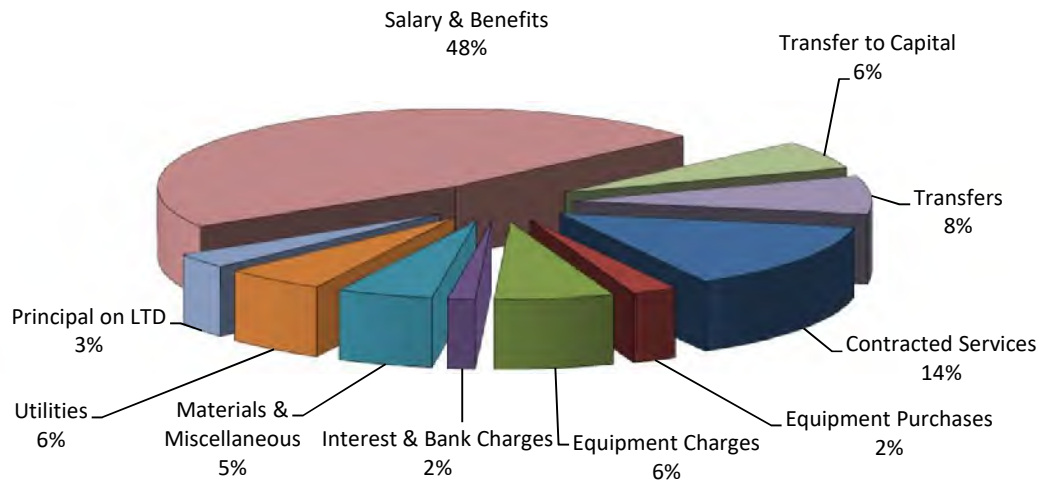
2019 Budget Revenues - Summary by Department



General Operating Expenses

Expenses by Object	2018 Budget	2019 Budget	Dollar Change	Per Cent Change	2020 Forecast	Dollar Change
Contracted Services	5,111,593	5,740,773	629,180	12.3%	5,949,388	208,615
Equipment Purchases	1,179,580	996,875	(182,705)	-15.5%	795,300	(201,575)
Equipment Charges	2,656,700	2,626,361	(30,339)	-1.1%	2,654,721	28,360
Interest & Bank Charges	669,067	602,598	(66,469)	-9.9%	534,337	(68,261)
Materials & Miscellaneous	2,015,839	2,116,260	100,421	5.0%	2,170,791	54,531
Utilities	2,124,530	2,241,840	117,310	5.5%	2,205,019	(36,821)
Principal on LTD	1,234,220	1,310,463	76,243	6.2%	1,282,742	(27,721)
Salary & Benefits	19,129,347	19,261,921	132,574	0.7%	20,488,493	1,226,572
Transfer to Capital	2,457,600	2,421,600	(36,000)	-1.5%	2,270,000	(151,600)
Transfers	3,018,930	3,234,565	215,635	7.1%	3,204,342	(30,223)
Total	39,597,406	40,553,256	955,850	2.4%	41,555,133	1,001,877

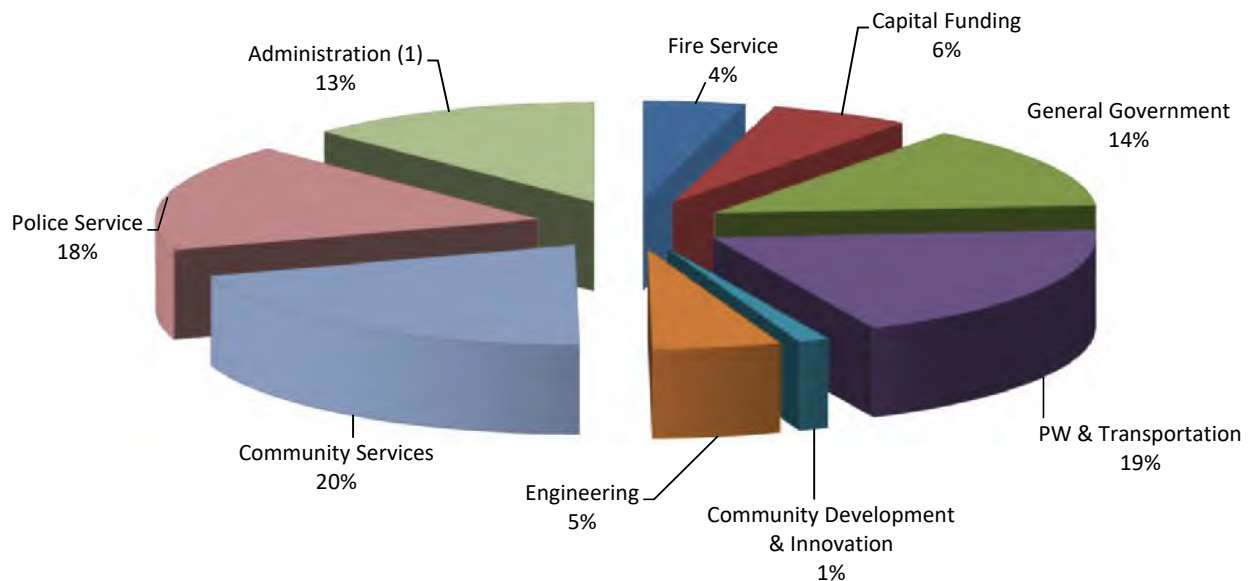
2019 Budget Expenses - Summary by Object



General Operating Expenses

Expenses by Department	2018 Budget	2019 Budget	Dollar Change	Per Cent Change	2020 Forecast	Dollar Change
<u>Operating</u>						
General Government	5,434,546	5,477,542	42,996	0.8%	5,612,456	134,914
Capital Funding	2,457,600	2,421,600	(36,000)	-1.5%	2,270,000	(151,600)
City Manager's Department ⁽¹⁾	437,869	451,312	13,443	3.1%	465,359	14,047
Corporate & Protective Services ⁽¹⁾	2,968,802	3,094,972	126,170	4.2%	3,098,237	3,265
Financial Services ⁽¹⁾	1,485,530	1,522,547	37,017	2.5%	1,556,274	33,727
Fire Department	1,693,114	1,742,964	49,850	2.9%	1,767,997	25,033
Engineering Services	2,235,410	2,199,178	(36,232)	-1.6%	2,171,857	(27,321)
Public Works & Transportation	7,198,883	7,842,066	643,183	8.9%	7,879,307	37,241
Community Dev. & Innovation	380,431	516,997	136,566	35.9%	349,280	(167,717)
Community Services	8,447,337	8,178,622	(268,715)	-3.2%	9,157,975	979,353
Police Service	6,857,884	7,105,456	247,572	3.6%	7,226,391	120,935
Total Operating	39,597,406	40,553,256	955,850	2.4%	41,555,133	1,001,877

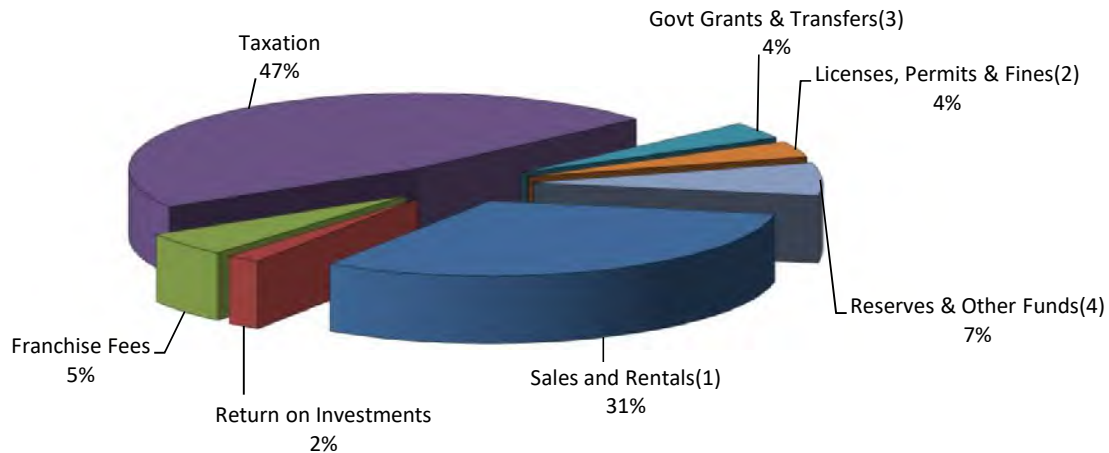
2019 Budget Expenses - Summary by Department



General + Utility Operating Revenues

Revenue by Object	2018 Budget	2019 Budget	Dollar Change	Per Cent Change	2020 Forecast	Dollar Change
Fines ²	901,000	901,000	-	0.0%	901,000	-
Franchise & Concession Contracts ¹	2,678,750	2,846,718	167,968	6.3%	2,875,185	28,467
Government Transfers ³	545,700	618,317	72,617	13.3%	615,000	(3,317)
Grants ³	845,100	1,290,049	444,949	52.7%	1,109,495	(180,554)
Internal Items ⁴	2,446,700	2,465,800	19,100	0.8%	2,480,800	15,000
Licenses & Permits ²	741,400	686,220	(55,180)	-7.4%	686,720	500
Other Revenue ¹	96,228	53,700	(42,528)	-44.2%	53,700	-
Penalties ²	275,500	305,500	30,000	10.9%	305,500	-
Rentals ¹	2,164,209	2,089,525	(74,684)	-3.5%	2,163,875	74,350
Return on Investments	501,925	1,064,574	562,649	112.1%	1,057,869	(6,705)
Sales & User Charges ¹	14,962,307	14,490,622	(471,685)	-3.2%	15,100,638	610,016
Sales to Other Governments ¹	528,464	527,347	(1,117)	-0.2%	527,400	53
Transfers From ⁴	1,222,850	1,372,950	150,100	12.3%	1,124,800	(248,150)
Other Taxation (CCC)	84,000	84,000	-	0.0%	84,000	-
Sub-total	27,994,133	28,796,322	802,189	2.9%	29,085,982	289,660
Municipal Levy	25,194,170	25,734,110	539,940	2.1%	26,558,311	824,201
Total	53,188,303	54,530,432	1,342,129	2.5%	55,644,293	1,113,861

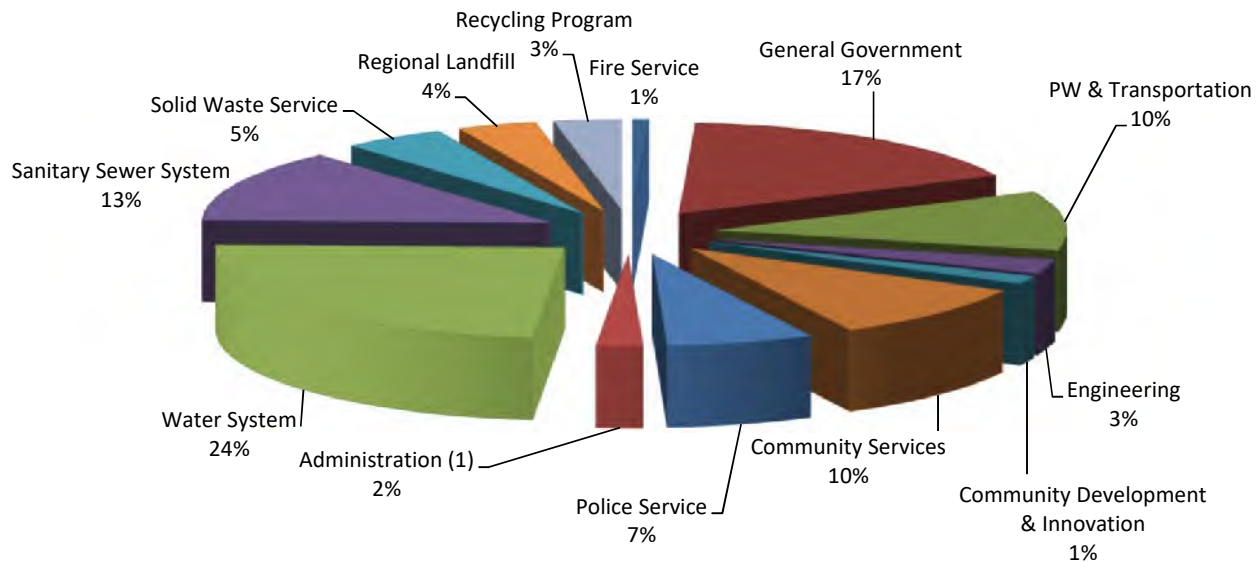
2019 Budget Revenues - Summary by Object



General + Utility Operating Revenues

Revenues by Department	2018 Budget	2019 Budget	Dollar Change	Per Cent Change	2020 Forecast	Dollar Change
<u>Operating</u>						
General Government	4,732,165	4,984,027	251,862	5.3%	4,996,789	12,762
Corporate & Protective Services ⁽¹⁾	505,900	567,750	61,850	12.2%	532,600	(35,150)
Financial Services ⁽¹⁾	49,641	48,000	(1,641)	-3.3%	28,000	(20,000)
Fire Department	262,000	218,000	(44,000)	-16.8%	218,000	-
Engineering Services	705,950	739,820	33,870	4.8%	547,570	(192,250)
Public Works & Transportation	2,546,527	3,028,257	481,730	18.9%	2,961,895	(66,362)
Community Dev. & Innovation	277,625	424,440	146,815	52.9%	328,830	(95,610)
Community Services	3,267,100	2,859,817	(407,283)	-12.5%	3,431,550	571,733
Police Service	2,056,328	1,949,035	(107,293)	-5.2%	1,951,588	2,553
Total Operating	14,403,236	14,819,146	415,910	2.9%	14,996,822	177,676
Municipal Levy	25,194,170	25,734,110	539,940	2.1%	26,558,311	824,201
Total Operating + Levy Revenue	39,597,406	40,553,256	955,850	2.4%	41,555,133	1,001,877
<u>Utilities</u>						
Water System	6,622,437	6,915,500	293,063	4.4%	6,865,500	(50,000)
Sanitary Sewer System	3,711,708	3,741,200	29,492	0.8%	3,891,200	150,000
Solid Waste Service	1,330,980	1,364,012	33,032	2.5%	1,375,996	11,984
Regional Landfill	1,050,900	1,055,000	4,100	0.4%	1,055,000	-
Recycling Program	874,872	901,464	26,592	3.0%	901,464	-
Total Utilities	13,590,897	13,977,176	386,279	2.8%	14,089,160	111,984
Total Revenue	53,188,303	54,530,432	1,342,129	2.5%	55,644,293	1,113,861

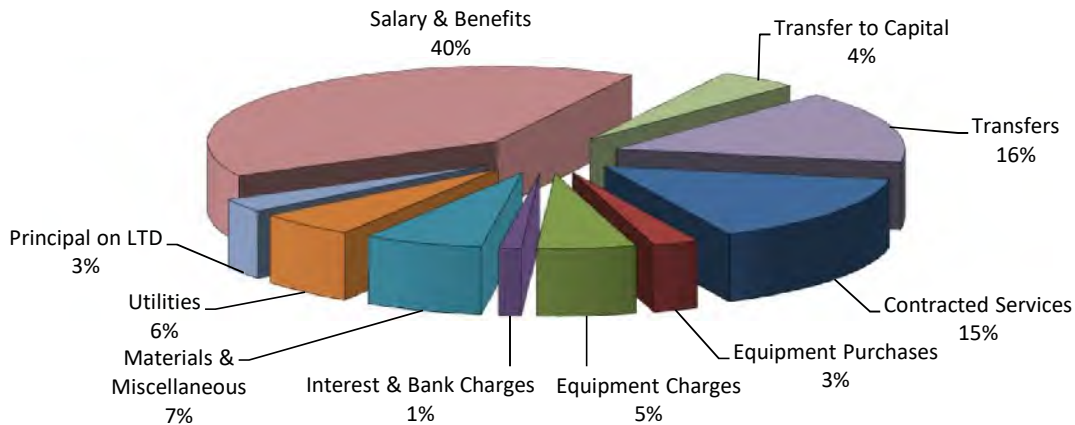
2019 Budget Revenues - Summary by Department



