

Budget 2021 - 2023

(Amended and Approved - December 6, 2021)

APPROVED Amended 2021 & 2022 Operating Budget (Dec 2021)

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GENERAL OPERATING SUMMARY

	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
GENERAL GOVERNMENT									
Mayor & Council	371,156	427,044	374,263	(52,781)	-12.4%	429,358	55,095	14.7%	399,708
Office of the City Manager	422,887	437,917	433,099	(4,818)	-1.1%	433,099	-	0.0%	437,099
Fiscal Services	(2,443,717)	(2,929,915)	(3,334,816)	(404,901)	-13.8%	(3,506,216)	(171,400)	-5.1%	(3,892,398)
Local Governance	1,503,281	1,301,415	1,210,418	(90,997)	-7.0%	1,233,900	23,482	1.9%	1,233,900
Common Services	925,173	920,125	1,042,126	122,001	13.3%	1,070,727	28,601	2.7%	1,025,055
Financial Services	1,083,981	1,086,046	1,175,709	89,663	8.3%	1,170,630	(5,079)	-0.4%	1,193,599
Assessment	386,185	394,588	392,820	(1,768)	-0.4%	395,798	2,978	0.8%	398,707
Corp & Protective Services	1,203,880	1,243,305	1,329,039	85,734	6.9%	1,369,590	40,551	3.1%	1,369,982
Downtown Camrose Dev.	2,197	(10,000)	15,000	25,000	-250.0%	15,000	-	0.0%	15,000
	3,455,023	2,870,525	2,637,658	(232,867)	-8.1%	2,611,886	(25,772)	-1.0%	2,180,652
IT Operating Services	969,754	993,417	1,028,917	35,500	3.6%	1,047,948	19,031	1.8%	1,144,727
Fire Protection	1,529,313	1,487,144	1,555,590	68,446	4.6%	1,679,718	124,128	8.0%	1,687,255
Police Protection	5,166,735	5,188,953	5,388,579	199,626	3.8%	5,309,984	(78,595)	-1.5%	5,419,266
COMMUNITY DEVELOPMENT									
Community Development	100,692	236,283	344,302	108,019	45.7%	379,231	34,929	10.1%	387,280
Planning & Development	665,027	565,572	569,808	4,236	0.7%	545,921	(23,887)	-4.2%	563,066
Property Management	(70,707)	(64,175)	(49,410)	14,765	23.0%	(43,430)	5,980	12.1%	(42,774)
	695,012	737,680	864,700	127,020	17.2%	881,722	17,022	2.0%	907,572
INFRASTRUCTURE									
Engineering Office	545,989	578,207	535,221	(42,986)	-7.4%	487,671	(47,550)	-8.9%	534,223
Safety Code Inspections	15,749	135,498	89,610	(45,888)	-33.9%	60,666	(28,944)	-32.3%	52,465
Public Works	4,599,748	4,255,239	4,213,109	(42,130)	-1.0%	4,222,517	9,408	0.2%	4,307,362
Equipment Pool	47,303	(35,625)	(2,841)	32,784	92.0%	(2,610)	231	8.1%	(1,100)
Airport	121,733	132,772	120,076	(12,696)	-9.6%	110,291	(9,785)	-8.1%	110,638
Public Transit	342,961	367,241	367,273	32	0.0%	378,257	10,984	3.0%	402,641
	5,673,483	5,433,332	5,322,448	(110,884)	-2.0%	5,256,792	(65,656)	-1.2%	5,406,229

	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
COMMUNITY SERVICES									
Cemeteries	72,499	70,757	83,112	12,355	17.5%	83,171	59	0.1%	83,335
Administration	355,790	355,331	350,097	(5,234)	-1.5%	350,095	(2)	0.0%	352,491
Parks	1,690,048	1,598,658	1,631,262	32,604	2.0%	1,625,692	(5,570)	-0.3%	1,622,744
Golf Course	529,172	375,089	359,764	(15,325)	-4.1%	314,098	(45,666)	-12.7%	327,262
Cultural Services	409,915	368,582	346,744	(21,838)	-5.9%	351,416	4,672	1.3%	353,278
Facilities									
Community Centre	159,668	162,582	137,344	(25,238)	-15.5%	117,338	(20,006)	-14.6%	119,917
Aquatic Centre	64,673	678,450	1,219,148	540,698	79.7%	1,231,486	12,338	1.0%	1,259,441
Max Maclean Arena	294,681	243,184	266,321	23,137	9.5%	241,411	(24,910)	-9.4%	243,049
Camrose Recreation Centre	1,026,114	803,220	955,091	151,871	18.9%	960,586	5,495	0.6%	1,036,260
Rudy Swanson Park	86,761	98,769	39,675	(59,094)	-59.8%	40,564	889	2.2%	41,209
Stoney Creek Centre	35,786	48,199	39,652	(8,547)	-17.7%	33,032	(6,620)	-16.7%	33,487
Kinsmen Park	131,303	173,669	155,092	(18,577)	-10.7%	156,552	1,460	0.9%	158,185
Playfields	30,138	42,128	92,692	50,564	120.0%	97,100	4,408	4.8%	87,585
Bill Fowler Centre	65,336	49,478	45,754	(3,724)	-7.5%	47,118	1,364	3.0%	48,485
Mirror Lake Centre	46,011	21,093	19,009	(2,084)	-9.9%	20,923	1,914	10.1%	21,413
Building Maintenance	49,248	35,413	78,292	42,879	121.1%	68,292	(10,000)	-12.8%	68,292
General Equipment	41,202	23,760	38,860	15,100	63.6%	43,000	4,140	10.7%	43,150
	5,088,345	5,148,362	5,857,909	709,547	13.8%	5,781,874	(76,035)	-1.3%	5,899,583
Operating Levy before Transfer to Capital									
	22,577,665	21,859,413	22,655,801	796,388	3.6%	22,569,924	(85,877)	-0.4%	22,645,284
Designated Capital Funding	1,041,600	1,191,000	1,200,100	9,100	0.8%	1,048,850	(151,250)	-12.6%	2,181,500
Transfer to Reserves									
Infrastructure - Franchise fees	0	372,000	550,000	178,000	47.8%	750,000	200,000	36.4%	1,000,000
Transportation Infrastructure	750,000	750,000	750,000	-	0.0%	750,000	-	0.0%	750,000
Regional Recreational Facilitie	0	0	225,000	225,000		255,000	30,000	13.3%	500,000
General Infrastructure	630,000	1,731,697	673,209	(1,058,488)	-61.1%	830,336	157,127	23.3%	0
Operating Surplus	742,540	-	-	-		-	-		-
Total Operating	25,741,805	25,904,110	26,054,110	150,000	0.58%	26,204,110	150,000	0.58%	27,076,784
Reduction for Projected Revenue Growth		150,000				150,000			
Total Tax Levy	25,741,805	26,054,110	26,054,110	-	0.00%			0.00%	

2021 & 2022 OPERATING BUDGET – GENERAL OPERATING

	2020 Budget			Change In Levy	2021 Budget			Change In Levy	2022 Budget		
	Costs	Revenues	Levy		Costs	Revenues	Levy		Costs	Revenues	Levy
General Operating											
Mayor & Council	502,044	75,000	427,044	(52,781)	624,263	250,000	374,263	55,095	429,358	-	429,358
Office of the City Manager	437,917		437,917	(4,818)	433,099		433,099	-	433,099		433,099
Fiscal Services	1,958,465	4,888,380	(2,929,915)	(404,901)	1,722,223	5,057,039	(3,334,816)	(171,400)	1,990,117	5,496,333	(3,506,216)
Local Governance	1,564,187	262,772	1,301,415	(90,997)	1,483,922	273,504	1,210,418	23,482	1,507,404	273,504	1,233,900
Common Services	939,375	19,250	920,125	122,001	1,042,376	250	1,042,126	28,601	1,070,977	250	1,070,727
Financial Services	1,126,046	40,000	1,086,046	89,663	1,223,209	47,500	1,175,709	(5,079)	1,205,630	35,000	1,170,630
Assessment	395,088	500	394,588	(1,768)	393,320	500	392,820	2,978	396,298	500	395,798
Corporate & Protective Services	1,343,305	100,000	1,243,305	85,734	1,441,039	112,000	1,329,039	40,551	1,442,590	73,000	1,369,590
Community & Economic Development	476,283	240,000	236,283	108,019	592,302	248,000	344,302	34,929	597,231	218,000	379,231
City Centre Camrose	84,000	94,000	(10,000)	25,000	99,000	84,000	15,000	-	99,000	84,000	15,000
Property Management	35,235	99,410	(64,175)	14,765	33,000	82,410	(49,410)	5,980	33,980	77,410	(43,430)
IT Operating Services	1,515,317	521,900	993,417	35,500	1,577,117	548,200	1,028,917	19,031	1,575,148	527,200	1,047,948
Fire Protection	1,705,144	218,000	1,487,144	68,446	1,746,590	191,000	1,555,590	124,128	1,737,718	58,000	1,679,718
Police Protection	7,424,515	2,235,562	5,188,953	199,626	7,381,932	1,993,353	5,388,579	(78,595)	7,403,337	2,093,353	5,309,984
Engineering Services	631,457	53,250	578,207	(42,986)	588,471	53,250	535,221	(47,550)	590,921	103,250	487,671
Planning & Development	681,692	116,120	565,572	4,236	641,028	71,220	569,808	(23,887)	617,141	71,220	545,921
Safety Code Inspections	540,393	404,895	135,498	(45,888)	466,985	377,375	89,610	(28,944)	467,776	407,110	60,666
Public Works Office	913,682	99,458	814,224	(31,390)	804,834	22,000	782,834	7,508	812,342	22,000	790,342
Roads	2,249,175	235,890	2,013,285	(1,202)	2,183,583	171,500	2,012,083	6,250	2,175,333	157,000	2,018,333
Signals & Lights	1,189,730		1,189,730	(17,038)	1,172,692		1,172,692	32,650	1,205,342		1,205,342
Equipment Pool	2,189,375	2,225,000	(35,625)	32,784	2,182,159	2,185,000	(2,841)	231	2,182,390	2,185,000	(2,610)
Storm Water	238,000	-	238,000	7,500	245,500	-	245,500	(37,000)	248,500	40,000	208,500
Airport	263,564	130,792	132,772	(12,696)	234,270	114,194	120,076	(9,785)	228,582	118,291	110,291
Public Transit	761,028	393,787	367,241	32	469,762	102,489	367,273	10,984	398,257	20,000	378,257
Community Services Office	355,331		355,331	(5,234)	350,097		350,097	(2)	350,095	-	350,095
Cemeteries	230,757	160,000	70,757	12,355	253,112	170,000	83,112	59	243,171	160,000	83,171
Parks	1,650,758	52,100	1,598,658	32,604	1,682,962	51,700	1,631,262	(5,570)	1,677,392	51,700	1,625,692
Facilities	4,104,799	1,725,368	2,379,431	707,499	5,041,922	1,954,992	3,086,930	(29,528)	4,963,527	1,906,125	3,057,402
Golf Course	1,013,589	638,500	375,089	(15,325)	987,264	627,500	359,764	(45,666)	969,598	655,500	314,098
Cultural Services	507,872	138,776	369,096	(22,352)	491,544	144,800	346,744	4,672	488,516	137,100	351,416
Transfer to Capital	4,044,697		4,044,697	(646,388)	3,398,309		3,398,309	235,877	3,634,186		3,634,186
Total General Operating	41,072,820	15,168,710	25,904,110	150,000	40,987,886	14,933,776	26,054,110	150,000	41,174,956	14,970,846	26,204,110