General + Utility Operating Expenses

Expenses by Object	2018 Budget	2019 Budget	Dollar Change	Per Cent Change	2020 Forecast	Dollar Change
Contracted Services	7,598,233	8,268,675	670,442	8.8%	8,508,449	239,774
Equipment Purchases	1,245,580	1,391,655	146,075	11.7%	1,283,100	(108,555)
Equipment Charges	3,014,700	3,014,861	161	0.0%	3,043,221	28,360
Interest & Bank Charges	750,027	676,409	(73,618)	-9.8%	598,781	(77,628)
Materials & Miscellaneous	3,506,138	3,625,912	119,774	3.4%	3,704,749	78,837
Utilities	2,860,270	3,029,436	169,166	5.9%	2,920,210	(109,226)
Principal on LTD	1,578,420	1,639,265	60,845	3.9%	1,620,926	(18,339)
Salary & Benefits	21,881,855	21,969,997	88,142	0.4%	23,237,835	1,267,838
Transfer to Capital	2,457,600	2,421,600	(36,000)	-1.5%	2,270,000	(151,600)
Transfers	8,295,480	8,492,622	197,142	2.4%	8,457,022	(35,600)
Total	53,188,303	54,530,432	1,342,129	2.5%	55,644,293	1,113,861

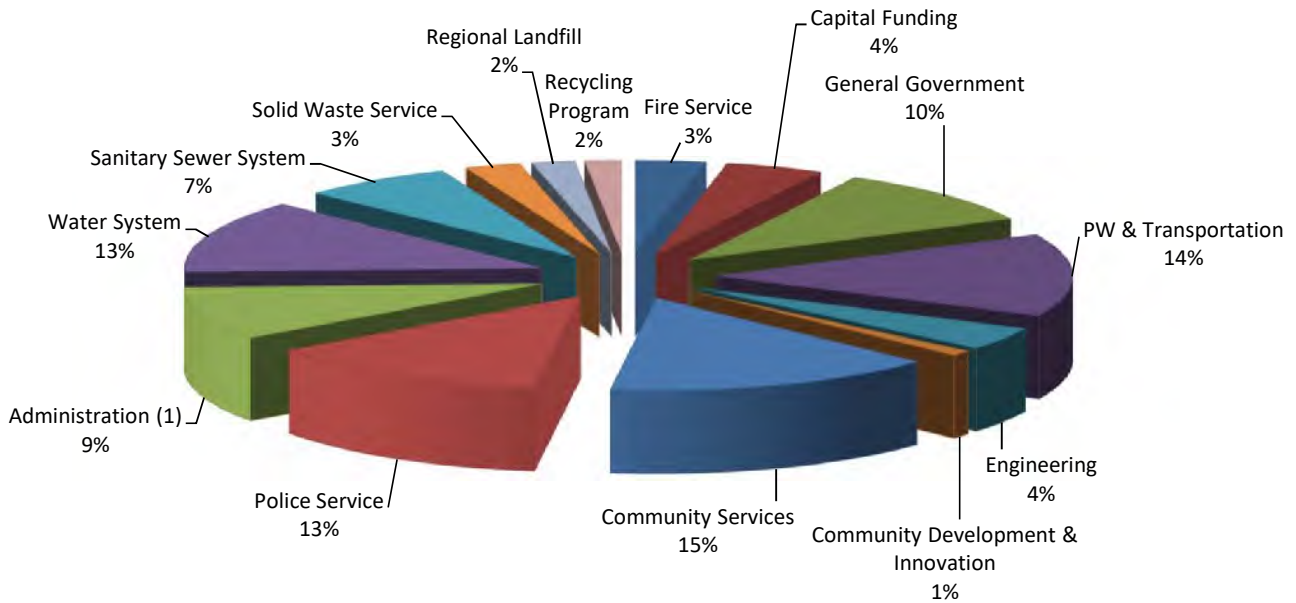
2019 Budget Expenses - Summary by Object



General + Utility Operating Expenses

Expenses by Department	2018 Budget	2019 Budget	Dollar Change	Per Cent Change	2020 Forecast	Dollar Change
<u>Operating</u>						
General Government	5,434,546	5,477,542	42,996	0.8%	5,612,456	134,914
Capital Funding	2,457,600	2,421,600	(36,000)	-1.5%	2,270,000	(151,600)
City Manager's Department ⁽¹⁾	437,869	451,312	13,443	3.1%	465,359	14,047
Corporate & Protective Services ⁽¹⁾	2,968,802	3,094,972	126,170	4.2%	3,098,237	3,265
Financial Services ⁽¹⁾	1,485,530	1,522,547	37,017	2.5%	1,556,274	33,727
Fire Department	1,693,114	1,742,964	49,850	2.9%	1,767,997	25,033
Engineering Services	2,235,410	2,199,178	(36,232)	-1.6%	2,171,857	(27,321)
Public Works & Transportation	7,198,883	7,842,066	643,183	8.9%	7,879,307	37,241
Community Dev. & Innovation	380,431	516,997	136,566	35.9%	349,280	(167,717)
Community Services	8,447,337	8,178,622	(268,715)	-3.2%	9,157,975	979,353
Police Service	6,857,884	7,105,456	247,572	3.6%	7,226,391	120,935
Total Operating	39,597,406	40,553,256	955,850	2.4%	41,555,133	1,001,877
<u>Utility</u>						
Water System	6,622,437	6,915,500	293,063	4.4%	6,865,500	(50,000)
Sanitary Sewer System	3,711,708	3,741,200	29,492	0.8%	3,891,200	150,000
Solid Waste Service	1,330,980	1,364,012	33,032	2.5%	1,375,996	11,984
Regional Landfill	1,050,900	1,055,000	4,100	0.4%	1,055,000	-
Recycling Program	874,872	901,464	26,592	3.0%	901,464	-
Total Utilities	13,590,897	13,977,176	386,279	2.8%	14,089,160	111,984
Total Expenses	53,188,303	54,530,432	1,342,129	2.5%	55,644,293	1,113,861

2019 Budget Expenses - Summary by Department



DEBT SERVICING COSTS - OPERATING LEVY

Year	Community Centre	CPAC	Fire Service	Sports Development	Storm Sewer	Transportation	Current Total	NEW	Total
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
	900,965	5,107,422	1,298,113	5,706,665	1,406,245	710,020	15,129,431	-	15,129,431

DEBT SERVICING COSTS - UTILITY RATES

Year	Recycling	Water	Garbage Totes	Current Total	NEW ¹ \$ 11,000,000 WWTP	Total
2019		194,613	208,389	403,002		403,002
2020		194,613	208,389	403,002		403,002
2021		194,613	208,389	403,002		403,002
2022		194,613		194,613	766,223	960,836
2023		194,613		194,613	766,223	960,836
2024		194,613		194,613	766,223	960,836
2025		194,613		194,613	766,223	960,836
2026		194,613		194,613	766,223	960,836
2027		194,613		194,613	766,223	960,836
2028				-	766,223	766,223
2029				-	766,223	766,223
2030				-	766,223	766,223
2031				-	766,223	766,223
2032				-	766,223	766,223
	-	1,751,518	625,168	-	-	-
				2,376,685	8,428,453	10,805,138

¹ Debenture payments based on 20 Year debenture with current Alberta Capital Finance Authority rates (3.454%)

Debt Limit per MGA (2017 Financial Statements) (1.5 times revenue)	\$ 74,562,558
City of Camrose Debt Limit per policy (70% of MGA debt limit)	\$ 52,193,791
* Total Debt estimated as at December 31, 2018	<u>\$ 17,000,000</u>
Amount of Debt Limit Unused	<u>\$ 35,193,791</u>
Annual Principle Reduction	Approximate 1,950,000

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.

	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
FISCAL SERVICES							
Financing							
Penalties	270,646	250,000	280,000	30,000	12.0%	280,000	280,000
Franchise Fees	2,840,965	2,678,750	2,846,718	167,968	6.3%	2,875,185	2,903,936
Franchise Fees - City Utilities	546,441	590,650	600,000	9,350	1.6%	596,000	604,500
Return on Investments	917,957	501,925	660,574	158,649	31.6%	653,869	644,056
Other Revenue	7,485	-	8,000	8,000		8,000	8,000
Grants	134,764	135,000	135,000	-	0.0%	135,000	135,000
Transfer from Reserve	125,000	125,000	-	(125,000)	-100.0%	-	-
	<u>4,843,258</u>	<u>4,281,325</u>	<u>4,530,292</u>	<u>248,967</u>	<u>5.8%</u>	<u>4,548,054</u>	<u>4,575,492</u>
Expenditures							
Bad Debts/Collection Costs	364,212	58,800	58,800	-	0.0%	58,800	58,800
Debenture Principal	1,180,466	1,234,220	1,310,463	76,243	6.2%	1,282,742	1,340,266
Debenture Interest	691,446	620,267	560,538	(59,729)	-9.6%	492,837	424,760
Other Expenditures	72,867	50,000	50,000	-	0.0%	50,000	50,000
Contingency	-	100,000	-	(100,000)	-100.0%	250,000	250,000
Sick Leave Accrual Adjustment -	283,216	-	-	-		-	-
Transfer to Reserves	59,391	-	-	-		-	-
	<u>2,085,166</u>	<u>2,063,287</u>	<u>1,979,801</u>	<u>(83,486)</u>	<u>-4.0%</u>	<u>2,134,379</u>	<u>2,123,826</u>
Net	<u>(2,758,092)</u>	<u>(2,218,038)</u>	<u>(2,550,491)</u>	<u>(332,453)</u>	<u>-15.0%</u>	<u>(2,413,675)</u>	<u>(2,451,666)</u>

Operating Highlights / Changes

- Based on a review of reserves and projected cash flows, total investment income for the City has increased from \$450,000 in the 2018 Budget to \$1,000,000 in the 2019 Budget. Of this total \$400,000 of investment income has been allocated to utilities since a large portion of the cash on hand is related to the utility reserves.
- No transfer from "Land Reserve" is proposed in 2019 and going forward. The Land Reserve does not currently exist and minimal activity internally with respect to land activity to support the \$125,000 transfer.
- Contingency of \$250,000 recorded in 2020; salary market review may have impact given current assumptions on COLA, etc.

Upcoming Projects

- Reserve Policy to be completed in 2019; 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.

MAYOR & COUNCIL	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Other Revenue	18	-	-	-			
Transfer from Reserves	16,000	-	55,000	55,000		50,000	50,000
	<u>16,018</u>	<u>-</u>	<u>55,000</u>	<u>55,000</u>		<u>50,000</u>	<u>50,000</u>
Expenditures							
Salaries and Benefits	242,398	250,224	274,279	24,055	9.6%	287,387	301,425
Contracted Services	167,585	149,900	177,200	27,300	18.2%	179,900	179,900
Materials & Supplies	6,850	16,900	16,900	-	0.0%	16,400	16,400
Assets < \$10,000	8,700	8,700	10,600	1,900	21.8%	10,600	10,600
Transfer to Reserve	-	-	-	-		-	-
	<u>425,533</u>	<u>425,724</u>	<u>478,979</u>	<u>53,255</u>	<u>12.5%</u>	<u>494,287</u>	<u>508,325</u>
Net	<u>409,515</u>	<u>425,724</u>	<u>423,979</u>	<u>(1,745)</u>	<u>-0.4%</u>	<u>444,287</u>	<u>458,325</u>

Operating Highlights / Changes

- Salaries and benefits increase is a result of the recommendations provided by the Citizen Review Committee prior to the 2017 General Election.
- Contracted services includes \$50,000 for mediation/arbitration support if necessary for Intermunicipal Collaboration efforts (funded from financial stabilization reserves), offset by savings related to new auditing engagement.

Upcoming Projects

- Additional efforts focused on regional economy, regional collaboration, water sustainability, as well as asset and project management.

Strategic Focus Areas

- **Strengthen the Regional Economy:** Council will be a proactive leader in bringing organizations together to work on initiatives to strengthen our regional economy.
- **Regional Collaboration:** Council will play a 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 will hold 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, Railway Museum, and Chamber of Commerce Visitor Information.
- Community Assistance is provided in support for many community events as well as Tourism Camrose, and the Chamber of Commerce parade/train activities.
- Commitments reflect grants that are either legislated or by resolution of Council. These include commitments to the Camrose and District Lodge Authority, Camrose Public Library, Parkland Regional Library, Camrose and District Support Services, Centra Cam, and for the Camrose Performing Arts Centre.
- Council Committees includes support for the Social Development Committee. Other Advisory Committees provide Council with direction for the funding of various initiatives within other operational areas.
- Public Transit Initiatives has been added to highlight Councils commitment to this area. This includes commitment to the Rose City Handi-van Society, as well as the existing taxi token and community bus programs, and the grant-funded Camrose Connector and ride share programs.
- 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	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Market Rate Rental Subsidy	366,340	366,340	304,485	(61,855)	-16.9%	304,485	304,485
	<u>366,340</u>	<u>366,340</u>	<u>304,485</u>	<u>(61,855)</u>	<u>-16.9%</u>	<u>304,485</u>	<u>304,485</u>
Expenditures							
City Support Services*	16,851	23,135	25,200	2,065	8.9%	25,200	25,200
Fee for Service	86,600	88,210	90,710	2,500	2.8%	92,000	93,500
Community Assistance	96,581	109,560	122,121	12,561	11.5%	122,500	123,000
Commitments	1,204,031	1,241,795	1,266,504	24,709	2.0%	1,234,612	1,246,612
Council Committees	2,600	7,500	5,000	(2,500)	-33.3%	5,000	5,000
Public Transit Initiatives	263,812	283,500	330,000	46,500	16.4%	330,000	330,000
Rental Subsidy - Citywide	366,340	366,340	304,485	(61,855)	-16.9%	304,485	304,485
Transfer to Reserves	18,200	-	-	-	-	-	-
	<u>2,055,015</u>	<u>2,120,040</u>	<u>2,144,020</u>	<u>23,980</u>	<u>1.1%</u>	<u>2,113,797</u>	<u>2,127,797</u>
Net	<u>1,688,675</u>	<u>1,753,700</u>	<u>1,839,535</u>	<u>85,835</u>	<u>4.9%</u>	<u>1,809,312</u>	<u>1,823,312</u>

*Includes wages, materials, and equipment charges

	2017	2018	2019	Change 2018 to 2019		2020	2021
	Actual	Budget	Budget	Dollar Change	Per Cent Change	Forecast	Forecast
FEE FOR SERVICE							
Camrose Ski Club	16,000	17,000	18,000	1,000	5.9%	18,000	18,000
Railway Museum	30,600	31,210	31,210	-	0.0%	32,500	34,000
Visitor Information - Chamber	40,000	40,000	41,500	1,500	3.8%	41,500	41,500
	<u>86,600</u>	<u>88,210</u>	<u>90,710</u>	<u>2,500</u>	<u>2.8%</u>	<u>92,000</u>	<u>93,500</u>
COMMUNITY ASSISTANCE							
Community Assistance	34,061	46,000	20,000	(26,000)	-56.5%	20,000	20,000
Arts Council	-	-	40,000	40,000		40,000	40,000
Japan Friendship Society	2,500	2,500		(2,500)	-100.0%		
Tourism Camrose	52,020	53,060	54,121	1,061	2.0%	54,500	55,000
Parade/Train - Chamber	8,000	8,000	8,000	-	0.0%	8,000	8,000
	<u>96,581</u>	<u>109,560</u>	<u>122,121</u>	<u>12,561</u>	<u>11.5%</u>	<u>122,500</u>	<u>123,000</u>
COMMITMENTS							
Camrose Lodge Authority	28,612	28,612	28,612	-	0.0%	28,612	28,612
Camrose Public Library	575,996	610,859	667,921	57,062	9.3%	680,000	694,000
Parkland Regional Library	145,074	147,975	154,622	6,647	4.5%	156,000	158,000
C.D.S.S.	115,349	115,349	115,349	-	0.0%	120,000	116,000
Lougheed Performing Arts Centre	250,000	250,000	250,000	-	0.0%	250,000	250,000
School Resource Officer	39,000	39,000		(39,000)	-100.0%		
Centra Cam Building Fund	50,000	50,000	50,000	-	0.0%		
	<u>1,204,031</u>	<u>1,241,795</u>	<u>1,266,504</u>	<u>24,709</u>	<u>2.0%</u>	<u>1,234,612</u>	<u>1,246,612</u>
COUNCIL COMMITTEES							
Social Development Committee	2,000	5,000	5,000	-	0.0%	5,000	5,000
Green Action Committee	600	2,500		(2,500)	-100.0%		
	<u>2,600</u>	<u>7,500</u>	<u>5,000</u>	<u>(2,500)</u>	<u>-33.3%</u>	<u>5,000</u>	<u>5,000</u>
PUBLIC TRANSIT INITIATIVES							
Community Bus + Taxi Subsidy	145,087	200,000	200,000	-	0.0%	200,000	200,000
Rose City Handivan Society	62,500	63,500	110,000	46,500	73.2%	110,000	110,000
Public Transit - Contingency		20,000		(20,000)	-100.0%		
Public Transit - Transfer to Reserve	56,225		20,000	20,000		20,000	20,000
	<u>263,812</u>	<u>283,500</u>	<u>330,000</u>	<u>46,500</u>	<u>16.4%</u>	<u>330,000</u>	<u>330,000</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	9,741	-	0.0%	9,741	9,741
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	-	0.0%	11,173	11,173
Pre-School Society	12,132	12,132	12,132	-	0.0%	12,132	12,132
Camrose Childrens Centre	61,855	61,855	-	(61,855)	-100.0%	-	-
Shooting Sports Association	10,732	10,732	10,732	-	0.0%	10,732	10,732
C.R.E.	89,337	89,337	89,337	-	0.0%	89,337	89,337
	<u>366,340</u>	<u>366,340</u>	<u>304,485</u>	<u>(61,855)</u>	<u>-16.9%</u>	<u>304,485</u>	<u>304,485</u>
	<u>2,019,964</u>	<u>2,096,905</u>	<u>2,118,820</u>	<u>21,915</u>	<u>1.0%</u>	<u>2,088,597</u>	<u>2,102,597</u>

Operating Budget Changes

- Arts Council established in 2018 and fully funded in 2019.
- New Community Grants Policy established whereby Recurring Grants determined in conjunction with budget deliberations. Discretionary Grants will be evaluated by a Discretionary Grants Committee in January and July, 2019.

Upcoming Projects

- No significant projects planned at this time.

Service Level Changes

- Increased community assistance through Arts Council funding and the continued Community Assistance funding.
- New pilot regional transit options (Camrose Connector, ride share) in 1st full year of operation – fully supported by Provincial grant until September 1, 2020.

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.

	2017 Actual	2018 Budget	2019 Budget	<u>Change 2018 to 2019</u>		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
COMMON SERVICES							
Financing							
Sales & User Charges	25	500	250	(250)	-50.0%	250	250
	<u>25</u>	<u>500</u>	<u>250</u>	<u>(250)</u>	<u>-50.0%</u>	<u>250</u>	<u>250</u>
Expenditures							
Salaries & Benefits	36,685	16,240	53,367	37,127	228.6%	51,078	51,292
Contracted Services	413,450	439,200	440,710	1,510	0.3%	436,843	441,769
Insurance	358,766	356,675	368,000	11,325	3.2%	375,360	382,867
Materials & Supplies	52,117	60,000	53,000	(7,000)	-11.7%	54,000	55,000
Equipment Charges	4,560	5,000	5,000	-	0.0%	5,000	5,000
Power, Heat & Water	83,452	84,380	90,665	6,285	7.4%	83,712	85,968
	<u>949,030</u>	<u>961,495</u>	<u>1,010,742</u>	<u>49,247</u>	<u>5.1%</u>	<u>1,005,993</u>	<u>1,021,896</u>
Net	<u>949,005</u>	<u>960,995</u>	<u>1,010,492</u>	<u>49,497</u>	<u>5.2%</u>	<u>1,005,743</u>	<u>1,021,646</u>

Operating Highlights / Changes

- Building maintenance salaries portion allocated to City Hall.

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	2017 Actual	2018 Budget	2019 Budget	<u>Change 2018 to 2019</u>		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Expenditures							
Salaries & Benefits	414,614	416,094	425,267	9,173	2.2%	429,314	433,401
Contracted Services	13,011	19,175	22,945	3,770	19.7%	32,945	22,945
Assets < \$10,000	4,116	2,600	3,100	500	19.2%	3,100	3,100
	<u>431,741</u>	<u>437,869</u>	<u>451,312</u>	<u>13,443</u>	<u>3.1%</u>	<u>465,359</u>	<u>459,446</u>
Net	<u>431,741</u>	<u>437,869</u>	<u>451,312</u>	<u>13,443</u>	<u>3.1%</u>	<u>465,359</u>	<u>459,446</u>

Staff Complement	2017	2018	2019	2020
Permanent (Full time equivalents)	2.6	2.6	2.5	2.5
Casual (Number of positions)	-	-	-	-
Total	<u>2.6</u>	<u>2.6</u>	<u>2.5</u>	<u>2.5</u>

Operating Highlights / Changes

- Status quo budget.

Upcoming Projects

- Continued learning and proficiency in several continuous improvement initiatives throughout the City including: long-term / strategic planning, Department business planning, monthly budgeting, business cases, key performance indicators (KPIs) to measure City services, and integrating these new pieces into a cohesive cycle.

Strategic Focus Areas

- **Strengthen the Regional Economy:** the City Manager will emphasize the organization's focus on developing a strong and diverse economy.
- **Regional Collaboration:** the City Manager will work closely with regional partners to explore ways Camrose can prosper and grow as a cohesive region.
- **Ensure Long-Term Water Sustainability:** the City Manager will prioritize 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 will lead quarterly long-term / strategic planning workshops to plan for future infrastructure, facility, and land needs for Camrose. The City Manager also will provide 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 Communications 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.

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

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	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Deputy City Manager	210,547	217,254	216,386	(868)	-0.4%	219,147	221,080
Human Resources	353,891	426,357	465,741	39,384	9.2%	473,295	484,104
Records Management	113,360	171,371	180,236	8,865	5.2%	176,212	158,159
Legislative Services	132,623	138,471	144,638	6,167	4.5%	170,962	150,806
Health & Safety	106,163	141,358	134,241	(7,117)	-5.0%	134,979	135,904
Communications	103,486	112,059	112,774	715	0.6%	111,712	112,659
By-law Services	96,523	121,471	122,768	1,297	1.1%	125,683	128,671
Animal & Pest Control	39,203	21,080	56,244	35,164	166.8%	58,369	57,396
Net	<u>1,155,796</u>	<u>1,349,421</u>	<u>1,433,028</u>	<u>83,607</u>	<u>6.2%</u>	<u>1,470,359</u>	<u>1,448,779</u>

CORPORATE AND PROTECTIVE SERVICES	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	68,303	25,000	30,000	5,000	20.0%	30,000	30,000
Other Revenue	31,243	5,000	11,000	6,000	120.0%	26,000	36,000
Transfer from Reserve	17,500	-	23,750	23,750		-	15,000
Animal Control	<u>26,591</u>	<u>42,000</u>	<u>30,000</u>	<u>(12,000)</u>	<u>-28.6%</u>	<u>30,000</u>	<u>30,000</u>
	<u>143,637</u>	<u>72,000</u>	<u>94,750</u>	<u>22,750</u>	<u>31.6%</u>	<u>86,000</u>	<u>111,000</u>
Expenditures							
Salaries & Benefits	839,931	898,596	915,949	17,353	1.9%	938,505	955,598
Contracted Services	352,659	399,845	466,135	66,290	16.6%	466,335	463,635
Materials & Supplies	18,603	31,400	30,500	(900)	-2.9%	34,200	29,200
Equipment Charges	9,328	10,500	9,150	(1,350)	-12.9%	9,150	9,150
Assets < \$10,000	13,118	13,000	14,800	1,800	13.8%	14,800	14,800
Transfer to Reserve	-	5,000	5,000	-	0.0%	5,000	-
Animal Control	<u>65,794</u>	<u>63,080</u>	<u>86,244</u>	<u>23,164</u>	<u>36.7%</u>	<u>88,369</u>	<u>87,396</u>
	<u>1,299,433</u>	<u>1,421,421</u>	<u>1,527,778</u>	<u>106,357</u>	<u>7.5%</u>	<u>1,556,359</u>	<u>1,559,779</u>
Net	<u>1,155,796</u>	<u>1,349,421</u>	<u>1,433,028</u>	<u>83,607</u>	<u>6.2%</u>	<u>1,470,359</u>	<u>1,448,779</u>

Staff Complement	2017	2018	2019	2020
Permanent (Full time equivalents)	8.3	8.3	8.3	8.3
Casual (Number of positions)	-	-	-	-
Total	<u>8.3</u>	<u>8.3</u>	<u>8.3</u>	<u>8.3</u>

Operating Highlights / Changes

- Majority of Business Units remain as status quo.
- **Human Resources:** addition of Drug and Alcohol Testing and Prevention Program.
- **Animal and Pest Control:** new grant provided for the Camrose and Area Animal Shelter for the protection of cats.

Upcoming Projects

- 2018 was a year of significant legislative and policy change for many Corporate Services business units. Ongoing monitoring of changes to ensure compliance and policy development will continue into 2019 to meet all deadlines.
- **Administration:** Intermunicipal Collaboration Framework.
- **Human Resources:** Compensation Review; Supervisory and Leadership Training Program.
- **Health and Safety:** Contractor Orientation Program; amalgamated Health and Safety program manual.
- **Communications:** Communication templates for Departments to utilize; "How to Videos" for common inquiries from the public.

Strategic Focus Areas

- **Strengthen the Regional Economy:** Communications supports economic development initiatives in attracting new industries, businesses, and jobs by helping to present a professional, consistent image of all that Camrose has to offer.
- **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.

IT SERVICES	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	3,265	-	-	-		-	-
Transfer from Reserve	9,500	-	50,000	50,000		25,000	-
	12,765	-	50,000	50,000		25,000	-
Expenditures							
Salaries & Benefits	557,042	573,681	593,644	19,963	3.5%	610,128	624,726
Contracted Services	298,006	329,600	429,550	99,950	30.3%	389,150	495,250
Equipment Charges	8,400	10,500	8,400	(2,100)	-20.0%	8,400	8,400
Materials & Supplies	42,918	45,000	45,000	-	0.0%	45,000	45,000
Assets < \$10,000	68,886	54,700	42,600	(12,100)	-22.1%	42,600	42,600
Enterprise Wide Initiatives	38,886	100,000	25,000	(75,000)	-75.0%	25,000	50,000
Transfer to Reserves	-	-	-	-		-	-
	1,014,138	1,113,481	1,144,194	30,713	2.8%	1,120,278	1,265,976
Net	1,001,373	1,113,481	1,094,194	(19,287)	-1.7%	1,095,278	1,265,976
Staff Complement	2017	2018	2019			2020	
Permanent (Full time equivalents)	7.0	7.0	7.0			7.0	
Casual (Number of positions)	-	-	-			-	
Total	7.0	7.0	7.0			7.0	

Operating Highlights / Changes

- Within contracted services is \$25,000 for air photos (last taken in 2017).
- In 2018, \$100,000 had been added for Enterprise Wide Initiatives. As the IT Governance Committee identifies priority areas for improvement, this budget will support resources needed to support the implementation of new and improved programs and annual licensing expenses. After a thorough review of this budget and projects included in the 2019 scope, it has been reduced to \$25,000 (funded from reserves).
- Within contracted services, there has been an increase in software licensing.

Upcoming Projects

- Two factor authentication
- Phone system health check and upgrade
- Fiber communication enhancements (fiber run from WTP to Camrose Fire; Camrose Fire to Duggan Park Booster; additional fiber runs directly to City Hall; expand traffic network)
- Aquatic Center network and wireless installation
- Network hardware upgrades at Recreation Center
- Server upgrades

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	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Revenue-Annual Charges	249,700	249,700	267,800	18,100	7.2%	267,800	267,800
Transfer from Reserves	259,873	184,200	155,200	(29,000)	-15.7%	153,800	206,400
	<u>509,573</u>	<u>433,900</u>	<u>423,000</u>	<u>(10,900)</u>	<u>-2.5%</u>	<u>421,600</u>	<u>474,200</u>
Expenditures							
Computer Equipment	259,873	184,200	155,200	(29,000)	-15.7%	153,800	206,400
Transfer to Reserve	249,700	249,700	267,800	18,100	7.2%	267,800	267,800
	<u>509,573</u>	<u>433,900</u>	<u>423,000</u>	<u>(10,900)</u>	<u>-2.5%</u>	<u>421,600</u>	<u>474,200</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 large group of paid On-Call firefighters as a 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.

	2017	2018	2019	Change 2018 to 2019		2020	2021
FIRE PROTECTION	Actual	Budget	Budget	Dollar Change	Per Cent Change	Forecast	Forecast
Financing							
Fire Calls	69,107	85,000	85,000	-	0.0%	85,000	85,000
Sales & User Charges	2,404	1,000	2,000	1,000	100.0%	2,000	2,000
Contribution from County	129,192	175,000	130,000	(45,000)	-25.7%	130,000	130,000
Transfer From Reserve	5,000	-	-	-		-	-
Other Revenue	3,700	1,000	1,000	-	0.0%	1,000	1,000
	<u>209,403</u>	<u>262,000</u>	<u>218,000</u>	<u>(44,000)</u>	<u>-16.8%</u>	<u>218,000</u>	<u>218,000</u>
Expenditures							
Salaries & Benefits	727,662	728,209	763,064	34,855	4.8%	778,914	785,959
Contracted Services	207,282	207,050	212,847	5,797	2.8%	224,587	210,886
Hydrant Rental	374,691	400,000	380,000	(20,000)	-5.0%	380,000	380,000
Materials & Supplies	64,399	70,500	70,500	-	0.0%	70,500	70,500
Equipment Charges	48,851	46,000	44,800	(1,200)	-2.6%	44,800	44,800
Power, Heat & Water	41,047	40,955	46,753	5,798	14.2%	44,196	45,266
Assets < \$10,000	27,748	25,400	25,000	(400)	-1.6%	25,000	25,000
Transfer to Reserves	175,000	175,000	200,000	25,000	14.3%	200,000	200,000
	<u>1,666,680</u>	<u>1,693,114</u>	<u>1,742,964</u>	<u>49,850</u>	<u>2.9%</u>	<u>1,767,997</u>	<u>1,762,411</u>
Net	<u>1,457,277</u>	<u>1,431,114</u>	<u>1,524,964</u>	<u>93,850</u>	<u>6.6%</u>	<u>1,549,997</u>	<u>1,544,411</u>
Plans, Reports & Studies							
Staff Complement							
	2017	2018	2019			2020	
Permanent (Full time equivalents)	4.1	4.1	4.1			4.1	
Casual (Number of positions)	40.0	40.0	40.0			40.0	
Total	<u>44.1</u>	<u>44.1</u>	<u>44.1</u>			<u>44.1</u>	

Operating Highlights / Changes

- Decrease in revenue due to new revised County agreement
- Decrease in hydrants fees
- Increase in transfer to reserves for vehicle replacement program

Upcoming Projects

- **Update to the Fire Service Master Plan:** 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.
- **Business Case for New Fire Training Facility and Grounds Area:** In 2019, the City will continue to evaluate and assess the fire training facility proposal in order to design a facility that best meets the City's needs. 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.

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 and Assessment Departments.