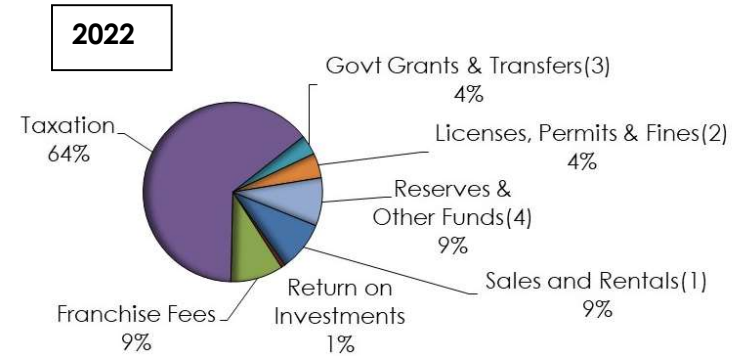
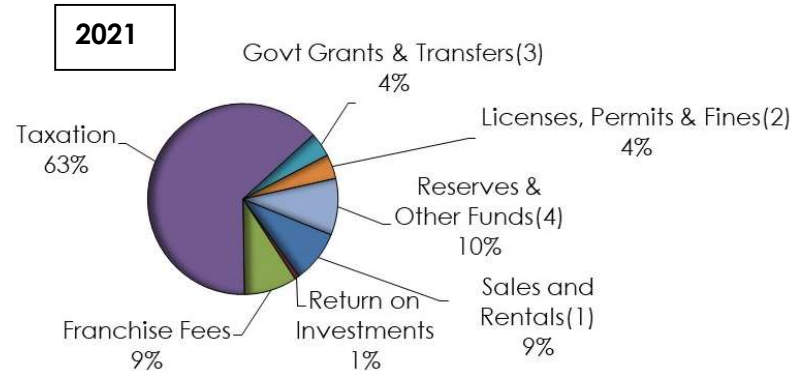
2021 & 2022 OPERATING BUDGET – UTILITY OPERATING

	2020 Budget			Change In Levy	2021 Budget			Change In Levy	2022 Budget		
	Costs	Revenues	Levy		Costs	Revenues	Levy		Costs	Revenues	Levy
Water	6,883,900	6,883,900	-	-	6,913,524	6,913,524	-	-	7,181,630	7,181,630	-
Sanitary Sewer	3,916,166	3,916,166	-	-	3,899,255	3,899,255	-	-	4,064,940	4,064,940	-
Solid Waste Management	1,370,166	1,370,166	-	-	1,408,285	1,408,285	-	-	1,367,395	1,367,395	-
Camrose Regional Landfill	1,155,750	1,155,750	-	-	1,395,013	1,395,013	-	-	1,593,563	1,593,563	-
Recycling	848,016	848,016	-	-	788,672	788,672	-	-	817,513	817,513	-
Total Utility Operating	14,173,998	14,173,998	-	-	14,404,749	14,404,749	-	-	15,025,041	15,025,041	-

2021 & 2022 OPERATING BUDGET – TOTAL OPERATING

	2020 Budget			Change In Levy	2021 Budget			Change In Levy	2022 Budget		
	Costs	Revenues	Levy		Costs	Revenues	Levy		Costs	Revenues	Levy
Total Operating	55,246,818	29,342,708	25,904,110	150,000	55,392,635	29,338,525	26,054,110	150,000	56,199,997	29,995,887	26,204,110

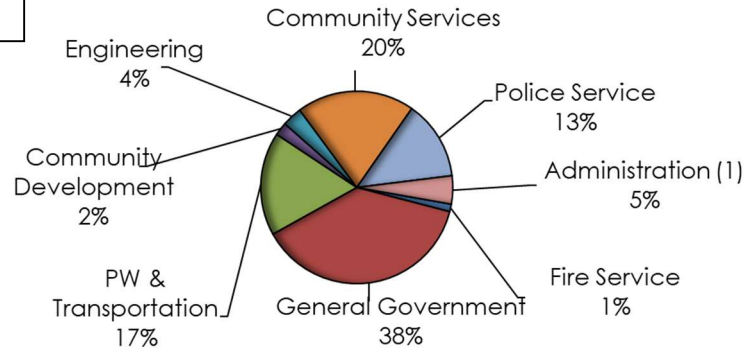
GENERAL OPERATING REVENUES – SUMMARY BY OBJECT



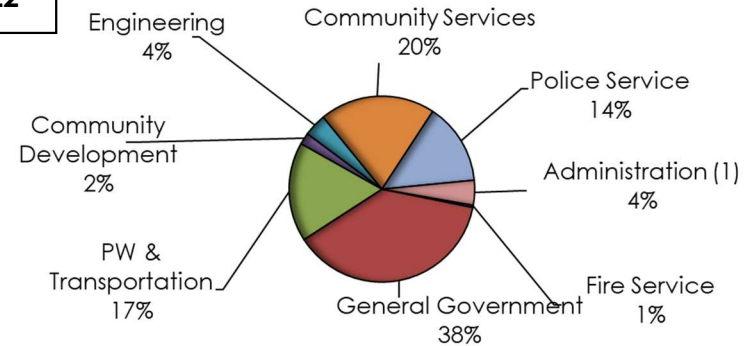
Revenue by Object	2020 Budget	2021 Budget	Dollar Change	Per Cent Change	2022 Budget	Dollar Change	Per Cent Change
Fines ²	1,176,000	801,000	(375,000)	-31.9%	901,000	100,000	12.5%
Franchise & Concession Contrac	3,206,021	3,683,993	477,972	14.9%	4,185,000	501,007	13.6%
Government Transfers ³	506,510	499,500	(7,010)	-1.4%	381,500	(118,000)	-23.6%
Grants ³	1,109,495	1,113,735	4,240	0.4%	999,579	(114,156)	-10.2%
Internal Items ⁴	2,535,900	2,484,200	(51,700)	-2.0%	2,484,200	-	0.0%
Licenses & Permits ²	683,790	644,450	(39,340)	-5.8%	673,905	29,455	4.6%
Other Revenue ¹	63,200	37,800	(25,400)	-40.2%	37,800	-	0.0%
Penalties ²	270,000	250,000	(20,000)	-7.4%	250,000	-	0.0%
Rentals ¹	1,506,520	1,381,667	(124,853)	-8.3%	1,445,097	63,430	4.6%
Return on Investments	704,359	323,379	(380,980)	-54.1%	314,333	(9,046)	-2.8%
Sales & User Charges ¹	1,686,491	1,758,878	72,387	4.3%	1,757,758	(1,120)	-0.1%
Sales to Other Governments ¹	430,674	430,674	-	0.0%	405,674	(25,000)	-5.8%
Transfers From ⁴	1,205,750	1,440,500	234,750	19.5%	1,051,000	(389,500)	-27.0%
Other Taxation (CCC)	84,000	84,000	-	0.0%	84,000	-	0.0%
Sub-total	15,168,710	14,933,776	(234,934)	-1.5%	14,970,846	37,070	0.2%
Municipal Levy	25,904,110	26,054,110	150,000	0.6%	26,204,110	150,000	0.6%
Total	41,072,820	40,987,886	(84,934)	-0.2%	41,174,956	187,070	0.5%