Responsibilities for these areas include:

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

	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financial Services							
Financing							
Other Revenue	46,516	49,641	28,000	(21,641)	-43.6%	28,000	30,000
Transfer From Reserve	-	-	20,000	20,000		-	-
	<u>46,516</u>	<u>49,641</u>	<u>48,000</u>	<u>(1,641)</u>	<u>-3.3%</u>	<u>28,000</u>	<u>30,000</u>
Expenditures							
Salaries & Benefits	1,019,322	1,039,973	1,052,544	12,571	1.2%	1,082,185	1,109,447
Contracted Services	27,189	38,145	55,340	17,195	45.1%	52,340	52,340
Assets < \$10,000	13,298	13,400	16,300	2,900	21.6%	16,300	16,300
	<u>1,059,809</u>	<u>1,091,518</u>	<u>1,124,184</u>	<u>32,666</u>	<u>3.0%</u>	<u>1,150,825</u>	<u>1,178,087</u>
Net	<u>1,013,293</u>	<u>1,041,877</u>	<u>1,076,184</u>	<u>34,307</u>	<u>3.3%</u>	<u>1,122,825</u>	<u>1,148,087</u>

Staff Complement	2017	2018	2019	2020
Permanent (Full time equivalents)	12.8	12.8	12.8	12.8
Casual (Number of positions)	-	-	-	-
Total	<u>12.8</u>	<u>12.8</u>	<u>12.8</u>	<u>12.8</u>

Operating Highlights / Changes

- Decreased revenues as the Library and Handi-van will begin performing their own book keeping and payroll as of January 1, 2019.
- Increased spending on system enhancements to increase operational efficiency and increase service level for external and internal customers. Partially offset by prior year carryforward of system optimization funds not utilized.

Upcoming Projects

- Customer Self Service ("CSS") module implementation
- Monthly Financial Reporting
- Various system enhancements – electronic invoicing, tax certificate automation, etc.
- Focus on cross training initiatives to improve customer service and response time

Service Level Changes

- Customers will be provided with electronic access to account information (CSS).
- Customers will be able to receive their utility invoices electronically.
- Decrease waiting time for tax certificate requests (tax certificate automation).

Strategic Focus Areas

- **Asset & Project Management:** new monthly 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 co-ordinate 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	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Other Revenue	1,200	-	-	-		-	-
	1,200	-	-	-		-	-
Expenditures							
Salaries & Benefits	338,906	345,792	352,823	7,031	2.0%	359,209	365,633
Contracted Services	14,561	23,470	22,890	(580)	-2.5%	23,340	23,790
Materials & Supplies	13,248	14,250	13,500	(750)	-5.3%	13,750	14,000
Purchase from Other Gov'ts	-	1,400	-	(1,400)	-100.0%	-	-
Assets < \$10,000	3,100	3,100	3,900	800	25.8%	3,900	3,900
Equipment Charges	5,252	6,000	5,250	(750)	-12.5%	5,250	5,250
	375,067	394,012	398,363	4,351	1.1%	405,449	412,573
Net	373,867	394,012	398,363	4,351	1.1%	405,449	412,573

Staff Complement	2017	2018	2019	2020
Permanent (Full time equivalents)	3.0	3.0	3.0	3.0
Casual (Number of positions)	-	-	-	-
Total	3.0	3.0	3.0	3.0

Operating Highlights / Changes

- Purchase from other Governments is now \$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	2017 Actual	2018 Budget	2019 Budget	<u>Change 2018 to 2019</u>		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Business Revitalization Zone Tax	79,884	84,000	94,000	10,000	11.9%	94,000	94,000
Expenditures	79,884	84,000	84,000	-	0.0%	84,000	84,000
Net	-	-	(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 Neufeld, the Camrose Police Commission has prepared a budget proposal for operating the Camrose Police Service (CPS) in 2019. 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 2018 to 2019			
	2017	2018	2019	Dollar	Per Cent	2020	2021
Police Service	Actual	Budget	Budget	Change	Change	Forecast	Forecast
Financing							
Sales to Other Governments	46,877	45,000	45,000	-	0.0%	45,000	45,000
Sales & User Charges	302,720	332,000	300,000	(32,000)	-9.6%	302,500	305,000
Licenses & Permits	90,167	85,500	92,647	7,147	8.4%	92,700	92,700
Fines	787,314	900,000	900,000	-	0.0%	900,000	900,000
Provincial Transfers	552,595	553,000	562,388	9,388	1.7%	562,388	562,388
	<u>1,788,173</u>	<u>1,915,500</u>	<u>1,900,035</u>	<u>(15,465)</u>	<u>-0.8%</u>	<u>1,902,588</u>	<u>1,905,088</u>
Expenditures							
Salaries & Benefits	5,580,311	5,859,461	5,960,257	100,796	1.7%	6,083,144	6,232,243
Contracted Services	382,485	416,000	449,940	33,940	8.2%	458,979	469,360
Materials & Supplies	216,480	227,700	339,000	111,300	48.9%	328,500	341,000
Equipment Charges	82,092	103,500	94,500	(9,000)	-8.7%	95,000	95,500
Power, Heat & Water	43,705	46,395	49,137	2,742	5.9%	47,134	48,355
Bank Charges & Interest	8,297	9,000	7,560	(1,440)	-16.0%	7,000	6,500
Assets < \$10,000	55,000	55,000	63,400	8,400	15.3%	63,400	63,400
S.R.O.	42,110	-	92,662	92,662		94,234	97,098
	<u>6,410,480</u>	<u>6,717,056</u>	<u>7,056,456</u>	<u>339,400</u>	<u>5.1%</u>	<u>7,177,391</u>	<u>7,353,456</u>
Net Police Service	4,622,307	4,801,556	5,156,421	354,865	7.4%	5,274,803	5,448,368

Staff Complement

Full-time Equivalents	2017	2018	2019	2020
Sworn Officers	30.0	30.0	30.0	30.0
Civilians	17.0	17.0	17.0	17.0
Civilian - Casual	24.0	24.0	24.0	24.0
Total	<u>71.0</u>	<u>71.0</u>	<u>71.0</u>	<u>71.0</u>

To summarize this submission, CPS seeks a 7.4% increase in funding for 2019. This amounts to a increase of \$354,865 which is comprised of a slight decrease in revenue (-0.8%) totaling \$15,465 and a +5.1% increase in expenditures amounting to \$339,400.

Operating Highlights / Changes

- School Resource Officer Position –This position currently exists and is partially funded by school boards. Current funding arrangements have not covered actual costs and the city has paid at year end. This proposal represents more transparent accounting. Given the contributions of our partners, which will continue, the actual impact of this change is \$53.5K per year.
- Police Space Needs – CREDCO lease – Increase in budget of \$35.5K. The police service building is fully utilized and additional space is required for exhibit storage, forensic examination of large exhibits, and training. CPS proposes to lease vacant space in the CREDCO building from the city. The \$35.5K added to the police budget would flow directly back to the City as revenue which limits budget impact at the enterprise level.
- Legalization of Cannabis – Adds \$18.5K to annual budget. CPS added resources for 2019 to address impacts of legalization of cannabis. Though impacts are difficult to assess at this point, these funds will be used to purchase equipment including approved screening devices and other materials/supplies relating to cannabis education and enforcement.

There may be opportunities for cost-recovery relating to some/all of these costs through other orders of government. The details of these programs/opportunities are not yet clear.

- **IT Support/Costs** – Adds \$87.5K to budget. In consultation with IT services, additional monies are required in 2019 to address pressing technical concerns relating to Oracle software licensing (\$50K), as well as increases in general licensing and support costs (\$37.5K).
- **Personnel Costs** – Adds \$102K to annual budget. These costs reflect impacts of collective agreements and anticipated cost of living adjustments in 2019.
- **Revenue Reduction** – Reduced by \$15.4K. This is a slight downward adjustment to annual revenue from sale of materials (record checks, licenses, etc.) based on actual sales/revenue over the past two years.

Upcoming Projects

- **CPS Strategic Planning:** Now that the City of Camrose Strategic Plan is finalized, CPS will carry out strategic planning to update policing/community wellness plans for the next 3 years. This will involve engagement with council, city leadership team, police commission, partners, stakeholders, and the general public. This is an important project but it has no significant budget impact.
- **Crime Management Initiative:** CPS is improving its systems for responding to emerging issues and crime trends in Camrose. The Operations S/Sgt is leading the initiative which involves weekly meetings to identify crime-related issues and establish priorities. Priorities will be communicated to the policing teams who will be responsible for follow-up tasks to ensure resources are committed to organizational priorities and that efforts are coordinated between teams and across shifts. Impacts on budget are anticipated to be low.
- **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 2019. \$170K has been committed in the Capital Budget, \$85K in 2019 and \$85K in 2020 to complete this work.

Service Level Changes

- **Police Building Generator Replacement:** The police building and its mechanical components continue to age. In 2018 we became aware that an air conditioning unit had failed. This impacted temperature control in our server room which posed significant risk to critical infrastructure and business continuity. To exacerbate the problem, infrastructure failures or damage in the police building will impact City Hall as IT systems are integrated between the two. During the process of addressing the cooling issue, it was recognized that the existing diesel generator at the police station was at its maximum load capacity. It was also discovered that this generator is obsolete and parts are no longer available in the event of a failure. This resulted in a capital project which saw the AC/cooling situation addressed within existing budgets in 2018. Phase 2 involves the replacement of the generator in 2019. \$231K has been added to the capital budget for this project.

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.

	2017 Actual	2018 Budget	2019 Budget	<u>Change 2018 to 2019</u>		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
INFRASTRUCTURE & PLANNING							
Engineering Office	844,089	725,839	586,981	(138,858)	-19.1%	706,652	717,684
Planning & Development	706,484	700,233	713,008	12,775	1.8%	748,020	740,538
Safety Code Inspections	(45,804)	103,388	159,369	55,981	54.1%	169,615	169,545
Public Works	3,938,827	4,492,356	4,620,721	128,365	2.9%	4,721,007	4,681,518
Equipment Pool	(26,716)	(60,000)	(27,791)	32,209	53.7%	(24,525)	(19,668)
	<u>5,416,880</u>	<u>5,961,816</u>	<u>6,052,288</u>	<u>90,472</u>	<u>1.5%</u>	<u>6,320,769</u>	<u>6,289,617</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.

				Change 2018 to 2019			
	2017	2018	2019	Dollar	Per Cent	2020	2021
ENGINEERING SERVICES	Actual	Budget	Budget	Change	Change	Forecast	Forecast
Financing							
Other Revenue	4,785	4,500	3,250	(1,250)	-27.8%	3,250	3,250
Transfer from Reserve	77,328	170,000	225,000	55,000	32.4%	50,000	50,000
	82,113	174,500	228,250	53,750	30.8%	53,250	53,250
Expenditures							
Salaries & Benefits	316,273	410,139	418,331	8,192	2.0%	422,952	433,934
Contracted Services	316,257	57,700	43,700	(14,000)	-24.3%	38,750	38,800
Asset Management Initiative	51,576	150,000	125,000	(25,000)	-16.7%	150,000	150,000
Materials & Supplies	12,902	25,000	13,000	(12,000)	-48.0%	13,000	13,000
Equipment Charges	13,576	16,500	13,000	(3,500)	-21.2%	13,000	13,000
Assets < \$10,000	21,000	21,000	22,200	1,200	5.7%	22,200	22,200
Plans, Reports & Studies	24,618	220,000	180,000	(40,000)	-18.2%	100,000	100,000
Transfer to Reserves	170,000	-	-	-		-	-
	926,202	900,339	815,231	(85,108)	-9.5%	759,902	770,934
Net	844,089	725,839	586,981	(138,858)	-19.1%	706,652	717,684

Staff Complement	2017	2018	2019	2020
Permanent (Full time equivalents)	8.0	7.5	7.5	7.5
Casual (Number of positions)	1.0	1.0	1.0	1.0
Total	<u>9.0</u>	<u>8.5</u>	<u>8.5</u>	<u>8.5</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. Salary step increases for various staff members.

Upcoming Projects

- **Engineering studies:** Coordinating various studies on behalf of the City in 2019, including an update to the 2015 pavement condition assessment report, bridge condition assessment for one roadway bridge and rehabilitation design for another bridge, a Phase 1 environmental site assessment on six City-owned properties (including three Public Works yards, airport, parks shop and golf course maintenance shop), and an assessment of existing and future public washroom facilities within the City.
- **Capital projects:** Ongoing planning and implementation of various projects in the proposed 2019 Capital Budget.
- **Development standards:** Completion of ongoing update to City's Development Standards review.
- **Landfill contract:** Retendering of landfill operational contract.

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

PLANNING & DEVELOPMENT	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	7,425	17,550	24,900	7,350	41.9%	26,600	28,300
Licenses & Permits	42,890	66,400	83,420	17,020	25.6%	87,420	92,220
Transfer from Reserve	11,700	-	20,000	20,000		-	-
	<u>62,015</u>	<u>83,950</u>	<u>128,320</u>	<u>44,370</u>	<u>52.9%</u>	<u>114,020</u>	<u>120,520</u>
Expenditures							
Salaries & Benefits	582,663	605,883	633,178	27,295	4.5%	652,640	672,408
Contracted Services	55,809	86,450	95,200	8,750	10.1%	96,450	75,700
Materials & Supplies	7,223	5,750	5,750	-	0.0%	5,750	5,750
Assets < \$10,000	6,100	6,100	7,200	1,100	18.0%	7,200	7,200
Plans, Reports & Studies	46,704	80,000	100,000	20,000	25.0%	100,000	100,000
Transfer to Reserve	70,000	-	-	-		-	-
	<u>768,499</u>	<u>784,183</u>	<u>841,328</u>	<u>57,145</u>	<u>7.3%</u>	<u>862,040</u>	<u>861,058</u>
Net	<u>706,484</u>	<u>700,233</u>	<u>713,008</u>	<u>12,775</u>	<u>1.8%</u>	<u>748,020</u>	<u>740,538</u>

Staff Complement	2017	2018	2019	2020
Permanent (Full time equivalents)	6.0	6.0	6.0	6.0
Casual (Number of positions)	-	-	-	-
Total	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>	<u>6.0</u>

Operating Highlights / Changes

- Financing: Development Permits –increase in revenue due to change in fees. Based upon: mid-market comparable, 50% cost recovery, and Council’s Strategic Plan.
- Expenditures:
 - Enforcement – additional legal funding required.
 - Advertising – reduced as we continue to move towards digital advertising.
 - Vehicle use compensation – reduced as we have pooled vehicles.
 - Plans, Reports & Studies – increased to accommodate completion of long-range planning requirements:
 - Intermunicipal Development Plan / Intermunicipal Collaborative Framework / Growth Study (2019)
 - Municipal Development Plan / Municipal Sustainability Plan / Augustana ARP (2020)
 - Land Use Bylaw / East Gateway ASP (2021)

Upcoming Projects

- Stoney Ridge Outline Plan
- Resurvey of Mirror Lake & Valley adjacent to Valleyview Subdivision
- Downtown Area Redevelopment Plan – implementation
- Heritage Inventory phase II
- Crossroads Intermunicipal Area Structure Plan
- Complete Lions Centennial Park
- Industrial Lands Strategy
- One-call service enhancement

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).

Building Inspections is responsible for the following:

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

SAFETY CODE INSPECTIONS	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	32,788	25,500	27,450	1,950	7.6%	28,000	28,560
Permits	531,125	422,000	355,800	(66,200)	-15.7%	352,300	359,550
	<u>563,913</u>	<u>447,500</u>	<u>383,250</u>	<u>(64,250)</u>	<u>-14.4%</u>	<u>380,300</u>	<u>388,110</u>
Expenditures							
Salaries & Benefits	461,084	479,638	490,019	10,381	2.2%	497,315	504,705
Contracted Services	24,820	39,250	21,300	(17,950)	-45.7%	21,300	21,650
Materials & Supplies	10,185	11,000	7,000	(4,000)	-36.4%	7,000	7,000
Equipment Charges	17,320	15,300	17,000	1,700	11.1%	17,000	17,000
Assets < \$10,000	4,700	5,700	7,300	1,600	28.1%	7,300	7,300
	<u>518,109</u>	<u>550,888</u>	<u>542,619</u>	<u>(8,269)</u>	<u>-1.5%</u>	<u>549,915</u>	<u>557,655</u>
Net	<u>(45,804)</u>	<u>103,388</u>	<u>159,369</u>	<u>55,981</u>	<u>54.1%</u>	<u>169,615</u>	<u>169,545</u>
Staff Complement	2017	2018	2019			2020	
Permanent (Full time equivalents)	5.0	5.0	5.0			5.0	
Casual (Number of positions)	-	-	-			-	
Total	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>			<u>5.0</u>	

Operating Highlights / Changes

- Projections for reduced permit revenues in 2019 due to continued slow economy.

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 Camrose County residents.

Public Works

Overview

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

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

	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
PUBLIC WORKS							
Financing							
Sales & User Charges	349,163	254,165	213,455	(40,710)	-16.0%	215,548	217,682
Rentals	33,673	35,362	36,251	889	2.5%	38,060	39,965
Transfer from Reserve	-	-	65,000	65,000		-	-
Grants	136,679	137,000	137,000	-	0.0%	137,000	137,000
	<u>519,515</u>	<u>426,527</u>	<u>451,706</u>	<u>25,179</u>	<u>5.9%</u>	<u>390,608</u>	<u>394,647</u>
Expenditures							
Salaries & Benefits	1,753,699	1,899,488	1,898,643	(845)	0.0%	1,922,345	1,945,951
Contracted Services	243,205	409,005	416,741	7,736	1.9%	499,833	432,013
Materials & Supplies	502,326	622,680	662,473	39,793	6.4%	650,860	598,645
Equipment Charges	938,933	1,053,000	1,043,116	(9,884)	-0.9%	1,051,278	1,066,447
Assets < \$10,000	27,851	26,500	24,700	(1,800)	-6.8%	35,700	53,461
Power, Heat & Water	906,904	903,620	974,153	70,533	7.8%	949,049	977,133
Plans, Reports & Studies	-	-	50,000	50,000		-	-
Transfer to	85,424	4,590	3,480	(1,110)	-24.2%	3,480	3,480
	<u>4,458,342</u>	<u>4,918,883</u>	<u>5,073,306</u>	<u>154,423</u>	<u>3.1%</u>	<u>5,112,545</u>	<u>5,077,130</u>
Net	<u>3,938,827</u>	<u>4,492,356</u>	<u>4,621,600</u>	<u>129,244</u>	<u>2.9%</u>	<u>4,721,937</u>	<u>4,682,483</u>
General Equipment	<u>(26,716)</u>	<u>(60,000)</u>	<u>(27,791)</u>	<u>32,209</u>	<u>53.7%</u>	<u>(24,525)</u>	<u>(19,668)</u>
Total Net	<u>3,912,111</u>	<u>4,432,356</u>	<u>4,593,809</u>	<u>161,453</u>	<u>3.6%</u>	<u>4,697,412</u>	<u>4,662,815</u>

Staff Complement	2017	2018	2019	2020
Permanent (Full time equivalents)	25.0	26.0	25.0	25.0
Casual (Number of positions)	16.0	18.0	18.0	18.0
Total	<u>41.0</u>	<u>44.0</u>	<u>43.0</u>	<u>43.0</u>

PUBLIC WORKS	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
PW Office	777,917	854,949	899,582	44,633	5.2%	875,843	908,239
Small Tools	22,607	24,500	40,586	16,086	65.7%	26,087	26,595
Custom Work	(4,312)	(3,500)	0	3,500	-100.0%	0	0
Custom Work Ambulance	(40,417)	(30,000)	(26,354)	3,646	12.2%	(26,951)	(28,070)
Public Works Office	755,795	845,949	913,814	67,865	8.0%	874,979	906,764
General Equipment	(26,716)	(60,000)	(27,791)	32,209	53.7%	(24,525)	(19,668)
Storm Sewers	199,279	252,000	252,500	500	0.2%	395,500	322,500
Roads							
Road Maintenance Grant	(136,679)	(137,000)	(137,000)	-	0.0%	(137,000)	(137,000)
On-call Standby Wages	26,520	28,000	35,000	7,000	25.0%	35,000	35,000
Street Repair	548,097	574,000	590,487	16,487	2.9%	595,915	604,455
Grading	293,517	369,000	344,261	(24,739)	-6.7%	348,506	352,776
Street & Sidewalk Contracts	27,703	73,000	36,610	(36,390)	-49.8%	37,337	38,073
Sidewalks	35,568	63,750	44,166	(19,584)	-30.7%	44,445	44,728
Street Cleaning	263,804	308,000	295,027	(12,973)	-4.2%	299,228	303,433
Snow Removal	797,374	831,304	814,385	(16,919)	-2.0%	826,265	842,240
Gravel & Sand	(139,554)	(15,000)	(15,000)	-	0.0%	(15,000)	(15,000)
Bridge Maintenance	19,134	11,000	89,250	78,250	711.4%	88,000	29,000
Railway Crossings	46,002	42,000	42,679	679	1.6%	43,443	44,222
	1,781,486	2,148,054	2,139,865	(8,189)	-0.4%	2,166,139	2,141,927
Signals & Lights							
Traffic Control	200,379	195,250	208,132	12,882	6.6%	208,975	209,834
Traffic Signal	29,295	45,000	34,415	(10,585)	-23.5%	34,934	35,452
Street Lighting	841,187	833,320	899,900	66,580	8.0%	878,510	904,920
Decorative Lights & Banners	13,139	21,250	15,500	(5,750)	-27.1%	13,000	13,000
	1,084,000	1,094,820	1,157,947	63,127	5.8%	1,135,419	1,163,206
Airport	101,666	135,873	141,017	5,144	3.8%	136,073	134,132
Public Washrooms	16,601	15,660	16,457	797	5.1%	13,827	13,954
Total	3,912,111	4,432,356	4,593,809	161,453	3.6%	4,697,412	4,662,815

Operating Highlights / Changes

- Includes \$50,000 to assist with review of Public Works facility and provide direction and design for capital project.
- Bridge assessment has identified major maintenance items for Bullrush Park Bridge to be worked on in 2019.

Upcoming Projects

- Public Works Facility and Yard – The City has outgrown its existing facilities and an \$8.0M capital project is scheduled for 2020 and 2021 to address the needs of the department.

Service Level Changes

- Public Works will begin evaluating hot mix pothole patching maintenance program for roads. Potholes and cracks repaired using these technologies are anticipated to last longer than using cold mix repairs. This will reduce the amount of re-work being done.

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.

Community Development & Innovation Department

Overview

One of the City's Strategic Focus Areas is "Strengthen the Regional Economy." In partnership with Council, Administration, and the Camrose community, the Community Development & Innovation Department strives toward the long-term outcome that Camrose will build a strong, diverse economy for young people, families, businesses, and the community to thrive.

A few of the Department's responsibilities include:

- Work with Council, Administration, and stakeholders to fulfill the Community Economic Development and Council Strategic plans.
- Implement a Business Retention and Expansion (BRE) program to support existing businesses.
- Establish working relationships and partnerships with various businesses and organizations to promote community economic development sustainability.
- Promote growth and development within the City of Camrose.
- Oversee sale of all City owned lands.
- Provide property management for various City-owned properties.

COMMUNITY DEVELOPMENT AND INNOVATION	2017 Actual	2018 Budget	2019 Budget	<u>Change 2018 to 2019</u>		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Business Licenses & Permits	216,058	215,000	220,000	5,000	2.3%	220,000	220,000
Grants	-	-	100,250	100,250		-	-
	<u>216,058</u>	<u>215,000</u>	<u>320,250</u>	<u>105,250</u>	<u>49.0%</u>	<u>220,000</u>	<u>220,000</u>
Expenditures	<u>280,578</u>	<u>316,736</u>	<u>475,983</u>	<u>159,247</u>	<u>50.3%</u>	<u>308,768</u>	<u>314,090</u>
Net	<u>64,520</u>	<u>101,736</u>	<u>155,733</u>	<u>53,997</u>	<u>53.1%</u>	<u>88,768</u>	<u>94,090</u>

Staff Complement	2017	2018	2019	2020
Permanent (Full time equivalents)	1.0	1.0	1.0	1.0
Casual (Number of positions)	-	1.0	-	-
Total	<u>1.0</u>	<u>2.0</u>	<u>1.0</u>	<u>1.0</u>

Operating Highlights / Changes

- **Grant applications:** Notable increases in grant applications, which require matched funding from the City, make up the majority of the operating budget increase in 2019.

Upcoming Projects

- **Market research:** Assuming the approval of grants applied for in 2018, several market research projects will be begin in 2019. These research projects will identify the Camrose region's value propositions for investment attraction.
- **Investment attraction marketing materials:** Other grant applications applied for in 2018, if approved, will see the development of investment attraction videos and other content for the website.

Service Level Changes

- **Increase in service level:** With additional market research, this Department will be better able to articulate what the Camrose region has to offer and be better equipped to complete in attracting new industries, businesses, and jobs.

Strategic Focus Areas

- **Strengthen the Regional Economy:** Community Development and Innovation'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 occupied by Community Futures. Services offered include one on one business counseling services, educational offerings, seminars, networking events, and general information related to small business topics. The City's contribution to the program includes office space.

BUSINESS DEVELOPMENT	2017 Actual	2018 Budget	2019 Budget	<u>Change 2018 to 2019</u>		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Rentals- External Leases	17,562	17,400	17,840	440	2.5%	17,840	17,840
Internal Storage Revenue	21,725	21,725	35,500	13,775	63.4%	35,500	35,500
Rental Revenue	<u>39,287</u>	<u>39,125</u>	<u>53,340</u>	<u>14,215</u>	<u>36.3%</u>	<u>53,340</u>	<u>53,340</u>
Expenditures							
Salaries & Benefits	838	2,000	1,000	(1,000)	-50.0%	1,000	1,000
Contracted Services	2,500	6,960	7,900	940	13.5%	8,122	8,354
Taxes	3,183	3,000	3,500	500	16.7%	3,550	3,600
Internal Storage Expenses	21,725	21,725	-	(21,725)	-100.0%	-	-
Power, Heat & Water	16,960	22,010	18,389	(3,621)	-16.5%	17,354	17,757
	<u>45,206</u>	<u>55,695</u>	<u>30,789</u>	<u>(24,906)</u>	<u>-44.7%</u>	<u>30,026</u>	<u>30,711</u>
Net	<u>5,919</u>	<u>16,570</u>	<u>(22,551)</u>	<u>(39,121)</u>	<u>236.1%</u>	<u>(23,314)</u>	<u>(22,629)</u>

Operating Budget Changes

- The internal storage revenue has been increased to identify the square footage of the facility currently being utilized by the Police for storage and training. The offsetting expense is identified in the Police budget.

Property Management

Overview

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

PROPERTY MANAGEMENT	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Rental Revenue	49,718	23,500	50,850	27,350		55,490	58,280
Expenditures							
Salaries & Wages	117			-			
Taxes	7,862	3,000	8,000	5,000	166.7%	8,200	8,400
Contracted Services	2,801	2,000	2,225	225	11.3%	2,286	2,351
Power, Heat & Water	-	3,000		(3,000)	-100.0%	-	-
	10,780	8,000	10,225	2,225		10,486	10,751
Net	(38,938)	(15,500)	(40,625)	(25,125)	-162.1%	(45,004)	(47,529)

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, and cemeteries. Its role is to create, supply, and enhance leisure opportunities for the citizens of the region contributing to the overall quality of life and community wellness in the Camrose area.

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

COMMUNITY SERVICES	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Administration	321,112	396,790	434,698	37,908	9.6%	438,872	446,621
Cemeteries	44,332	20,027	48,744	28,717	143.4%	49,751	50,342
Parks	1,565,746	1,651,426	1,726,455	75,029	4.5%	1,721,577	1,739,935
Golf Course	398,865	268,462	423,522	155,060	57.8%	400,459	379,015
Cultural Services	289,543	341,410	375,547	34,137	10.0%	382,919	356,325
Facilities							
Community Centre	144,624	175,214	160,456	(14,758)	-8.4%	165,900	168,129
Aquatic Centre	621,604	543,866	308,200	(235,666)	-43.3%	878,345	903,473
Max McLean Arena	305,962	289,453	298,736	9,283	3.2%	250,890	255,201
Camrose Recreation Centre	1,014,645	882,946	961,793	78,847	8.9%	909,694	938,742
Rudy Swanson Park	98,440	117,129	119,597	2,468	2.1%	118,380	119,154
Stoney Creek Centre	35,597	37,656	46,207	8,551	22.7%	38,936	39,340
Kinsmen Park	174,353	194,917	175,495	(19,422)	-10.0%	163,948	165,748
Playfields	37,018	45,414	47,949	2,535	5.6%	38,409	38,625
Bill Fowler Centre	47,914	51,996	63,077	11,081	21.3%	47,007	47,521
Mirror Lake Centre	68,268	114,411	39,862	(74,549)	-65.2%	37,637	39,680
Building Maintenance	18,095	0	41,207	41,207		41,441	41,680
General Equipment	41,821	49,120	47,260	(1,860)	-3.8%	42,260	42,260
	2,608,341	2,502,122	2,309,839	(192,283)	-7.7%	2,732,847	2,799,553
	5,227,939	5,180,237	5,318,805	138,568	2.7%	5,726,425	5,771,791

Community Services Administration

Overview

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

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

	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
ADMINISTRATION							
Financing							
Other Revenue	-	-	-	-		-	-
Transfer from Reserve	13,456	75,000	-	(75,000)	-100.0%	-	-
	<u>13,456</u>	<u>75,000</u>	<u>-</u>	<u>(75,000)</u>	<u>-100.0%</u>	<u>-</u>	<u>-</u>
Expenditures							
Salaries & Benefits	260,625	325,120	340,658	15,538	4.8%	348,205	355,701
Contracted Services	10,916	17,700	30,700	13,000	73.4%	29,200	29,200
Materials & Supplies	17,118	21,100	23,200	2,100	10.0%	22,000	22,000
Power, Heat & Water	10,554	10,970	12,340	1,370	12.5%	11,667	11,920
Assets < \$10,000	21,900	21,900	27,800	5,900	26.9%	27,800	27,800
Plans, Reports & Studies	13,455	75,000	-	(75,000)	-100.0%	-	-
Transfer to Reserves	-	-	-	-		-	-
	<u>334,568</u>	<u>471,790</u>	<u>434,698</u>	<u>(37,092)</u>	<u>-7.9%</u>	<u>438,872</u>	<u>446,621</u>
Net	<u>321,112</u>	<u>396,790</u>	<u>434,698</u>	<u>37,908</u>	<u>9.6%</u>	<u>438,872</u>	<u>446,621</u>

Staff Complement	2017	2018	2019	2020
Permanent (Full time equivalents)	<u>3.0</u>	<u>3.0</u>	<u>4.0</u>	<u>4.0</u>

Operating Highlights / Changes

- Addition of Recreation Programmer position. This is part of a restructuring of positions within the Community Services Department.

Upcoming Projects

- Recreation Master Plan - This important planning document will help guide the delivery of recreation services in the city and provide refreshed priorities for investment into facilities and programming.

Service Level Changes

- Addition of recreation programming – centralized with new position being established.

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	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	139,428	158,550	140,000	(18,550)	-11.7%	140,000	140,000
Transfer from Reserve	7,128	-	-	-		-	-
	<u>146,556</u>	<u>158,550</u>	<u>140,000</u>	<u>(18,550)</u>	<u>-11.7%</u>	<u>140,000</u>	<u>140,000</u>
Expenditures							
Salaries & Benefits	114,290	117,127	119,791	2,664	2.3%	120,640	121,020
Contracted Services	675	1,200	1,200	-	0.0%	1,210	1,220
Cemetery - Continuous Runners	7,128	-	-	-		-	-
Materials & Supplies	5,831	8,800	8,800	-	0.0%	8,970	9,150
Power, Heat & Water	1,281	1,450	1,453	3	0.2%	1,431	1,452
Assets < \$10,000	-	-	-	-		-	-
Equipment Charges	56,460	46,000	53,500	7,500	16.3%	53,500	53,500
Transfer to Reserves	5,223	4,000	4,000	-	0.0%	4,000	4,000
	<u>190,888</u>	<u>178,577</u>	<u>188,744</u>	<u>10,167</u>	<u>5.7%</u>	<u>189,751</u>	<u>190,342</u>
Net	<u>44,332</u>	<u>20,027</u>	<u>48,744</u>	<u>28,717</u>	<u>143.4%</u>	<u>49,751</u>	<u>50,342</u>

Operating Highlights / Changes

- Correction to budgeted revenue to reflect a more accurate average of the past several years.