GENERAL OPERATING REVENUES – SUMMARY BY DEPARTMENT

2021



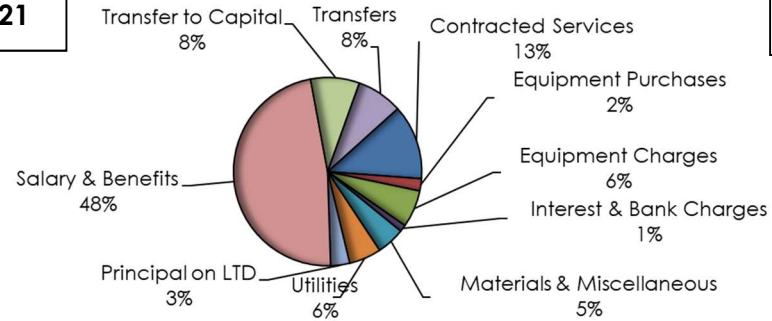
2022



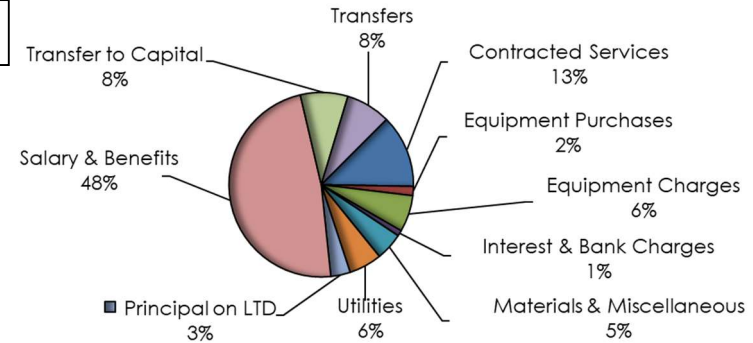
Revenues by Department	2020 Budget	2021 Budget	Dollar Change	Per Cent Change	2022 Budget	Dollar Change	Per Cent Change
Operating							
General Government	5,339,402	5,664,793	325,391	6.1%	5,854,087	189,294	3.3%
Corporate & Protective Service	621,900	660,200	38,300	6.2%	600,200	(60,000)	-9.1%
Financial Services ⁽¹⁾	40,500	48,000	7,500	18.5%	35,500	(12,500)	-26.0%
Fire Department	218,000	191,000	(27,000)	-12.4%	58,000	(133,000)	-69.6%
Engineering Services	574,265	501,845	(72,420)	-12.6%	581,580	79,735	15.9%
Public Works & Transportation	3,084,927	2,595,183	(489,744)	-15.9%	2,542,291	(52,892)	-2.0%
Community & Economic Dev.	339,410	330,410	(9,000)	-2.7%	295,410	(35,000)	-10.6%
Community Services	2,714,744	2,948,992	234,248	8.6%	2,910,425	(38,567)	-1.3%
Police Service	2,235,562	1,993,353	(242,209)	-10.8%	2,093,353	100,000	5.0%
Total Operating	15,168,710	14,933,776	(234,934)	-1.5%	14,970,846	37,070	0.2%
Municipal Levy	25,904,110	26,054,110	150,000	0.6%	26,204,110	150,000	0.6%
Total Revenue	41,072,820	40,987,886	(84,934)	-0.2%	41,174,956	187,070	0.5%

GENERAL OPERATING EXPENSES – SUMMARY BY OBJECT

2021



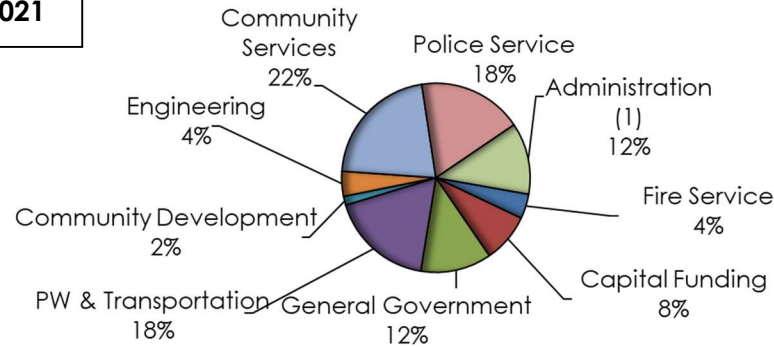
2022



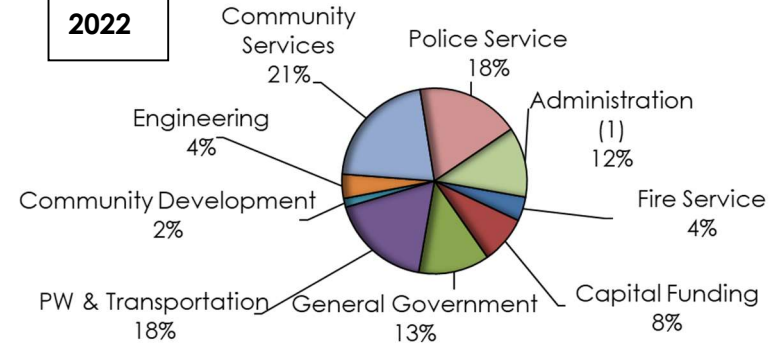
Expenses by Object	2020 Budget	2021 Budget	Dollar Change	Per Cent Change	2022 Budget	Dollar Change	Per Cent Change
Contracted Services	5,538,537	5,363,935	(174,602)	-3.2%	5,341,162	(22,773)	-0.4%
Equipment Purchases	759,700	880,400	120,700	15.9%	658,400	(222,000)	-25.2%
Equipment Charges	2,721,500	2,626,100	(95,400)	-3.5%	2,626,100	-	0.0%
Interest & Bank Charges	538,483	478,057	(60,426)	-11.2%	408,691	(69,366)	-14.5%
Charges Materials & Miscellaneous	1,963,876	1,958,315	(5,561)	-0.3%	1,952,315	(6,000)	-0.3%
Utilities	2,139,350	2,266,987	127,637	6.0%	2,359,156	92,169	4.1%
Principal on LTD	1,282,742	1,340,266	57,524	4.5%	1,400,526	60,260	4.5%
Salary & Benefits	18,882,257	19,545,144	662,887	3.5%	19,660,460	115,316	0.6%
Transfer to Capital	4,044,697	3,398,309	(646,388)	-16.0%	3,634,186	(44,130)	-1.3%
Transfers	3,201,678	3,130,373	(71,305)	-2.2%	3,133,960	283,594	9.1%
Total	41,072,820	40,987,886	(84,934)	-0.2%	41,174,956	187,070	0.5%

GENERAL OPERATING EXPENSES – SUMMARY BY DEPARTMENT

2021



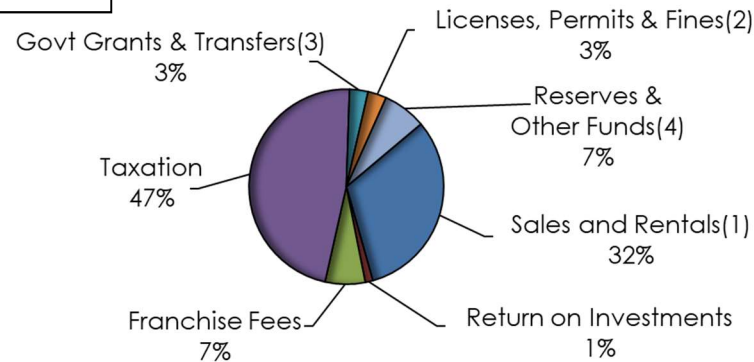
2022



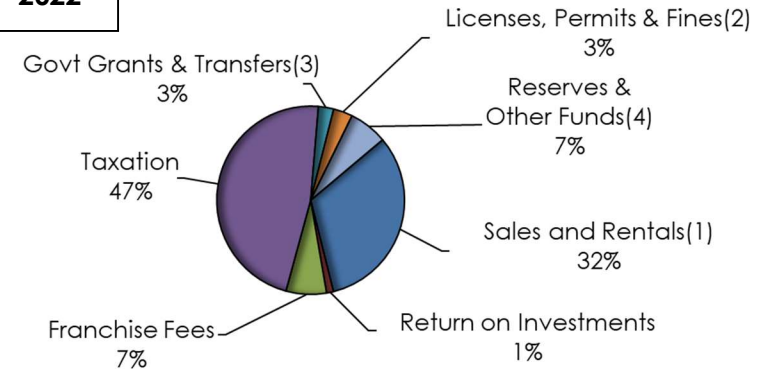
Expenses by Department	2020 Budget	2021 Budget	Dollar Change	Per Cent Change	2022 Budget	Dollar Change	Per Cent Change
Operating							
General Government	5,048,071	4,971,784	(76,287)	-1.5%	5,096,856	125,072	2.5%
Capital Funding	4,044,697	3,398,309	(646,388)	-16.0%	3,634,186	235,877	6.9%
City Manager's Department ⁽¹⁾	437,917	433,099	(4,818)	-1.1%	433,099	-	0.0%
Corporate & Protective Services	2,858,622	3,018,156	159,534	5.6%	3,017,738	(418)	0.0%
Financial Services ⁽¹⁾	1,521,134	1,616,529	95,395	6.3%	1,601,928	(14,601)	-0.9%
Fire Department	1,705,144	1,746,590	41,446	2.4%	1,737,718	(8,872)	-0.5%
Engineering Services	1,853,542	1,696,484	(157,058)	-8.5%	1,675,838	(20,646)	-1.2%
Public Works & Transportation	7,804,554	7,292,800	(511,754)	-6.6%	7,250,746	(42,054)	-0.6%
Community & Economic Dev.	511,518	625,302	113,784	22.2%	631,211	5,909	0.9%
Community Services	7,863,106	8,806,901	943,795	12.0%	8,692,299	(114,602)	-1.3%
Police Service	7,424,515	7,381,932	(42,583)	-0.6%	7,403,337	21,405	0.3%
Total Operating	41,072,820	40,987,886	(84,934)	-0.2%	41,174,956	187,070	0.5%

GENERAL + UTILITY OPERATING REVENUES – SUMMARY BY OBJECT

2021



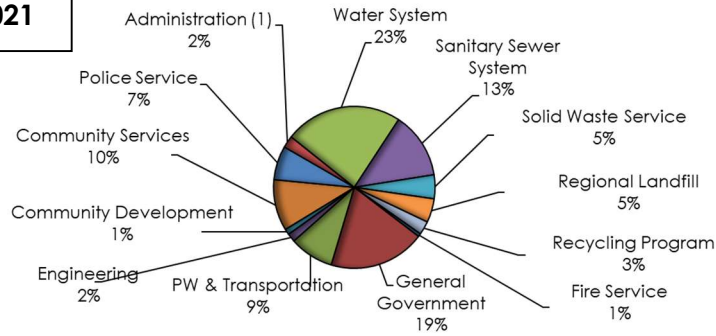
2022



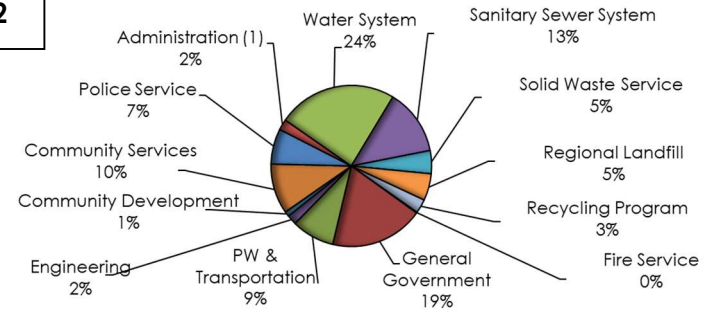
Revenue by Object	2020 Budget	2021 Budget	Dollar Change	Per Cent Change	2022 Budget	Dollar Change	Per Cent Change
Fines ²	1,176,000	801,000	(375,000)	-31.9%	901,000	100,000	12.5%
Franchise & Concession Contract	3,206,021	3,683,993	477,972	14.9%	4,185,000	501,007	13.6%
Government Transfers ³	561,510	499,500	(62,010)	-11.0%	381,500	(118,000)	-23.6%
Grants ³	1,109,495	1,113,735	4,240	0.4%	999,579	(114,156)	-10.2%
Internal Items ⁴	2,535,900	2,484,200	(51,700)	-2.0%	2,484,200	-	0.0%
Licenses & Permits ²	683,790	644,450	(39,340)	-5.8%	673,905	29,455	4.6%
Other Revenue ¹	63,200	37,800	(25,400)	-40.2%	37,800	-	0.0%
Penalties ²	295,500	275,500	(20,000)	-6.8%	275,500	-	0.0%
Rentals ¹	1,954,420	1,833,511	(120,909)	-6.2%	1,900,927	67,416	3.7%
Return on Investments	1,308,359	705,879	(602,480)	-46.0%	652,233	(53,646)	-7.6%
Sales & User Charges ¹	14,619,777	15,138,006	518,229	3.5%	15,712,888	574,882	3.8%
Sales to Other Governments ¹	538,986	545,429	6,443	1.2%	523,614	(21,815)	-4.0%
Transfers From ⁴	1,205,750	1,491,522	285,772	23.7%	1,183,741	(307,781)	-20.6%
Other Taxation (BIA)	84,000	84,000	-	0.0%	84,000	-	0.0%
Sub-total	29,342,708	29,338,525	(4,183)	0.0%	29,995,887	657,362	2.2%
Municipal Levy	25,904,110	26,054,110	150,000	0.6%	26,204,110	150,000	0.6%
Total	55,246,818	55,392,635	145,817	0.3%	56,199,997	807,362	1.5%

GENERAL + UTILITY OPERATING REVENUES – SUMMARY BY DEPARTMENT

2021



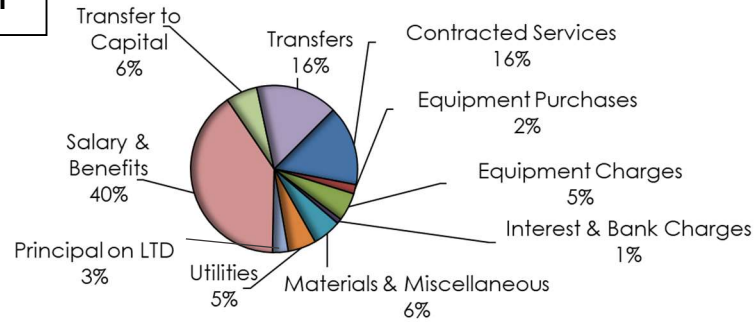
2022



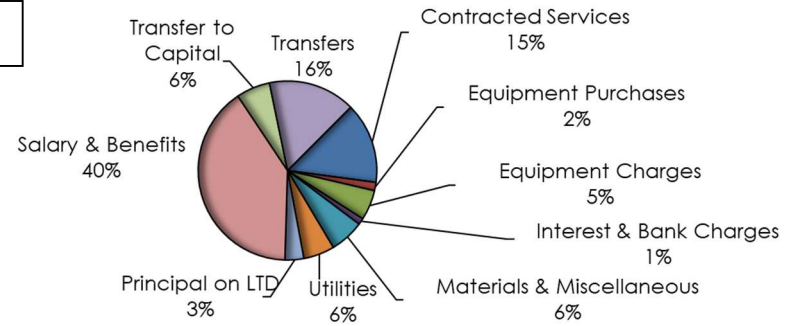
Revenues by Department	2020 Budget	2021 Budget	Dollar Change	Per Cent Change	2022 Budget	Dollar Change	Per Cent Change
Operating							
General Government	5,339,402	5,664,793	325,391	6.1%	5,854,087	189,294	3.3%
Corporate & Protective Services ¹	621,900	660,200	38,300	6.2%	600,200	(60,000)	-9.1%
Financial Services ⁽¹⁾	40,500	48,000	7,500	18.5%	35,500	(12,500)	-26.0%
Fire Department	218,000	191,000	(27,000)	-12.4%	58,000	(133,000)	-69.6%
Engineering Services	574,265	501,845	(72,420)	-12.6%	581,580	79,735	15.9%
Public Works & Transportation	3,084,927	2,595,183	(489,744)	-15.9%	2,542,291	(52,892)	-2.0%
Community & Economic Dev.	339,410	330,410	(9,000)	-2.7%	295,410	(35,000)	-10.6%
Community Services	2,714,744	2,948,992	234,248	8.6%	2,910,425	(38,567)	-1.3%
Police Service	2,235,562	1,993,353	(242,209)	-10.8%	2,093,353	100,000	5.0%
Total Operating	15,168,710	14,933,776	(234,934)	-1.5%	14,970,846	37,070	0.2%
Municipal Levy	25,904,110	26,054,110	150,000	0.6%	26,204,110	150,000	0.6%
Total Operating + Levy Revenue	41,072,820	40,987,886	(84,934)	-0.2%	41,174,956	187,070	0.5%
Utilities							
Water System	6,883,900	6,913,524	29,624	0.4%	7,181,630	268,106	3.9%
Sanitary Sewer System	3,916,166	3,899,255	(16,911)	-0.4%	4,064,940	165,685	4.2%
Solid Waste Service	1,370,166	1,408,285	38,119	2.8%	1,367,395	(40,890)	-2.9%
Regional Landfill	1,155,750	1,395,013	239,263	20.7%	1,593,563	198,550	14.2%
Recycling Program	848,016	788,672	(59,344)	-7.0%	817,513	28,841	3.7%
Total Utilities	14,173,998	14,404,749	230,751	1.6%	15,025,041	620,292	4.3%
Total Revenue	55,246,818	55,392,635	145,817	0.3%	56,199,997	807,362	1.5%

GENERAL + UTILITY OPERATING EXPENSES – SUMMARY BY OBJECT

2021



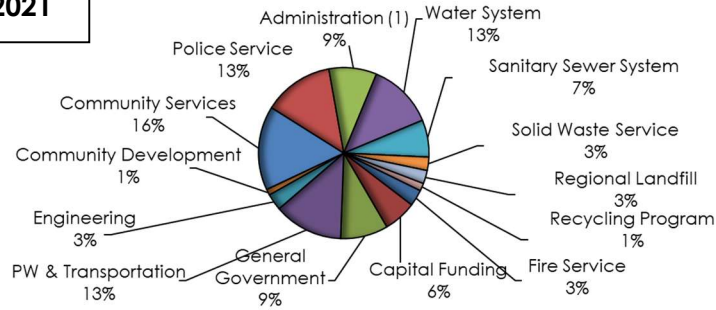
2022



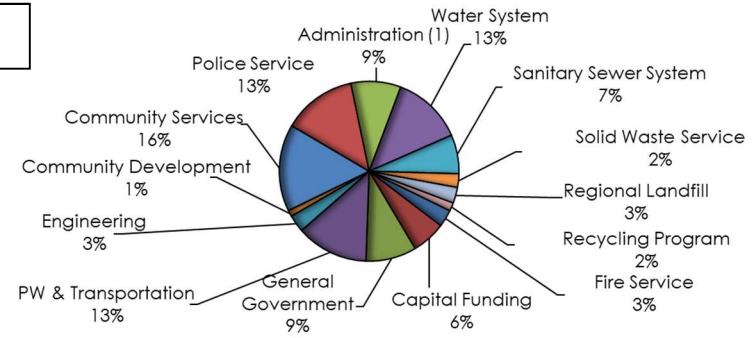
Expenses by Object	2020 Budget	2021 Budget	Dollar Change	Per Cent Change	2022 Budget	Dollar Change	Per Cent Change
Contracted Services	8,214,726	8,603,367	388,641	4.7%	8,309,667	(293,700)	-3.4%
Equipment Purchases	837,400	990,700	153,300	18.3%	836,550	(154,150)	-15.6%
Equipment Charges	3,137,500	3,031,500	(106,000)	-3.4%	3,031,500	-	0.0%
Interest & Bank Charges	602,927	532,743	(70,184)	-11.6%	654,249	121,506	22.8%
Materials & Miscellaneous	3,558,804	3,085,976	(472,828)	-13.3%	3,432,876	346,900	11.2%
Utilities	2,828,900	3,027,386	198,486	7.0%	3,138,048	110,662	3.7%
Principal on LTD	1,620,926	1,688,180	67,254	4.1%	1,549,310	(138,870)	-8.2%
Salary & Benefits	21,525,782	22,266,893	741,111	3.4%	22,391,786	124,893	0.6%
Transfer to Capital	4,044,697	3,398,309	(646,388)	-16.0%	3,634,186	(44,130)	-1.3%
Transfers	8,875,156	8,767,581	(107,575)	-1.2%	9,221,825	734,251	8.4%
Total	55,246,818	55,392,635	145,817	0.3%	56,199,997	807,362	1.5%