Parks

Overview

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

Responsibilities include:

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

PARKS	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Community Services Shop	39,291	34,169	36,596	2,427	7.1%	36,271	36,535
General Equipment	73,268	71,380	92,876	21,496	30.1%	77,500	83,000
Parks-General	423,457	392,926	467,059	74,133	18.9%	463,287	464,209
Outdoor Skate Areas	48,686	65,450	65,205	(245)	-0.4%	65,135	65,217
Mirror Lake Park	177,585	199,428	186,506	(12,922)	-6.5%	187,527	184,246
Jubilee Park	94,260	111,566	99,211	(12,355)	-11.1%	99,902	100,310
Stoney Creek Park	86,753	103,379	100,503	(2,876)	-2.8%	100,946	101,351
Boulevards	562,945	597,772	604,283	6,511	1.1%	616,524	630,214
Nursery	19,533	25,521	28,167	2,646	10.4%	28,304	28,355
Swan Program	39,968	49,835	46,049	(3,786)	-7.6%	46,181	46,498
Net	<u>1,565,746</u>	<u>1,651,426</u>	<u>1,726,455</u>	<u>75,029</u>	<u>4.5%</u>	<u>1,721,577</u>	<u>1,739,935</u>

TOTAL PARKS	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	17,745	11,500	12,000	500	4.3%	12,000	12,000
Rentals	-	1,000	-	(1,000)	-100.0%	-	-
Internal Items	25,479	22,000	26,000	4,000	18.2%	26,000	26,000
Insurance Proceeds	-	-	-	-	-	-	-
Other Income	7,644	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	-	-	-
	<u>64,268</u>	<u>50,600</u>	<u>63,100</u>	<u>12,500</u>	<u>24.7%</u>	<u>54,100</u>	<u>54,100</u>
Expenditures							
Salaries & Benefits	992,656	1,007,451	1,065,882	58,431	5.8%	1,078,316	1,091,794
Contracted Services	33,647	34,425	40,275	5,850	17.0%	40,275	40,325
Materials & Supplies	172,924	196,110	184,525	(11,585)	-5.9%	190,000	189,075
Equipment Charges	393,491	404,500	419,500	15,000	3.7%	419,500	419,500
Assets < \$10,000	8,272	25,180	47,376	22,196	88.1%	17,500	22,500
Power, Heat & Water	29,024	34,360	31,997	(2,363)	-6.9%	30,086	30,841
	<u>1,630,014</u>	<u>1,702,026</u>	<u>1,789,555</u>	<u>87,529</u>	<u>5.1%</u>	<u>1,775,677</u>	<u>1,794,035</u>
Net	<u>1,565,746</u>	<u>1,651,426</u>	<u>1,726,455</u>	<u>75,029</u>	<u>4.5%</u>	<u>1,721,577</u>	<u>1,739,935</u>
Staff Complement	2017	2018	2019			2020	
Permanent (Full time equivalents)	10.0	10.0	10.0			10.0	
Casual (Number of positions)	38.0	38.0	39.0			39.0	
Total	<u>48.0</u>	<u>48.0</u>	<u>49.0</u>			<u>49.0</u>	

Operating Highlights / Changes

- No significant changes

Service Level Changes

- Addition of a new Sports Field Mower creating efficiencies in managing sports field maintenance. Through the efficiencies gained with the mower, it will eliminate the need for the sweeper currently used to provide this service (Business Case has been submitted)

Camrose Golf Course

Overview

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

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

GOLF COURSE	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing - General							
Sales & User Charges	627,272	801,600	665,000	(136,600)	-17.0%	690,000	705,000
Expenditures - General							
Salaries & Benefits	21,403	190,582	183,547	(7,035)	-3.7%	187,907	192,354
Bank Charges & Interest	12,715	21,000	14,000	(7,000)	-33.3%	14,000	14,000
Contracted Services	235,199	85,125	76,000	(9,125)	-10.7%	74,330	74,928
Materials & Supplies	5,480	7,500	29,000	21,500	286.7%	29,000	29,000
Equipment Charges	1,109	1,000	1,000	-	0.0%	1,000	1,000
Assets < \$10,000	53,872	9,100	10,600	1,500	16.5%	10,600	10,600
Power, Heat & Water	28,927	39,065	30,311	(8,754)	-22.4%	28,589	29,374
Transfer to Reserve	6,790	50,000	50,000	-	0.0%	50,000	50,000
	365,495	403,372	394,458	(8,914)	-2.2%	395,426	401,256
Net General	(261,777)	(398,228)	(270,542)	127,686	32.1%	(294,574)	(303,744)
Net Restaurant	(18,590)	(35,000)	(9,769)	25,231	72.1%	(8,820)	(7,867)
Financing - Donations	1,300						
Expenditures - Grounds							
Salaries & Benefits	426,583	431,165	434,127	2,962	0.7%	435,300	436,487
Contracted Services	2,589	2,700	2,700	-	0.0%	2,700	2,700
Materials & Supplies	97,776	115,000	110,000	(5,000)	-4.3%	115,000	110,000
Equipment Charges	36,915	32,000	32,000	-	0.0%	32,000	32,000
Power, Heat & Water	30,186	34,125	22,756	(11,369)	-33.3%	20,903	21,489
Transfer to Reserve	83,200	83,200	87,950	4,750	5.7%	87,950	87,950
Assets < \$10,000	3,283	3,500	14,300	10,800	308.6%	10,000	-
Net Grounds	679,232	701,690	703,833	2,143	0.3%	703,853	690,626
Net Golf Course	398,865	268,462	423,522	155,060	57.8%	400,459	379,015
Staff Complement	2017	2018	2019			2020	
Permanent (Full time equivalents)	2.6	3.6	3.6			3.6	
Casual (Number of positions)	10.0	14.0	16.0			16.0	
Total	12.6	17.6	19.6			19.6	

Operating Highlights / Changes

- Correction of historical budget revenue to reflect a more accurate average of the past several years.
- Casual staffing includes summer support for the grounds department, as well as various positions filling needs for the proshop, beverage carts, and restaurant operations.

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 strong focus on building on tournaments which increase revenues in Golf and Restaurant.

Arts and Culture

Overview

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

Primary responsibilities include:

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

CULTURAL SERVICES	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Chuck MacLean Arts Centre	161,552	188,346	211,134	22,788	12.1%	214,313	215,992
Canada Day Celebrations	13,544	16,785	19,693	2,908	17.3%	19,784	19,826
Centennial Museum	90,727	100,571	85,530	(15,041)	-15.0%	106,122	86,975
Railway Museum	-	1,000	-	(1,000)	-100.0%	-	-
Camrose Public Library	21,883	26,048	57,290	31,242	119.9%	40,762	31,555
Community Groups	1,837	8,660	1,900	(6,760)	-78.1%	1,938	1,977
	<u>289,543</u>	<u>341,410</u>	<u>375,547</u>	<u>34,137</u>	<u>10.0%</u>	<u>382,919</u>	<u>356,325</u>

CHUCK MACLEAN ARTS CENTRE	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	3,779	3,300	3,500	200	6.1%	3,700	3,900
Rentals	46,002	36,100	36,600	500	1.4%	38,400	40,300
Contribution from County	19,469	20,000	20,000	-	0.0%	20,000	20,000
	<u>69,250</u>	<u>59,400</u>	<u>60,100</u>	<u>700</u>	<u>1.2%</u>	<u>62,100</u>	<u>64,200</u>
Expenditures							
Salaries & Benefits	165,204	161,646	183,631	21,985	13.6%	189,580	192,836
Contracted Services	35,234	48,600	61,500	12,900	26.5%	61,265	61,434
Materials & Supplies	13,727	9,000	9,200	200	2.2%	9,500	9,500
Equipment Charges	1,523	1,500	1,500	-	0.0%	1,500	1,500
Power, Heat & Water	12,824	12,000	15,403	3,403	28.4%	14,568	14,922
Operating Projects	2,290	15,000	-	(15,000)	-100.0%	-	-
	<u>230,802</u>	<u>247,746</u>	<u>271,234</u>	<u>23,488</u>	<u>9.5%</u>	<u>276,413</u>	<u>280,192</u>
Net	<u>161,552</u>	<u>188,346</u>	<u>211,134</u>	<u>22,788</u>	<u>12.1%</u>	<u>214,313</u>	<u>215,992</u>

Staff Complement	2017	2018	2019	2020
Permanent (Full time equivalents)	1.0	1.0	2.0	2.0
Casual (Number of positions)	4.0	4.0	4.0	4.0
Total	<u>5.0</u>	<u>5.0</u>	<u>6.0</u>	<u>6.0</u>

Operating Highlights / Changes

- Revised a casual role to full time assistant position. With the full-time position, the hours being filled by the casual support roles have been reduced accordingly. This is part of the restructuring of positions within the Community Services department.

Service Level Changes

- Increase of the CMAC Assistant to full time. This will provide a more consistent staffing availability at the CMAC and secure a more long term employee to provide support to the arts and museum.
- Transfer the management of the Centennial Museum to the CMAC.

CENTENNIAL MUSEUM	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Rentals	2,100	2,100	1,500	(600)	-28.6%	1,500	1,500
Donations	12,225	7,000	9,000	2,000	28.6%	9,000	9,000
Total	14,325	9,100	10,500	1,400	15.4%	10,500	10,500
Expenditures							
Salaries & Benefits	55,605	60,036	61,199	1,163	1.9%	61,711	62,230
Contracted Services	10,098	9,720	12,800	3,080	31.7%	12,950	13,103
Materials & Supplies	6,097	3,300	7,000	3,700	112.1%	7,000	7,000
Equipment Charges	3,705	4,000	4,000	-	0.0%	4,000	4,000
Power, Heat & Water	8,767	9,815	10,231	416	4.2%	10,161	10,342
Operating Projects	5,980	22,000	-	(22,000)	-100.0%	20,000	-
Assets < \$10,000	800	800	800	-	0.0%	800	800
Transfer to Reserve	14,000	-	-	-	-	-	-
Total	105,052	109,671	96,030	- 13,641	-12.4%	116,622	97,475
Net	90,727	100,571	85,530	(15,041)	-15.0%	106,122	86,975

Staff Complement	2017	2018	2019	2020
Permanent (Full time equivalents)	1.0	1.0	1.0	1.0
Casual (Number of positions)	2.0	2.0	2.0	2.0
Total	3.0	3.0	3.0	3.0

Operating Highlights / Changes

- Little change to operating. No projects planned for 2019.

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 and Stoney Creek Centre.
- Support 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 (3 locations) and all playground structures (25).
- Input and active involvement in the design and construction of new facilities, renovations of existing facilities, and capital projects.
- Ongoing liaison with facility users and lease holders on issues pertaining to maintenance and physical plant operations.

FACILITIES	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Community Centre	144,624	175,214	160,456	(14,758)	-8.4%	165,900	168,129
Aquatic Centre	621,604	543,866	308,200	(235,666)	-43.3%	878,345	903,473
Max McLean Arena	305,962	289,453	298,736	9,283	3.2%	250,890	255,201
Camrose Recreation Centre	1,014,645	882,946	961,793	78,847	8.9%	909,694	938,742
Rudy Swanson Park	98,440	117,129	119,597	2,468	2.1%	118,380	119,154
Stoney Creek Centre	35,597	37,656	46,207	8,551	22.7%	38,936	39,340
Kinsmen Park	174,353	194,917	175,495	(19,422)	-10.0%	163,948	165,748
Playfields	37,018	45,414	47,949	2,535	5.6%	38,409	38,625
Bill Fowler Centre	47,914	51,996	63,077	11,081	21.3%	47,007	47,521
Mirror Lake Centre	68,268	114,411	39,862	(74,549)	-65.2%	37,637	39,680
Building Maintenance	18,095	0	41,207	41,207		41,441	41,680
General Equipment	41,821	49,120	47,260	(1,860)	-3.8%	42,260	42,260
Net	<u>2,608,341</u>	<u>2,502,122</u>	<u>2,309,839</u>	<u>(192,283)</u>	<u>-7.7%</u>	<u>2,732,847</u>	<u>2,799,553</u>

TOTAL FACILITIES	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	1,128,883	1,208,350	753,900	(454,450)	-37.6%	1,265,350	1,279,320
Rentals	598,278	561,650	567,900	6,250	1.1%	632,500	635,400
Contribution from County	252,349	256,700	374,317	117,617	45.8%	356,000	356,000
Other Income	1,515	5,950	3,000	(2,950)	-49.6%	3,000	3,000
Provincial Grants and Transfers	-	-	-	-		-	-
Transfer from Reserve	-	-	-	-		-	-
	<u>1,981,025</u>	<u>2,032,650</u>	<u>1,699,117</u>	<u>(333,533)</u>	<u>-16.4%</u>	<u>2,256,850</u>	<u>2,273,720</u>
Expenditures							
Salaries & Benefits	2,546,788	2,490,094	2,056,394	(433,700)	-17.4%	2,955,539	3,001,576
Contracted Services	438,809	452,783	439,965	(12,818)	-2.8%	495,055	504,861
Materials & Supplies	290,777	286,160	191,207	(94,953)	-33.2%	256,590	260,185
Equipment Charges	165,798	179,800	188,800	9,000	5.0%	195,800	195,800
Assets < \$10,000	213,707	246,000	197,500	(48,500)	-19.7%	143,500	143,500
Power, Heat & Water	912,487	879,935	935,090	55,155	6.3%	943,213	967,351
Transfer to Reserves	21,000	-	-	-		-	-
	<u>4,589,366</u>	<u>4,534,772</u>	<u>4,008,956</u>	<u>(525,816)</u>	<u>-11.6%</u>	<u>4,989,697</u>	<u>5,073,273</u>
Net	<u>2,608,341</u>	<u>2,502,122</u>	<u>2,309,839</u>	<u>(192,283)</u>	<u>-7.7%</u>	<u>2,732,847</u>	<u>2,799,553</u>

Staff Complement*	2017	2018	2019	2020
Permanent (Full time equivalents)	23.4	23.4	23.5	23.5
Casual (Number of positions)	4.0	3.0	3.0	3.0
Total	<u>27.4</u>	<u>26.4</u>	<u>26.5</u>	<u>26.5</u>

* Staff Complement is for all facilities excluding the Aquatic Centre, and includes 2.0 FTE dedicated to Building Maintenance

Operating Highlights / Changes

- With the involvement of a dedicated building maintenance department, preventative maintenance is being incorporated in all facilities.

Upcoming Projects

- A structural condition assessment for the Drill Hall and Max McLean arena and curling rink is planned for 2019 (\$60,000).

Strategic Focus Areas

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

COMMUNITY CENTRE	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	91,038	79,100	81,900	2,800	3.5%	82,000	82,500
Rentals	190,264	189,850	196,100	6,250	3.3%	196,700	198,200
Contribution from County	9,640	9,000	16,500	7,500	83.3%	16,500	16,500
	<u>290,942</u>	<u>277,950</u>	<u>294,500</u>	<u>16,550</u>	<u>6.0%</u>	<u>295,200</u>	<u>297,200</u>
Expenditures							
Salaries & Benefits	285,291	298,794	277,922	(20,872)	-7.0%	284,852	286,094
Contracted Services	46,760	44,490	53,805	9,315	20.9%	54,603	55,236
Equipment Charges	7,018	7,500	7,500	-	0.0%	7,500	7,500
Assets < \$10,000	11,362	34,500	15,000	(19,500)	-56.5%	20,000	20,000
Power, Heat & Water	85,135	67,880	100,729	32,849	48.4%	94,145	96,499
	<u>435,566</u>	<u>453,164</u>	<u>454,956</u>	<u>1,792</u>	<u>0.4%</u>	<u>461,100</u>	<u>465,329</u>
Net	<u>144,624</u>	<u>175,214</u>	<u>160,456</u>	<u>(14,758)</u>	<u>-8.4%</u>	<u>165,900</u>	<u>168,129</u>

Operating Highlights / Changes

- Redistribution of facility salaries to other budgets.