GENERAL + UTILITY OPERATING EXPENSES – SUMMARY BY DEPARTMENT

2021

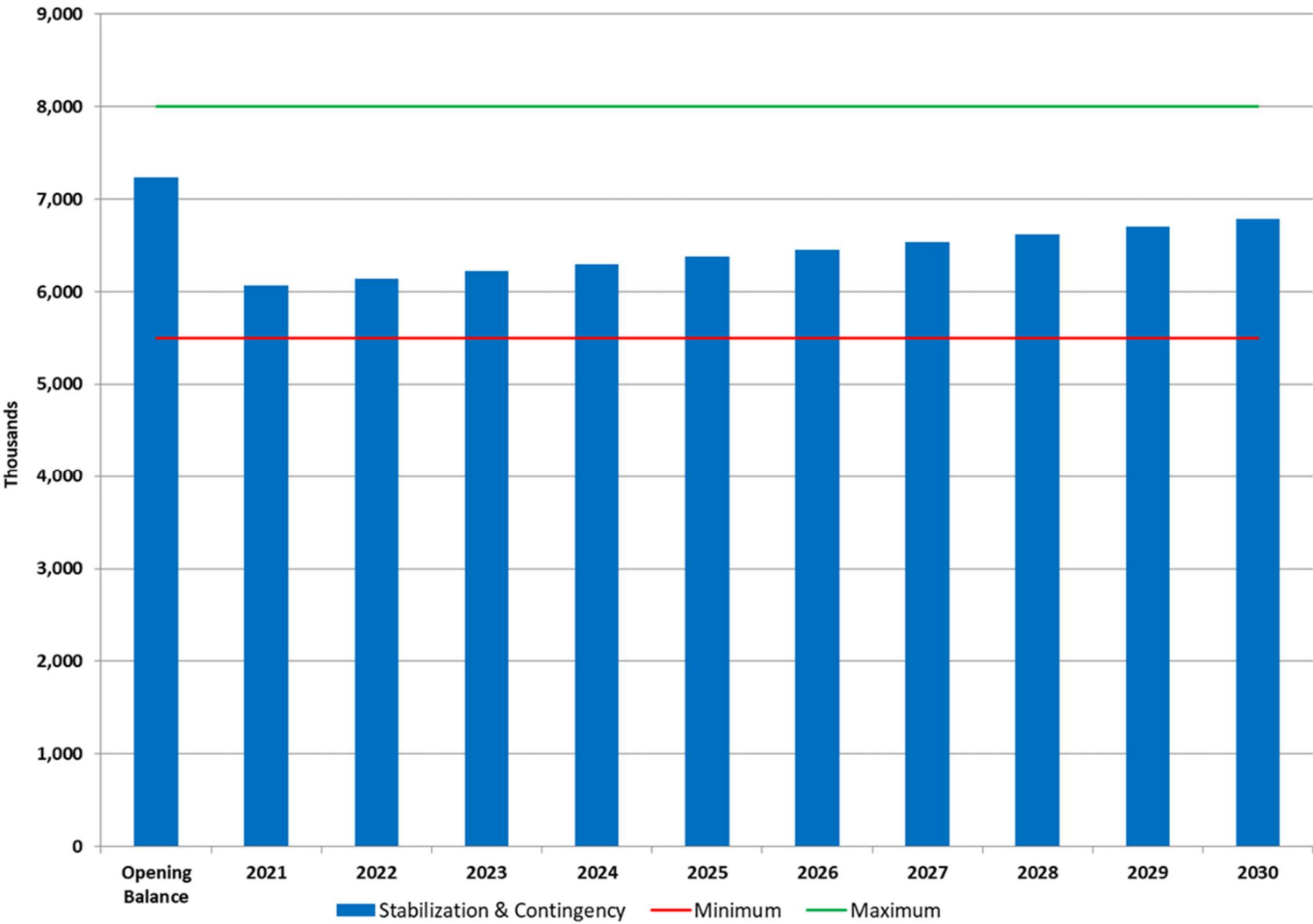


2022



Expenses by Department	2020 Budget	2021 Budget	Dollar Change	Per Cent Change	2022 Budget	Dollar Change	Per Cent Change
Operating							
General Government	5,048,071	4,971,784	(76,287)	-1.5%	5,096,856	125,072	2.5%
Capital Funding	4,044,697	3,398,309	(646,388)	-16.0%	3,634,186	235,877	6.9%
City Manager's Department ⁽¹⁾	437,917	433,099	(4,818)	-1.1%	433,099	-	0.0%
Corporate & Protective Services	2,858,622	3,018,156	159,534	5.6%	3,017,738	(418)	0.0%
Financial Services ⁽¹⁾	1,521,134	1,616,529	95,395	6.3%	1,601,928	(14,601)	-0.9%
Fire Department	1,705,144	1,746,590	41,446	2.4%	1,737,718	(8,872)	-0.5%
Engineering Services	1,853,542	1,696,484	(157,058)	-8.5%	1,675,838	(20,646)	-1.2%
Public Works & Transportation	7,804,554	7,292,800	(511,754)	-6.6%	7,250,746	(42,054)	-0.6%
Community & Economic Dev.	511,518	625,302	113,784	22.2%	631,211	5,909	0.9%
Community Services	7,863,106	8,806,901	943,795	12.0%	8,692,299	(114,602)	-1.3%
Police Service	7,424,515	7,381,932	(42,583)	-0.6%	7,403,337	21,405	0.3%
Total Operating	41,072,820	40,987,886	(84,934)	-0.2%	41,174,956	187,070	0.5%
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Water System	6,883,900	6,913,524	29,624	0.4%	7,181,630	268,106	3.9%
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Total Utilities	14,173,998	14,404,749	230,751	1.6%	15,025,041	620,292	4.3%
Total Expenses	55,246,818	55,392,635	145,817	0.3%	56,199,997	807,362	1.5%

2021-2030 STABILIZATION AND CONTINGENCY RESERVE



DEBT SERVICING COSTS – OPERATING LEVY

Year	Community Centre	CPAC	Fire Service	Sports Development	Storm Sewer	Transportation	Current Total	Total
2021	225,241	364,816	162,264	670,761	217,853	78,038	1,718,973	1,718,973
2022	225,241	364,816	162,264	670,761	217,853	78,038	1,718,973	1,718,973
2023		364,816	162,264	670,761	217,853	78,038	1,493,732	1,493,732
2024		364,816	162,264	670,761	105,660	78,038	1,381,539	1,381,539
2025		364,816	162,264	670,761	105,660	78,038	1,381,539	1,381,539
2026		364,816	162,264	670,761	105,660	78,038	1,381,539	1,381,539
2027		364,816		340,573			705,389	705,389
2028		364,816					364,816	364,816
2029		364,816					364,816	364,816
2030		364,816					364,816	364,816
2031		364,816					364,816	364,816
2032		364,816					364,816	364,816
2033		230,704					230,704	230,704
2034		96,593					96,593	96,593
2035		96,593					96,593	96,593
2036		48,296					48,296	48,296
	450,483	4,849,977	973,585	4,365,142	970,540	468,226	12,077,952	12,077,952

DEBT SERVICING COSTS – UTILITY RATES

Year	Recycling	Water	Garbage Totes	Current Total	NEW WWTP ¹ Expansion \$20,000,000	Total
2021		194,613	208,389	403,002		403,002
2022		194,613		194,613	200,000	394,613
2023		194,613		194,613	1,175,000	1,369,613
2024		194,613		194,613	1,175,000	1,369,613
2025		194,613		194,613	1,175,000	1,369,613
2026		194,613		194,613	1,175,000	1,369,613
2027		194,613		194,613	1,175,000	1,369,613
2028				-	1,175,000	1,175,000
2029				-	1,175,000	1,175,000
2030				-	1,175,000	1,175,000
2031				-	1,175,000	1,175,000
	-	1,362,292	208,389	1,570,681	10,775,000	12,345,681

¹ 25 Year Debenture. Includes \$14.3M of debentures to front end offsite levy funding ,and an additional \$5.7M City debenture.

Debt Limit (per 2019 Financial Statements) (1.5 times revenue)	\$ 79,229,591
City of Camrose Debt Limit per policy (70% of MGA debt limit)	\$ 55,460,714
* Total Debt estimated as at December 31, 2020	\$ 13,738,493
Amount of Debt Limit Unused	<u>\$ 41,722,221</u>
Annual Principle Reduction - average next 5 years	Approximate 1,704,711

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 at the City of Camrose.

Fiscal Services includes:

- Revenues from penalties and NSF fees, electrical and natural gas franchise fees, investment income, MSI operating grant funding, MOST grant funding (2021), and transfers from other funds.
- Expenditures include miscellaneous banking charges such as credit card charges, bad debt, interest paid on property tax prepayments, debenture principal and interest payments.

FISCAL SERVICES: BUDGET

FISCAL SERVICES	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Penalties	252,663	270,000	250,000	(20,000)	-7.4%	250,000	-	0.0%	250,000
Franchise Fees	2,842,398	3,206,021	3,683,993	477,972	14.9%	4,185,000	501,007	13.6%	4,081,493
Franchise Fees - City Utilities	565,116	573,000	601,000	28,000	4.9%	610,000	9,000	1.5%	649,000
Return on Investments	952,427	704,359	323,379	(380,980)	-54.1%	314,333	(9,046)	-2.8%	342,902
Grants	132,961	135,000	198,667	63,667	47.2%	137,000	(61,667)	-31.0%	137,000
	4,745,565	4,888,380	5,057,039	168,659	3.5%	5,496,333	439,294	8.7%	5,460,395
Expenditures									
Bad Debts/Collection Costs	(22,893)	34,900	23,000	(11,900)	-34.1%	23,000	-	0.0%	23,000
Debenture Principal	1,310,463	1,282,742	1,340,266	57,524	4.5%	1,400,526	60,260	4.5%	1,238,410
Debenture Interest	563,534	495,823	435,957	(59,866)	-12.1%	366,591	(69,366)	-15.9%	306,587
Other Expenditures	46,085	50,000	50,000	-	0.0%	50,000	-	0.0%	50,000
Contingency	-	95,000	(127,000)	(222,000)	233.7%	150,000	277,000	-218.1%	(50,000)
Sick Leave Accrual Adjustme	141,691	-	-	-	-	-	-	-	-
Transfer to Reserves	262,968	-	-	-	-	-	-	-	-
	2,301,848	1,958,465	1,722,223	(236,242)	-12.1%	1,990,117	267,894	15.6%	1,567,997
Net	(2,443,717)	(2,929,915)	(3,334,816)	(404,901)	-13.8%	(3,506,216)	(171,400)	-5.1%	(3,892,398)

Mayor and Council

OVERVIEW

City Council, comprised of the Mayor and eight Councillors (seven in 2020), 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. An updated version of the Policy was approved in 2020.

BASE BUDGET HIGHLIGHTS

Council:

2020: 9 | 2021: 9 | 2022: 9

Major Opportunities and/or Challenges**Opportunities:**

- Election in 2021 and Strategic Planning with new Council

Challenges:

- Election planning for impacts related to COVID
- Outstanding issues regarding Intermunicipal Collaboration Framework agreements

Operational Highlights & Changes

- 2021 will have an election and a Council back to full complement of eight Councillors. 2020 budget includes salaries for all Councillors however, only 7 Councillors were in place.
- Strategic Planning costs are recorded in the City Manager's Budget.
- Contracted services includes funds for Intermunicipal Collaboration efforts, if necessary, and are offset by funding from the Stabilization and Contingency Reserve.
- Individual salaries for Council have 0% increase in budget, increases in salaries line reflects additional Councillor being elected.

MAYOR AND COUNCIL: BUDGET

MAYOR & COUNCIL	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Other Revenue	31	-	-	-			-		
Transfer from Reserves	19,873	75,000	250,000	175,000	233.3%	-	(250,000)	-100.0%	-
	19,904	75,000	250,000	175,000	233.3%	-	(250,000)	-100.0%	-
Expenditures									
Salaries and Benefits	257,227	270,344	251,288	(19,056)	-7.0%	271,133	19,845	7.9%	271,133
Contracted Services	112,812	204,900	349,175	144,275	70.4%	134,425	(214,750)	-61.5%	104,775
Materials & Supplies	10,421	16,400	13,900	(2,500)	-15.2%	13,900	-	0.0%	13,900
Assets < \$10,000	10,600	10,400	9,900	(500)	-4.8%	9,900	-	0.0%	9,900
Transfer to Reserve	-	-	-	-		-	-		-
	391,060	502,044	624,263	122,219	24.3%	429,358	(194,905)	-31.2%	399,708
Net	371,156	427,044	374,263	(52,781)	-12.4%	429,358	55,095	14.7%	399,708

Local Governance

OVERVIEW

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

Local Governance includes:

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

LOCAL GOVERNANCE: BUDGET

LOCAL GOVERNANCE	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Market Rate Rental Subsidy	304,485	262,772	273,504	10,732	4.1%	273,504	-	0.0%	273,504
	304,485	262,772	273,504	10,732	4.1%	273,504	-	0.0%	273,504
Expenditures									
City Support Services*	17,212	18,500	14,500	(4,000)	-21.6%	14,500	-	0.0%	14,500
Fee for Service	152,831	98,710	88,900	(9,810)	-9.9%	99,500	10,600	11.9%	99,500
Community Assistance	24,886	20,000	20,000	-	0.0%	20,000	-	0.0%	20,000
Commitments	1,266,352	1,132,205	1,055,018	(77,187)	-6.8%	1,067,900	12,882	1.2%	1,067,900
Council Committees	42,000	32,000	32,000	-	0.0%	32,000	-	0.0%	32,000
Rental Subsidy - Citywide	304,485	262,772	273,504	10,732	4.1%	273,504	-	0.0%	273,504
	1,807,766	1,564,187	1,483,922	(80,265)	-5.1%	1,507,404	23,482	1.6%	1,507,404
Net	1,503,281	1,301,415	1,210,418	(90,997)	-7.0%	1,233,900	23,482	1.9%	1,233,900

*Includes wages, materials, and equipment charges

LOCAL GOVERNANCE: BUDGET, CONTINUED

	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
FEE FOR SERVICE									
Camrose Ski Club	18,000	18,000	18,000	-	0.0%	18,000	-	0.0%	18,000
Northern Historical Society	31,210	31,210	32,000	790	2.5%	32,000	-	0.0%	32,000
Tourism Camrose	54,121	-	-	-		-	-		-
Parade/Train - Chamber	8,000	8,000	8,000	-	0.0%	8,000	-	0.0%	8,000
Visitor Information - Chamber	41,500	41,500	30,900	(10,600)	-25.5%	41,500	10,600	34.3%	41,500
	152,831	98,710	88,900	(9,810)	-9.9%	99,500	10,600	11.9%	99,500

COMMUNITY ASSISTANCE

Discretionary Grants	24,886	20,000	20,000	-	0.0%	20,000	-	0.0%	20,000
	24,886	20,000	20,000	-	0.0%	20,000	-	0.0%	20,000

COMMITMENTS

Camrose Lodge Authority	28,460	28,612	14,220	(14,392)	-50.3%	14,220	-	0.0%	14,220
Camrose Public Library	667,921	578,000	515,205	(62,795)	-10.9%	528,087	12,882	2.5%	528,087
Parkland Regional Library	154,622	160,244	160,244	-	0.0%	160,244	-	0.0%	160,244
C.D.S.S.	115,349	115,349	115,349	-	0.0%	115,349	-	0.0%	115,349
Lougheed Performing Arts Centre	250,000	250,000	250,000	-	0.0%	250,000	-	0.0%	250,000
Centra Cam Building Fund	50,000	-	-	-		-	-		-
	1,266,352	1,132,205	1,055,018	(77,187)	-6.8%	1,067,900	12,882	1.2%	1,067,900

COUNCIL COMMITTEES

Social Development Committee	2,000	2,000	2,000	-	0.0%	2,000	-		2,000
Arts Council	40,000	30,000	30,000	-	0.0%	30,000	-	0.0%	30,000
	42,000	32,000	32,000	-	0.0%	32,000	-	0.0%	32,000

LOCAL GOVERNANCE: BUDGET, CONTINUED

	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
MARKET RENT SUBSIDY									
Camrose Senior Society	78,305	78,305	78,305	-	0.0%	78,305	-	0.0%	78,305
Rose City Handivan Society	9,741	2,065	2,065	-	0.0%	2,065	-	0.0%	2,065
Camrose Public Library	80,226	80,226	80,226	-	0.0%	80,226	-	0.0%	80,226
Visitor Information - Chamber	4,839	4,839	4,839	-	0.0%	4,839	-	0.0%	4,839
Camrose Ski Club	8,000	8,000	8,000	-	0.0%	8,000	-	0.0%	8,000
C.D.S.S.	11,173	-	-	-		-	-	0.0%	-
Pre-School Society	12,132	-	-	-		-	-	0.0%	-
Shooting Sports Association	10,732	-	10,732	10,732		10,732	-	0.0%	10,732
C.R.E.	89,337	89,337	89,337	-	0.0%	89,337	-	0.0%	89,337
	304,485	262,772	273,504	10,732	4.1%	273,504	-	0.0%	273,504
	1,790,554	1,545,687	1,469,422	(76,265)	-4.9%	1,492,904	23,482	1.6%	1,492,904

Common Services

OVERVIEW

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

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

COMMON SERVICES: BUDGET

COMMON SERVICES	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	203	250	250	-	0.0%	250	-	0.0%	250
Transfer from Reserve	-	19,000	-	(19,000)	-100.0%	-	-		-
	203	19,250	250	(19,000)	-98.7%	250	-	0.0%	250
Expenditures									
Salaries & Benefits	51,757	42,241	93,850	51,609	122.2%	93,850	-	0.0%	33,850
Contracted Services	402,217	427,688	408,647	(19,041)	-4.5%	409,868	1,221	0.3%	413,227
Insurance	296,557	333,146	398,240	65,094	19.5%	422,010	23,770	6.0%	430,300
Materials & Supplies	57,381	52,000	53,000	1,000	1.9%	53,500	500	0.9%	54,000
Equipment Charges	6,686	5,500	5,500	-	0.0%	5,500	-	0.0%	5,500
Transfer to Reserve	19,000	-	-	-		-	-		-
Power, Heat & Water	91,778	78,800	83,139	4,339	5.5%	86,249	3,110	3.7%	88,428
	925,376	939,375	1,042,376	103,001	11.0%	1,070,977	28,601	2.7%	1,025,305
Net	925,173	920,125	1,042,126	122,001	13.3%	1,070,727	28,601	2.7%	1,025,055

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 Bylaw and the Municipal Government Act. One administrative support position for the City Manager is provided and shared with the Deputy City Manager, the Mayor, and City Council. Support to the City Manager is also provided via a part time Corporate Business Planning position.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 2.5 | 2021: 2.5 | 2022: 2.5

Major Opportunities and/or Challenges

Opportunities:

Continue to implement our four key staff goals:

- **Accurate information** – staff and citizens can easily get accurate information they need.
- **Reliable procedures** – staff document and consistently use reliable procedures for key responsibilities.
- **Increased asset and project management** - staff use asset management and project management skills to plan for, maintain, and utilize City assets well.
- **Excellent communication** – staff are well-informed through excellent internal communications.

Challenges:

- Balancing providing excellent municipal services and maintaining City infrastructure in challenging economic times.

SIGNIFICANT BUDGET IMPACTS

2021:

No significant changes expected.

2022:

No significant budget changes expected.

Project Focus

Continue to learn and gain proficiency across the organization from continuous improvement projects including: long-term / strategic planning and Department business planning as well as developing service levels and key performance indicators (KPIs) to measure City services.

OFFICE OF THE CITY MANAGER: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Carry Out Council Direction	Oversee implementation to ensure that the policies and decisions of City Council are implemented.
Administration	Provide leadership and management oversight for organization. Prepare and submit operating and capital budgets. Develop and recommend policies for Council approval. Provide reports and recommendations to Council and attend Council and Committee meetings. Act as the Director of Emergency Management and oversee municipal preparation and coordinated response to an emergency.
Corporate Business Planning	Provide a variety of executive support to Council and the City's Management Team such as corporate business planning, strategic planning, facilitation, and project management.