Upcoming Projects

- A structural condition assessment for the Drill Hall is planned for 2019.

Strategic Focus Areas

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

AQUATIC CENTRE	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	315,973	389,800	11,200	(378,600)	-97.1%	519,850	531,320
Rentals	42,813	48,600	-	(48,600)	-100.0%	64,000	65,400
Contribution from County	148,796	150,000	168,000	18,000	12.0%	150,000	150,000
	<u>507,582</u>	<u>588,400</u>	<u>179,200</u>	<u>(409,200)</u>	<u>-69.5%</u>	<u>733,850</u>	<u>746,720</u>
Expenditures							
Salaries & Benefits	766,767	707,395	250,000	(457,395)	-64.7%	1,179,769	1,208,219
Contracted Services	104,848	136,300	59,900	(76,400)	-56.1%	110,200	111,150
Materials & Supplies	82,082	85,100	69,700	(15,400)	-18.1%	134,600	137,800
Equipment Charges	2,351	3,600	-	(3,600)	-100.0%	6,000	6,000
Power, Heat & Water	96,799	114,605	107,000	(7,605)	-6.6%	140,000	144,000
Assets < \$10,000	35,691	56,000	-	(56,000)	-100.0%	-	-
Summer Programs	9,419	(5,119)	800	5,919	-115.6%	5,702	6,304
Spray Park	31,229	34,385	-	(34,385)	-100.0%	35,924	36,720
Transfer to Reserve				-			
	<u>1,129,186</u>	<u>1,132,266</u>	<u>487,400</u>	<u>(644,866)</u>	<u>-57.0%</u>	<u>1,612,195</u>	<u>1,650,193</u>
Net	<u>621,604</u>	<u>543,866</u>	<u>308,200</u>	<u>(235,666)</u>	<u>-43.3%</u>	<u>878,345</u>	<u>903,473</u>
Staff Complement	2017	2018	2019			2020	
Permanent (Full time equivalents)	6.0	5.5	1.6			8.0	
Casual (Number of positions)	28.0	28.0	2.0			55.0	
Total	<u>34.0</u>	<u>33.5</u>	<u>3.6</u>			<u>63.0</u>	

Operating Highlights / Changes

- Aquatic Centre is closed for 2019 with reopening scheduled for January 1, 2020.
- 2019 activities include: providing limited community aquatic programs, planning for 2020 opening, and staffing up and training later in the year.

Upcoming Projects

- Aquatic Centre renovation and build.

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	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	134,839	124,400	128,800	4,400	3.5%	130,000	132,000
Rentals	44,445	45,700	47,000	1,300	2.8%	47,000	47,000
Contribution from County	42,595	45,500	85,000	39,500	86.8%	85,000	85,000
	<u>221,879</u>	<u>215,600</u>	<u>260,800</u>	<u>45,200</u>	<u>21.0%</u>	<u>262,000</u>	<u>264,000</u>
Expenditures							
Salaries & Benefits	206,553	197,363	204,437	7,074	3.6%	200,041	200,651
Contracted Services	3,614	2,800	40,003	37,203	1328.7%	51,959	54,006
Materials & Supplies	90,272	55,700	33,000	(22,700)	-40.8%	33,000	33,000
Equipment Charges	34,856	35,000	38,000	3,000	8.6%	38,000	38,000
Assets < \$10,000	39,064	50,000	85,000	35,000	70.0%	40,000	40,000
Power, Heat & Water	153,482	164,190	159,096	(5,094)	-3.1%	149,890	153,544
	<u>527,841</u>	<u>505,053</u>	<u>559,536</u>	<u>54,483</u>	<u>10.8%</u>	<u>512,890</u>	<u>519,201</u>
Net	<u>305,962</u>	<u>289,453</u>	<u>298,736</u>	<u>9,283</u>	<u>3.2%</u>	<u>250,890</u>	<u>255,201</u>

Operating Highlights / Changes

- No significant changes. Building maintenance support for the budget is recorded in contracted services, whereas prior budget support was identified in the materials and supplies budget.

Upcoming Projects

- A structural condition assessment for the Drill Hall and Max McLean arena and curling rink is planned for 2019 (\$60,000).

Strategic Focus Areas

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

CAMROSE RECREATION CENTRE	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	464,239	463,250	408,000	(55,250)	-11.9%	409,500	409,500
Rentals	264,367	249,000	247,000	(2,000)	-0.8%	247,000	247,000
Contribution from County	42,595	45,500	85,000	39,500	86.8%	85,000	85,000
	<u>771,201</u>	<u>757,750</u>	<u>740,000</u>	<u>(17,750)</u>	<u>-2.3%</u>	<u>741,500</u>	<u>741,500</u>
Expenditures							
Salaries & Benefits	898,037	871,153	892,050	20,897	2.4%	869,425	882,551
Contracted Services	267,299	251,443	235,742	(15,701)	-6.2%	230,129	235,361
Equipment Charges	58,388	61,800	64,000	2,200	3.6%	64,000	64,000
Assets < \$10,000	90,448	48,000	54,000	6,000	12.5%	60,000	60,000
Power, Heat & Water	454,674	408,300	456,001	47,701	11.7%	427,640	438,330
Transfer to Reserve	17,000	-	-	-	-	-	-
	<u>1,785,846</u>	<u>1,640,696</u>	<u>1,701,793</u>	<u>61,097</u>	<u>3.7%</u>	<u>1,651,194</u>	<u>1,680,242</u>
Net	<u>1,014,645</u>	<u>882,946</u>	<u>961,793</u>	<u>78,847</u>	<u>8.9%</u>	<u>909,694</u>	<u>938,742</u>

Operating Highlights / Changes

- Loss of revenue due to Hockey Alberta not returning for summer of 2019

RUDY SWANSON PARK	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Expenditures							
Salaries & Benefits	43,694	48,920	44,854	(4,066)	-8.3%	45,124	45,219
Materials & Supplies	9,367	12,985	10,530	(2,455)	-18.9%	10,680	10,850
Equipment Charges	21,872	20,000	25,000	5,000	25.0%	25,000	25,000
Power, Heat & Water	14,162	12,110	16,359	4,249	35.1%	15,734	16,073
Assets < \$10,000	-	8,000	-	(8,000)	-100.0%	-	-
Rotary Youth	-	-	9,796	9,796	-	8,738	8,862
Skate Board Park	6,763	12,708	11,429	(1,279)	-10.1%	11,452	11,475
Community Events Sign	2,582	2,406	1,629	(777)	-32.3%	1,652	1,675
	<u>98,440</u>	<u>117,129</u>	<u>119,597</u>	<u>2,468</u>	<u>2.1%</u>	<u>118,380</u>	<u>119,154</u>
Net	<u>98,440</u>	<u>117,129</u>	<u>119,597</u>	<u>2,468</u>	<u>2.1%</u>	<u>118,380</u>	<u>119,154</u>

Operating Highlights / Changes

- No significant changes.

Stoney Creek Centre	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Rentals	21,485	17,400	17,500	100	0.6%	17,500	17,500
	21,485	17,400	17,500	100	0.6%	17,500	17,500
Expenditures							
Salaries & Benefits	42,761	31,241	49,724	18,483	59.2%	42,746	42,970
Contracted Services	771	-	2,000	2,000		2,000	2,000
Materials & Supplies	5,383	4,830	3,500	(1,330)	-27.5%	3,500	3,500
Equipment Charges	986	1,500	1,500	-	0.0%	1,500	1,500
Assets < \$10,000		9,000	-	(9,000)	-100.0%	-	-
Power, Heat & Water	7,181	8,485	6,983	(1,502)	-17.7%	6,690	6,870
	57,082	55,056	63,707	8,651	15.7%	56,436	56,840
Net	35,597	37,656	46,207	8,551	22.7%	38,936	39,340

Operating Highlights / Changes

- Redistribution of facility salaries to other budgets.

Upcoming Projects

- Stoney Creek Daypark has been completed. Still evaluating options for the Ski Club.

KINSMEN PARK	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	18,709	21,600	18,900	(2,700)	-12.5%	18,900	18,900
Contribution from County	6,058	4,000	16,500	12,500	312.5%	16,500	16,500
	24,767	25,600	35,400	9,800	38.3%	35,400	35,400
Expenditures							
Salaries & Benefits	114,151	135,447	118,388	(17,059)	-12.6%	109,247	109,902
Materials & Supplies	20,014	20,840	21,267	427	2.0%	21,500	21,625
Equipment Charges	24,575	30,000	32,000	2,000	6.7%	32,000	32,000
Assets < \$10,000	6,085	3,500	-	(3,500)	-100.0%	-	-
Power, Heat & Water	34,295	30,730	39,240	8,510	27.7%	36,601	37,621
	199,120	220,517	210,895	(9,622)	-4.4%	199,348	201,148
Net	174,353	194,917	175,495	(19,422)	-10.0%	163,948	165,748

Operating Highlights / Changes

- No significant changes.

PLAYFIELDS	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	41,980	45,200	45,100	(100)	-0.2%	45,100	45,100
Contribution from County	2,665	2,700	3,317	617	22.9%	3,000	3,000
	<u>44,645</u>	<u>47,900</u>	<u>48,417</u>	<u>517</u>	<u>1.1%</u>	<u>48,100</u>	<u>48,100</u>
Expenditures							
Salaries & Benefits	53,473	59,544	67,141	7,597	12.8%	57,259	57,375
Materials & Supplies	15,754	16,320	16,650	330	2.0%	16,750	16,850
Contracted Services	5,199	5,450	5,575	125	2.3%	5,500	5,500
Assets < \$10,000	-	3,500	-	(3,500)	-100.0%	-	-
Equipment Charges	3,237	8,500	7,000	(1,500)	-17.6%	7,000	7,000
Transfer to Reserve	4,000	-	-	-		-	-
	<u>81,663</u>	<u>93,314</u>	<u>96,366</u>	<u>3,052</u>	<u>3.3%</u>	<u>86,509</u>	<u>86,725</u>
Net	<u>37,018</u>	<u>45,414</u>	<u>47,949</u>	<u>2,535</u>	<u>5.6%</u>	<u>38,409</u>	<u>38,625</u>

Operating Highlights / Changes

- No significant changes.

MIRROR LAKE CENTRE	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Rentals	32,835	8,000	57,200	49,200	615.0%	57,200	57,200
Expenditures							
Salaries & Benefits	40,755	39,906	34,559	(5,347)	-13.4%	35,070	35,587
Contracted Services	759	800	16,790	15,990	1998.8%	16,015	16,776
Materials & Supplies	21,100	37,100	2,000	(35,100)	-94.6%	2,000	2,000
Equipment Charges	8,285	9,000	9,000	-	0.0%	9,000	9,000
Power, Heat & Water	30,204	35,605	34,713	(892)	-2.5%	32,752	33,517
	<u>101,103</u>	<u>122,411</u>	<u>97,062</u>	<u>(25,349)</u>	<u>-20.7%</u>	<u>94,837</u>	<u>96,880</u>
Net	<u>68,268</u>	<u>114,411</u>	<u>39,862</u>	<u>(74,549)</u>	<u>-65.2%</u>	<u>37,637</u>	<u>39,680</u>

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	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Rentals	2,069	3,100	3,100	-	0.0%	3,100	3,100
	2,069	3,100	3,100	-	0.0%	3,100	3,100
Expenditures							
Salaries & Benefits	16,788	15,176	19,608	4,432	29.2%	19,666	19,725
Contracted Services	-	-	5,100	5,100		4,680	4,764
Materials & Supplies	19,847	19,890	10,000	(9,890)	-49.7%	10,000	10,000
Equipment Charges	1,546	1,500	1,500	-	0.0%	1,500	1,500
Assets < \$10,000		5,000	15,000	10,000	200.0%	-	-
Power, Heat & Water	11,802	13,530	14,969	1,439	10.6%	14,261	14,632
	49,983	55,096	66,177	11,081	20.1%	50,107	50,621
Net	47,914	51,996	63,077	11,081	21.3%	47,007	47,521

Operating Highlights / Changes

- Building Maintenance Department now looking after this area.

FACILITIES - GENERAL & OPERATING PROJECTS	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Expenditures							
Materials & Supplies	7,468	9,120	7,260	(1,860)	-20.4%	7,260	7,260
Contracted Services	9,559	11,500	11,500	-	0.0%	11,500	11,500
Operating Projects	21,194	25,000	25,000	-	0.0%	20,000	20,000
Assets <10000	3,600	3,500	3,500	-	0.0%	3,500	3,500
Transfer to Reserve	-	-	-	-		-	-
	41,821	49,120	47,260	(1,860)	-3.8%	42,260	42,260
Net	41,821	49,120	47,260	(1,860)	-3.8%	42,260	42,260

Operating Highlights / Changes

- No significant changes.

BUILDING MAINTENANCE	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Expenditures							
Salaries & Benefits	10,068	-	27,707	27,707		27,941	28,180
Materials & Supplies	-	-	5,000	5,000		5,000	5,000
Equipment Charges	1,764	-	2,000	2,000		2,000	2,000
Contracted Services	-	-	6,500	6,500		6,500	6,500
	<u>18,095</u>	<u>-</u>	<u>41,207</u>	<u>41,207</u>		<u>41,441</u>	<u>41,680</u>
Net	<u>18,095</u>	<u>-</u>	<u>41,207</u>	<u>41,207</u>		<u>41,441</u>	<u>41,680</u>

Operating Highlights / Changes

- Building Maintenance Department is now providing support to all the recreational facilities in addition to other City owned and operated facilities.
- The Building Maintenance team includes two employees focused on preventative maintenance and asset management initiatives. The team reports to the Director of Public Works.

Upcoming Projects

- The Building Maintenance Department will be turning their attention to the Recreation Centre in 2019 to assess and prioritize maintenance needs.

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, Lacombe and Camrose all discharge their treated wastewater into the Battle River upstream of Dried Meat Lake. Dried Meat Lake is one of the most challenging water sources serving a large community in Alberta. Currently, it is the only supply reasonably available. Although there are ongoing discussions 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 if water restrictions are imposed. 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. Currently, the City and County are working through the development of a source water protection plan for Driedmeat Lake which will help guide watershed protection actions by both the City and County over the coming years.
- Participation in the Provincial Water for Life Strategy, and the Battle River Watershed Alliance.
- Educational programs targeted at the public.

Intake – The water intake, intake pumping station and collector well pumping station are located at Driedmeat Lake and are used to screen out fish and weeds from the raw lake water, and pump water from the lake to the water treatment plant. The City recently completed construction of a new pumping station at the lake, and is currently in the process of decommissioning some of the former pumping facilities.

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

Reservoir Storage – The City has three water storage reservoirs: one at the Water Treatment Plant and two in Rudy Swanson Park under the tennis courts. Due to capacity issues and an aging infrastructure, the reservoir at the Water Treatment Plant will be decommissioned within the next 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 will require upgrading sometime within the next 10 years to increase capacity required for municipal residential growth in the west, northwest and southwest areas of the City.

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

Water Meters – Water meters measure consumption. Water meters measure 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.