OFFICE OF THE CITY MANAGER: BUDGET

OFFICE OF THE CITY MANAGER	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Expenditures									
Salaries & Benefits	408,550	415,872	417,054	1,182	0.3%	417,054	-	0.0%	417,054
Contracted Services	11,237	18,945	13,945	(5,000)	-26.4%	13,945	-	0.0%	17,945
Assets < \$10,000	3,100	3,100	2,100	(1,000)	-32.3%	2,100	-	0.0%	2,100
	422,887	437,917	433,099	(4,818)	-1.1%	433,099	-	0.0%	437,099
Net	422,887	437,917	433,099	(4,818)	-1.1%	433,099	-	0.0%	437,099

Staff Complement

Full time equivalents	2019	2020	2021	2022
Permanent	2.5	2.5	2.5	2.5
Casual	-	-	-	-
Total	2.5	2.5	2.5	2.5

Corporate and Protective Services

OVERVIEW

The Corporate and Protective Services Department includes the work units of: Office of the Deputy City Manager, Information Technology, Legislative Services, Human Resources, Records Management, Health and Safety, and the Fire Department. Fire Service and Information Technology have individual cost centres.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 7.4 | 2021 (proposed): 8.4 | 2022 (proposed): 8.4

Major Opportunities and/or Challenges

Opportunities:

- Automated work flows will enhance business services and public access to information.
- Increased usage of Laserfiche for records management, forms and templates, and internal processes and workflows.

Challenges:

- Election process changes, including COVID requirements, legislative changes, and potential provincial referendums, may require more administrative time.
- Vacancies and new hires require orientation and mentorship.

SIGNIFICANT BUDGET IMPACTS

2021:

- Contracted services are increased due to election.
- Reduction in individual staff training budgets and City-Wide training initiatives due to COVID.

2022:

- Census costs added if required following the Federal Census conducted in 2021.

SERVICE LEVEL CHANGES

- DATS program and City-Wide training programs will increase staff competencies organizationally. DATS will provide managers with real-time data on staff training statuses creating a more efficient system.
- CPO moves from a CPO II to a CPO I, which allows for traffic enforcement options in bylaw and potential increase to revenues.
- Additional resources into Health and Safety will increase corporate Health and Safety program efficacy.
- Formalize funding of animal shelter.

CORPORATE AND PROTECTIVE SERVICES: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Corporate Services	Act as Signing Officer, Chief Negotiator, Concert License and Permit Officer, FOIP Officer, and Chief Electoral Officer for the City.
Council Support	Prepare Council agendas and minutes. Provide support to select Council Committees and Commissions such as Subdivision and Development Appeal Board, Assessment Review Boards, and the Police Commission.
Legislative Coordination	Assist with coordinating municipal elections and census, respond to inquiries related to FOIP and privacy issues, and corporate record keeping.
Human Resources Assistance and Advice	Provide human resources assistance and advice on a wide range of areas including: recruitment and selection, organizational effectiveness, employee relations, compensation and benefits, health and wellness, employees and family assistance plan, policy and program development, labour relations, performance management, training and development, health and wellness, supervisory coaching, succession planning, return to work and duty to accommodate coordination, and employee recognition.
Administration	Oversee Corporate and Protective Services Department. Conduct management duties such as supervision, budgeting, and policy development. Provide reports and recommendations to Management and Council. Attend Council meetings. Provide direction and support to the Fire Chief and Bylaw Enforcement and liaisons with the Camrose Police Service. Provide administrative support to the Deputy City Manager and the City Manager.

CORPORATE AND PROTECTIVE SERVICES: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Corporate Health and Safety	Implement, administer and support an effective occupational health and safety program. This program is designed to identify and control hazards and prioritize risk levels to significantly minimize or prevent property damage, personal injuries, occupational diseases while protecting the psychological well-being of employees, and causing minimal impact to the environment. Work together with the Joint Work Site Health and Safety Committees, concerning health and safety issues and concerns in the workplace, including to assist to identify and correct unsafe practices and conditions as soon as possible. Maintain the City's Certificate of Recognition with the certifying partner.
Bylaw Enforcement	Enforce municipal bylaws (receive complaints, investigate issue, document matters, correspond with property owners, and provide warnings and violation notices when necessary) for bylaws such as Waste Collection and Disposal, Nuisance Abatement, Camrose Public Property, Unsightly Premises, Business License, and Snow Removal. Act as Business License Inspector. Collect and track abandoned or stolen bicycles.
Animal and Pest Control	Deal with animal and pest control complaints, animals at large, and dangerous animals. Issue warning and fines when owners do not comply with bylaws. Liaison with contracted animal pound to track the number of impounded animals and associated costs. Administer licenses for all dogs in the City to help keep track of dog complaints and missing dogs

CORPORATE AND PROTECTIVE SERVICES: BUDGET

CORPORATE AND PROTECTIVE SERVICES	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Deputy City Manager	212,496	216,586	215,674	(912)	-0.4%	216,974	1,300	0.6%	217,474
Human Resources	400,085	442,108	397,093	(45,015)	-10.2%	440,302	43,209	10.9%	461,922
Records Management	137,332	155,266	247,824	92,558	59.6%	200,404	(47,420)	-19.1%	202,404
Legislative Services	139,526	146,686	131,765	(14,921)	-10.2%	163,191	31,426	23.9%	135,855
Health & Safety	130,053	106,142	157,856	51,714	48.7%	166,204	8,348	5.3%	171,710
By-law Services	127,102	111,117	113,407	2,290	2.1%	118,065	4,658	4.1%	116,137
Animal & Pest Control	57,286	65,400	65,420	20	0.0%	64,450	(970)	-1.5%	64,480
Net	1,203,880	1,243,305	1,329,039	85,734	6.9%	1,369,590	40,551	3.1%	1,369,982

CORPORATE AND PROTECTIVE SERVICES	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	

Financing

Sales & User Charges	14,296	30,000	10,000	(20,000)	-66.7%	10,000	-	0.0%	10,000
Other Revenue	11,546	45,000	45,000	-	0.0%	35,000	(10,000)	-22.2%	20,000
Transfer from Reserve	15,136	-	30,000	30,000		-	(30,000)	-100.0%	-
Animal Control	22,255	25,000	27,000	2,000	8.0%	28,000	1,000	3.7%	28,000
	63,233	100,000	112,000	12,000	12.0%	73,000	(39,000)	-34.8%	58,000

Expenditures

Salaries & Benefits	749,540	813,455	806,269	(7,186)	-0.9%	842,890	36,621	4.5%	855,952
Contracted Services	383,274	379,200	494,600	115,400	30.4%	448,000	(46,600)	-9.4%	419,300
Materials & Supplies	27,743	27,200	25,200	(2,000)	-7.4%	26,700	1,500	6.0%	27,700
Equipment Charges	8,414	9,250	9,250	-	0.0%	9,250	-	0.0%	9,250
Assets < \$10,000	13,597	13,800	13,300	(500)	-3.6%	13,300	-	0.0%	13,300
Transfer to Reserve	5,004	10,000	-	(10,000)	-100.0%	10,000	10,000		10,000
Animal Control	79,541	90,400	92,420	2,020	2.2%	92,450	30	0.0%	92,480
	1,267,113	1,343,305	1,441,039	97,734	7.3%	1,442,590	1,551	0.1%	1,427,982
Net	1,203,880	1,243,305	1,329,039	85,734	6.9%	1,369,590	40,551	3.1%	1,369,982

Staff Complement

Full time equivalents	2019	2020	2021	2022
Permanent	7.3	7.3	8.3	8.3
Casual	-	0.1	0.1	0.1
Total	7.3	7.4	8.4	8.4

CORPORATE AND PROTECTIVE SERVICES: PROJECTS & SERVICE LEVEL CHANGES

2021 PROJECTS	INFORMATION
Election (\$55,000)	<ul style="list-style-type: none"> Will require Returning Officer and Deputy Returning Officer time May require increased resources due to the Provincial changes for elections including potential Provincial referendums
Develop City-wide Training Program (\$10,000 in 2021, \$25,000 in 2022)	<ul style="list-style-type: none"> Soft Skills Training for all employees. Working towards developing in-house training for things like change management, emotional intelligence, project management, and emergency response.
DATS training tracking system roll out	<ul style="list-style-type: none"> Will provide Managers with real time information on employee status of employee training and upcoming training needs.
Compensation Review (\$10,000)	<ul style="list-style-type: none"> To ensure the City's salary grid is at the 50th percentile in comparison to our competitors, as per City Policy.
Health and Safety Coordinator Role	<ul style="list-style-type: none"> Add a Junior H&S Coordinator to share H&S workload. Improved ability to implement, monitor, evaluate and improve our H&S Program, including a focus on the training component. Ability to monitor, prioritize and address H&S gaps.
Records Management (\$50,000 – consultant support)	<ul style="list-style-type: none"> Undertaking a Records Management review and implementation Analysis of current record keeping for all departments within the City and implementing an effective electronic record keeping system.
2022 PROJECTS	INFORMATION
Health and Safety Program	<ul style="list-style-type: none"> Increased level of service for internal units, increased safety for employees, and efficiencies in standardized operating procedures.
Potential Census (\$30,000)	<ul style="list-style-type: none"> Increased accuracy for population based grant funds.

Corporate and Protective Services - Information Technology Services

OVERVIEW

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

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 7 | 2021: 7 | 2022: 7

Major Opportunities and/or Challenges

Opportunities:

- Currently transitioning from Cisco to Juniper switching hardware, which will show efficiencies in annual support costs.
- Network security audit will help address security concerns

Challenges:

- Human resources within the department are maximized. Regular maintenance of entire system and ongoing service requests through Help Desk ticket system use a significant portion of department resources.
- Ongoing challenge with hardware and software vendors is unpredictable end-of-life announcements.
- Increased risk of cyber security impacts

SIGNIFICANT BUDGET IMPACTS

2021:

- Shared licensing expenses have been distributed to the Camrose Police Service where applicable.
- **Hardware Project (\$65,000):** Data Center Firewall to increase security footprint within network.