	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
TOTAL WATER							
Revenues							
Water General	6,832,518	6,622,437	6,915,500	293,063	4.4%	6,905,207	6,765,500
Water Treatment Plant	-	-	-	-		-	-
Total	6,832,518	6,622,437	6,915,500	293,063	4.4%	6,905,207	6,765,500
Expenditures							
Water General	5,350,419	4,970,691	5,238,193	267,502	5.4%	5,257,274	5,094,797
Water Treatment Plant	1,482,099	1,651,746	1,677,307	25,561	1.5%	1,647,933	1,670,703
Total	6,832,518	6,622,437	6,915,500	293,063	4.4%	6,905,207	6,765,500
Net	-	-	-	-		-	-

	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
WATER GENERAL							
Financing							
Sales & User Charges	5,947,463	6,002,822	5,940,000	(62,822)	-1.0%	5,940,000	5,940,000
Penalties	33,223	25,500	25,500	-	0.0%	25,500	25,500
Hydrant Rentals	438,589	433,782	440,000	6,218	1.4%	440,000	440,000
Sales to Other Governments	92,993	87,333	95,000	7,667	8.8%	95,000	95,000
Custom & Project Work	225,948	45,000	75,000	30,000	66.7%	75,000	75,000
Return on Investments	-	-	190,000	190,000		190,000	190,000
Transfer from Reserves	94,302	28,000	150,000	122,000	435.7%	139,707	-
	6,832,518	6,622,437	6,915,500	293,063	4.4%	6,905,207	6,765,500
Expenditures							
Salaries & Benefits	1,241,864	1,402,522	1,417,825	15,303	1.1%	1,448,048	1,476,915
Contracted Services	239,559	297,900	309,900	12,000	4.0%	312,183	314,458
Materials & Supplies	180,242	251,000	247,820	(3,180)	-1.3%	248,140	248,146
Equipment Charges	172,531	165,000	180,000	15,000	9.1%	180,000	180,000
Heat, Light & Water	226,465	234,280	255,371	21,091	9.0%	231,324	238,049
Assets < \$10,000	32,623	23,000	54,580	31,580	137.3%	23,400	23,400
Plans, Reports & Studies	84,681	-	150,000	150,000		100,000	-
Provision for Allowances	8,199	15,000	15,000	-	0.0%	15,000	15,000
Debenture Principal	117,795	123,428	129,330	5,902	4.8%	135,514	141,994
Debenture Interest	76,401	70,962	65,035	(5,927)	-8.4%	58,865	52,361
Custom & Project Work	186,510	42,000	72,000	30,000	71.4%	72,000	72,000
Conservation	20,249	50,000	25,000	(25,000)	-50.0%	25,000	25,000
Franchise Fee	334,666	366,000	378,000	12,000	3.3%	374,000	379,000
Transfer to Operating	30,000	30,000	30,000	-	0.0%	30,000	30,000
Transfer to Reserves	2,398,634	1,899,599	1,908,332	8,733	0.5%	2,003,800	1,898,474
	5,350,419	4,970,691	5,238,193	267,502	5.4%	5,257,274	5,094,797
Net	(1,482,099)	(1,651,746)	(1,677,307)	(25,561)	-1.5%	(1,647,933)	(1,670,703)

Staff Complement (Water & Sanitary Sewer)

	2017	2018	2019	2020
Permanent (Full time equivalents)	18.0	18.0	18.0	18.0
Casual (Number of positions)	4.0	4.0	4.0	4.0
Total	22.0	22.0	22.0	22.0

Operating Highlights / Changes

- Additional revenue due to allocation of investment income in 2019.
- Ongoing transfers into reserves with no required increase to water rates.
- More conservative budgeting for revenues from regional water customers based on historical records.

Upcoming Projects

- Upgrade to the City's bulk fill station (\$25k).
- Review of the City's raw water supply, pumping, transmission and treatment systems. Intent 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. Similar review for the City's water treatment plant, although this study to also include a review of available technologies which may allow the City to treat its water in a more cost efficient and/or better manner. Study to also 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) (\$150k project).
- Back up and upgrade of the meter reading data transceiver required as old models no longer have support and are showing their age.

Service Level Changes

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

Strategic Focus Areas

- **Ensure Long-Term Water Sustainability:** Camrose requires a secure water supply for current needs and future growth. We will cooperate with regional and provincial partners to seek alternate water sources for long-term water sustainability. The City will also encourage conservative water use.

WATER TREATMENT PLANT	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Expenditures							
Salaries & Benefits	326,425	416,000	406,000	(10,000)	-2.4%	408,000	410,000
Contracted Services	6,473	12,000	11,800	(200)	-1.7%	11,800	11,800
Assets < \$10,000	-	4,000	41,000	37,000	925.0%	-	-
Materials & Supplies	899,740	971,876	947,915	(23,961)	-2.5%	976,876	991,876
Equipment Charges	33,521	35,000	35,000	-	0.0%	35,000	35,000
Heat, Light & Water	215,940	212,870	235,592	22,722	10.7%	216,257	222,027
Net	<u>1,482,099</u>	<u>1,651,746</u>	<u>1,677,307</u>	<u>25,561</u>	<u>1.5%</u>	<u>1,647,933</u>	<u>1,670,703</u>

Operating Highlights / Changes

- No significant changes.

Upcoming Projects

- Water Treatment Plant is to be included in above review.
- Clarifier #1 replacement of Main Gear and Stainless steel replacement.

Sanitary Sewer System

Overview

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

Service goals include:

- Collecting residential, commercial and industrial wastewater in the city and delivering it to wastewater treatment facilities in a safe, sustainable, and environmentally responsible manner minimizing sanitary overflows to the environment or basement backups.
- Producing a treated wastewater effluent that is biologically and physically safe for the environment and which meets the requirements of 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 replacement. The City recently replaced the trunk sewer within Jubilee Park. Over the coming years, the City will be reviewing the condition & capacity for upstream sections of the trunk sewer to determine the best method for upgrading / rehabilitating those sections. Many other components of the distribution system are also at an age where maintenance is required. Continual flushing, cleaning, repairs and monitoring are required to prevent blockages and basement flooding. There are also some properties that are not serviceable by gravity and require pumping stations to lift the wastewater to a downstream gravity sewer.

Wastewater Treatment Facility – Camrose uses an aeration treatment process which enhances the natural bacterial breakdown of the nutrients in the water and significantly reduces the odour associated with most sewage treatment systems. After the water has been completely treated, it is stored in a system of lagoons. 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, by which point the City will be required to upgrade its treatment facility. Preliminary design for these upgrades is ongoing and is anticipated to be complete by early 2019. 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. Construction of the new facility is expected to begin sometime in 2020 with a total projected cost of ~\$42.5 million.

SANITARY SEWER	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	3,627,124	3,711,708	3,631,200	(80,508)	-2.2%	3,781,200	3,631,200
Return on Investments	-	-	110,000	110,000		110,000	110,000
Sales & User Charges	3,627,124	3,711,708	3,741,200	29,492	0.8%	3,891,200	3,741,200
Expenditures							
Salaries & Benefits	685,649	775,656	740,230	(35,426)	-4.6%	747,303	754,896
Contracted Services	146,506	155,425	156,800	1,375	0.9%	157,700	158,614
Materials & Supplies	133,245	116,000	120,000	4,000	3.4%	120,000	120,000
Equipment Charges	114,392	120,000	125,000	5,000	4.2%	125,000	125,000
Assets < \$10,000	-	20,000	129,800	109,800	549.0%	345,000	20,000
Heat, Light & Water	249,718	282,325	290,467	8,142	2.9%	261,849	269,654
Franchise Fee	121,456	132,000	129,000	(3,000)	-2.3%	127,000	128,500
Transfer to Operating	20,000	20,000	20,000	-	0.0%	20,000	20,000
Transfer to Reserves	2,156,158	2,090,302	2,029,903	(60,399)	-2.9%	1,987,348	2,144,536
	3,627,124	3,711,708	3,741,200	29,492	0.8%	3,891,200	3,741,200
Net	-	-	-	-		-	-

Operating Highlights / Changes

- Additional revenue due to allocation of investment income in 2019.
- Ongoing transfers into reserves with no required increase to sewer rates.

Upcoming Projects

- Confirmation of scope of work for the WWTP upgrades from the Province and commencement of detailed engineering design.
- Purchase of additional pumps and water cannons to expand existing wastewater irrigation to ensure ongoing compliance with provincial and federal requirements in the interim.
- Increasing in sampling schedule and access required at Camrose Creek Lagoon discharge point requires an ATV Side by Side to ensure safe travel in rougher landscape in the valley.
- Additional Sewer Camera Reel up to 500 feet for videoing longer runs.

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. Once the Province confirms scope of work, the Wastewater Treatment Plant project will be well-planned and executed to meet timelines, budget, and scope.

Solid Waste Services

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

Waste Collection

Overview

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

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

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	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	1,112,097	1,124,894	1,146,692	21,798	1.9%	1,156,593	1,166,607
Return on Investments	-	-	9,000	9,000		9,000	9,000
Recovery of fees	199,215	206,086	208,320	2,234	1.1%	210,403	212,507
	<u>1,311,312</u>	<u>1,330,980</u>	<u>1,364,012</u>	<u>33,032</u>	<u>2.5%</u>	<u>1,375,996</u>	<u>1,388,114</u>
Expenditures							
Salaries & Benefits	43,579	56,646	37,146	(19,500)	-34.4%	37,911	38,698
Contracted Services	958,124	961,302	984,481	23,179	2.4%	1,004,161	1,024,232
Materials & Supplies	1,223	1,523	1,525	2	0.1%	1,550	1,575
Assets < \$10,000	-	7,500	7,500	-	0.0%	7,500	7,500
Equipment Charges	621	2,500	2,500	-	0.0%	2,500	2,500
Franchise Fee	90,319	92,650	93,000	350	0.4%	95,000	97,000
Debenture Principal	193,226	196,996	199,472	2,476	1.3%	202,670	205,920
Debenture Interest	15,727	9,519	8,776	(743)	-7.8%	5,579	2,325
Transfer to Reserves	8,493	2,344	29,612	27,268	0.0%	19,125	8,364
	<u>1,311,312</u>	<u>1,330,980</u>	<u>1,364,012</u>	<u>33,032</u>	<u>2.5%</u>	<u>1,375,996</u>	<u>1,388,114</u>
Net	-	-	-	-		-	-

Operating Highlights / Changes

- Additional revenue due to allocation of investment income in 2019.
- Ongoing transfers into reserves with no required increase to waste collection or disposal fees.

Upcoming Projects

- Renegotiation of contract for collection and disposal of waste and cardboard recycling from City-owned facilities.

Regional Landfill

Overview

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

Service goals include:

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

Components of the Regional Landfill include:

- **Ownership** – The land on which the Regional Landfill is located is owned by the Province of Alberta and is leased to the City of Camrose.
- **Operations** – Through a public tender process, the operations of the landfill is contracted to a waste management company. The current contract has been extended to 2019, and will be retendered in the spring.
- **Life Expectancy** – Based on the waste received each year and the expected site volume, it is estimated that the life span of the landfill will exceed 35 years. Through successful educational programs on recycling and waste reduction, it may be possible to extend the life span to 50 years or more.
- **Funding** – All operating and capital costs are recovered through tipping fees. Each year, funds are reserved for future costs associated with the closure of the current landfill site. These rehabilitation costs are reviewed on a regular basis to ensure reserves are adequately funded.
- **Household Hazardous Waste Roundup** – Twice per year the Landfill Authority sponsors a two-day event to collect household hazardous waste including chemicals and other toxic products to ensure proper disposal by residents. Once the roundup is complete, the material is properly managed by the Province. These hazardous materials do not enter the landfill. This service is available to all residents of the three contributing municipalities of the Waste Authority.

REGIONAL LANDFILL	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	894,406	996,700	971,400	(25,300)	-2.5%	971,400	971,400
Return on Investments	43,641	-	80,000	80,000		80,000	80,000
Rentals	-	4,200	3,600	(600)	-14.3%	3,600	3,600
Transfer From Reserves	-	50,000	-	(50,000)	-100.0%	-	-
	<u>938,047</u>	<u>1,050,900</u>	<u>1,055,000</u>	<u>4,100</u>	<u>0.4%</u>	<u>1,055,000</u>	<u>1,055,000</u>
Expenditures							
Salaries & Benefits	33,974	41,254	42,198	944	2.3%	43,088	43,993
Contracted Services	399,959	485,400	514,000	28,600	5.9%	510,880	517,896
Materials & Supplies	17,689	40,100	40,092	(8)	0.0%	40,092	40,092
Equipment Charges	6,049	4,000	4,000	-	0.0%	4,000	4,000
Heat, Light & Water	5,558	6,265	6,166	(99)	-1.6%	5,761	5,898
Assets < \$10,000	1,500	6,500	6,900	400	6.2%	6,900	6,900
Composting	33,266	43,000	47,000	4,000	9.3%	47,000	47,000
Hazardous Materials	12,318	15,000	15,000	-	0.0%	15,000	15,000
Projects	-	50,000	92,000	42,000	84.0%	87,000	70,000
Transfer to Reserves	427,734	359,381	287,644	(71,737)	-20.0%	295,279	304,221
	<u>938,047</u>	<u>1,050,900</u>	<u>1,055,000</u>	<u>4,100</u>	<u>0.4%</u>	<u>1,055,000</u>	<u>1,055,000</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.
- Additional revenue due to allocation of investment income in 2019.
- Ongoing transfers into reserves with no required increase to tipping fees.
- Allowances made for additional contracted services due to retendered operational contract.
- Anticipated additional consulting fees related to development and implementation of updated operations plan for the landfill, in accordance with new provincial requirements.

Upcoming Projects

- Renewal of provincial Approval to Operate for landfill in 2019.
- 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 disposal from the Camrose Regional Landfill.
- Educate and promote to the public the benefits of the recycling program.

Components of the Recycling Program include:

- **Operations** – The program began in 1992 with a small drop off shed near the current site. The program's success required building the current facility and an expansion of the building and site improvements in 2007-2008.
- **Funding** – Operating funds required are collected through a monthly fee on the City's utility bill. This fee ensures a consistent level of funding for the program. Additional revenue is collected from the sale of the recycled products. In 2015, the City and County entered into a new four-year recycling agreement which guaranteed the City with minimum revenues for the use of the facility by County residents. The City and County will need to negotiate an updated agreement in 2019, as the current agreement expires 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.

RECYCLING	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	856,769	769,872	781,464	11,592	1.5%	781,464	781,464
Return on Investments	-	-	15,000	15,000		15,000	15,000
Government Transfers	55,000	55,000	55,000	-	0.0%	55,000	55,000
	<u>911,769</u>	<u>824,872</u>	<u>851,464</u>	<u>26,592</u>	<u>3.2%</u>	<u>851,464</u>	<u>851,464</u>
Expenditures							
Salaries & Benefits	32,333	36,430	30,677	(5,753)	-15.8%	30,992	31,319
Contracted Services	382,318	481,613	478,921	(2,692)	-0.6%	490,337	502,038
Materials & Supplies	6,432	13,500	4,000	(9,500)	-70.4%	4,000	4,000
Equipment Charges	19,049	16,000	16,000	-	0.0%	16,000	16,000
Assets < \$10,000	-	5,000	5,000	-	0.0%	5,000	5,000
Debenture Principal	46,033	23,776	-	(23,776)	-100.0%	-	-
Debenture Interest	2,400	479	-	(479)	-100.0%	-	-
Transfer to Centracam	192,196	198,923	203,896	4,973	2.5%	208,993	214,218
Transfer to Reserves	231,008	49,151	112,970	63,819	129.8%	96,142	78,889
	<u>911,769</u>	<u>824,872</u>	<u>851,464</u>	<u>26,592</u>	<u>3.2%</u>	<u>851,464</u>	<u>851,464</u>
Net	-	-	-	-		-	-

Operating Highlights / Changes

- Additional revenue due to allocation of investment income in 2019.
- Ongoing transfers into reserves with no required increase to recycling fees.

Upcoming Projects

- Proposed replacement of cardboard baler in 2019 as well as paving of additional portions of the facility's lot.
- Renegotiate a recycling agreement with Camrose County in 2019.

RECYCLING-CONCRETE	2017 Actual	2018 Budget	2019 Budget	Change 2018 to 2019		2020 Forecast	2021 Forecast
				Dollar Change	Per Cent Change		
Financing							
Sales & User Charges	14,233	50,000	50,000	-	0.0%	50,000	50,000
Transfer from Reserves	-	-	-	-		-	-
	<u>14,233</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	9,580	5,000	5,000	-	0.0%	5,000	5,000
Materials & Supplies	2,772	4,300	4,300	-	0.0%	4,300	4,300
Equipment Charges	5,699	4,500	4,500	-	0.0%	4,500	4,500
Transfer to Inventory	(18,051)	-	-	-		-	-
Transfer to Reserves	14,233	36,200	36,200	-	0.0%	36,200	36,200
	<u>14,233</u>	<u>50,000</u>	<u>50,000</u>	<u>-</u>	<u>0.0%</u>	<u>50,000</u>	<u>50,000</u>
Net	-	-	-	-		-	-

Operating Highlights / Changes

- No significant changes.