2022:

- Wireless LAN upgrade throughout City Facilities.
- Implementation of Permitting Software.

SERVICE LEVEL CHANGES

ESRI mapping systems will increase public access to maps and data, which will allow for better management of public complaints. Organizationally, this program will streamline processes and allow staff to update situational maps in real time.

2021 Service Upgrades: Wireless services upgrades to Chuck MacLean Arts Centre, Camrose Airport, and Camrose Police Services (within annual maintenance budget).

2022 Service Upgrades: New permitting software will improve the process for development permits and business licensing.

INFORMATION TECHNOLOGY SERVICES: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Geographical Information Systems	The design, maintenance, and management of the City's geographic data; where assets are, what they are, and their corresponding attributes. Manage the internal mapping enterprise system for use by all City departments. Design and maintain a variety of interactive and pdf maps on the City website. Manage the mobile mapping and data collecting apps for City departments.
IT Support	Provide IT Helpdesk to respond to end users' request for support and provide training on various electronic devices. Administer the IT replacement program for computers, printers, and other devices and dispose of devices and data safely. Manage server hardware and server operating systems. Oversee information technology disaster recovery planning and prevention. Assist in ensuring highly specialized equipment and software used by Emergency Services is functioning at all times. Deploy updates and patches for operating systems and applications. Review functionality and technology with supported applications and liaison with vendors regarding updates and troubleshooting. Provide IT support for external agencies on joint projects.
IT Security	Ensure access to City and external systems and network equipment are secure. Implement numerous protective measures against electronic threats. Manage appropriate user access to applications and databases.
IT Communications	Provide network communications between City facilities via fiber. Ensure wired and wireless connectivity for computers and electronic devices. Administer 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. Provide secure email services and basic phone communications support. Explore work flow efficiencies using database and GIS integration. Collaborate with Control Systems to finalize connections to fiber network.

INFORMATION TECHNOLOGY SERVICES: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Administration	Track inventory and lifecycle for all IT devices and software agreements throughout the City and external agencies. Report on Helpdesk requests and responses. Conduct project management planning for all City IT-related projects.
Application Development	Configure and manage numerous databases, applications, and systems that increase productivity or simplify procedures for various work units across the City.

INFORMATION TECHNOLOGY SERVICES: BUDGET

IT SERVICES	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	30,092	-	-	-		-	-		-
Transfer from Reserve	15,000	60,000	35,000	(25,000)	-41.7%	54,000	19,000	54.3%	28,000
	45,092	60,000	35,000	(25,000)	-41.7%	54,000	19,000	54.3%	28,000
Expenditures									
Salaries & Benefits	595,114	598,867	607,567	8,700	1.5%	607,373	(194)	0.0%	611,727
Contracted Services	286,659	348,750	336,250	(12,500)	-3.6%	355,475	19,225	5.7%	433,900
Equipment Charges	7,200	8,400	8,400	-	0.0%	8,400	-	0.0%	8,400
Materials & Supplies	43,273	30,000	45,000	15,000	50.0%	45,000	-	0.0%	45,000
Assets < \$10,000	32,600	32,400	31,700	(700)	-2.2%	31,700	-	0.0%	31,700
Enterprise Wide Initiatives	-	35,000	35,000	-	0.0%	54,000	19,000	54.3%	42,000
Transfer to Reserves	50,000	-	-	-		-	-		-
	1,014,846	1,053,417	1,063,917	10,500	1.0%	1,101,948	38,031	3.6%	1,172,727
Net	969,754	993,417	1,028,917	35,500	3.6%	1,047,948	19,031	1.8%	1,144,727
Staff Complement									
Full time equivalents	2019	2020	2021			2022			
Permanent	7.0	7.0	7.0			7.0			
Casual	-	-	-			-			
Total	7.0	7.0	7.0			7.0			

INFORMATION TECHNOLOGY SERVICES: PROJECTS

2021 PROJECTS	INFORMATION
Exchange Upgrade Projects	<ul style="list-style-type: none"> Upgrade to email servers due to current software and hardware is at end of life and vulnerable to security breaches.
SQL Upgrade	<ul style="list-style-type: none"> Upgrade and enhancement to existing database backend to improve security, stability, and redundancy. (Makes it less likely to break)
External Security Audit	<ul style="list-style-type: none"> Perform assessment of external facing systems and staff vulnerabilities to techniques such as phishing and social engineering. Consultant will be attempting to gain access to our system to be able to identify security risk and areas of weakness within IT security, including user training.
NextGen 911 Preparation	<ul style="list-style-type: none"> This project will utilize resources within the department for procurement, configuring, and installation.
2022 PROJECTS	INFORMATION
NextGen 911 Project	<ul style="list-style-type: none"> This project will utilize resources within the department for procurement, configuring, and installation.
Expansion to Storage at City Hall	<ul style="list-style-type: none"> (\$90,000) Storage for all data for the City. Will maximize our investment in nimble storage system procured in 2017 by extending the usable life.

Corporate and Protective Services – Fire Services

OVERVIEW

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

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 7.7 | 2021: 7.7 | 2022: 7.7

Note: includes 40 casual positions

Major Opportunities and/or Challenges

Opportunities:

- Introduction and implementation of the Fire Service 10 Year Master Plan

Challenges:

- Demand on the Volunteers and their availabilities to respond to daytime incidents, as they are unable to get away from their places of employment.
- Maintaining response times during workdays and weekends due to combination volunteer service.

SIGNIFICANT BUDGET IMPACTS

2021:

- Decrease in budget for travel, training and Conferences due to COVID restrictions
- Reduction in revenues and expenses due to ending service agreement with Camrose County, effective November 2021

2022:

- Return travel, training and Conference budget back to 2020 numbers
- Full year impact on ending service agreement with Camrose County

FIRE SERVICES: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Emergency Response	Provide emergency response for City of Camrose and portions of Camrose County to protect lives and property. Provide various rescue services such as fires, motor vehicle, water, ice, rope, and alarm activations. Provide medical emergency response as support to AHS. Provide a first-responder awareness level response to control and mitigate incidents involving dangerous goods. Conduct event standby emergency response for large events when required.
Training Services	Provide a weekly emergency response training program to part-time firefighters as well as coordinate certified area training and fire school attendance. Coordinate internal and external training courses for firefighters. Teach firefighters, City staff members, and the general public how to correctly use a fire extinguisher.
Fire Prevention	Conduct fire prevention and public education activities to educate the public and groups on fire safety. Provide Fire Station tours for school groups, conduct an annual residential smoke alarm inspection program, and participate in community events to promote fire safety awareness. Conduct fire inspection program for buildings throughout community for compliance with the Alberta Fire Code and safety awareness and to identify fire hazards.
Fire Investigations	Investigate all fire incidents to determine origin and cause.
Fire Permits	Issue permits for open air burning, fire pits, and fireworks displays.
Maintenance	Inspect and maintain fire vehicles and equipment. Conduct minor repairs and maintenance for Fire Station building and grounds.

FIRE SERVICES: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Emergency Management	Coordinate emergency management and preparedness by developing and updating Municipal Emergency Plan. Conduct exercises to test emergency response coordination and liaison with stakeholders in emergency management network.
Administration	Conduct management duties (such as supervision, budgeting, and grant funding coordination). Provide customer service to citizens looking for information or to book meeting rooms. Maintain records for equipment and staff.

FIRE SERVICES: BUDGET

FIRE PROTECTION	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Fire Calls	57,184	85,000	80,000	(5,000)	-5.9%	55,000	(25,000)	-31.3%	55,000
Sales & User Charges	2,545	2,000	2,000	-	0.0%	2,000	-	0.0%	2,000
Contribution from County	139,114	130,000	108,000	(22,000)	-16.9%	-	(108,000)	-100.0%	-
Provincial Grants	11,541	-	-	-		-	-		-
Other Revenue	2,578	1,000	1,000	-	0.0%	1,000	-	0.0%	1,000
	212,962	218,000	191,000	(27,000)	-12.4%	58,000	(133,000)	-69.6%	58,000
Expenditures									
Salaries & Benefits	787,928	762,920	774,614	11,694	1.5%	776,614	2,000	0.3%	778,614
Contracted Services	207,476	201,324	184,829	(16,495)	-8.2%	181,067	(3,762)	-2.0%	184,368
Hydrant Rental	376,900	380,000	380,000	-	0.0%	380,000	-	0.0%	380,000
Materials & Supplies	60,961	70,500	77,500	7,000	9.9%	78,500	1,000	1.3%	79,500
Equipment Charges	41,343	43,000	43,000	-	0.0%	43,000	-	0.0%	43,000
Power, Heat & Water	44,556	37,500	40,847	3,347	8.9%	42,737	1,890	4.6%	43,973
Assets < \$10,000	23,107	9,900	20,800	10,900	110.1%	10,800	(10,000)	-48.1%	10,800
Transfer to Reserves	200,004	200,000	225,000	25,000	12.5%	225,000	-	0.0%	225,000
	1,742,275	1,705,144	1,746,590	41,446	2.4%	1,737,718	(8,872)	-0.5%	1,745,255
Net	1,529,313	1,487,144	1,555,590	68,446	4.6%	1,679,718	124,128	8.0%	1,687,255
Staff Complement									
Full time equivalents	2019	2020	2021	2022					
Permanent	4.1	4.1	4.1	4.1					
Casual	3.6	3.6	3.6	3.6					
Total	7.7	7.7	7.7	7.7					
Casual (Number of positions)	40.0	40.0	40.0	40.0					

Camrose Police Service

OVERVIEW

The Camrose Police Service is a full time, CALEA accredited, Gold Standard police agency. A full time primary PSAP (Public Safety Answering Point), or 911 Centre is embedded within the Police Service, providing 24/7 - 911 call response for City of Camrose Police and Fire response. The 911 Centre also dispatches fire services for the County of Camrose and surrounding area. The Police Service is made up of 30 sworn officers and 18 civilians who provide administrative, analytical and emergency 911 dispatch.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 48 | 2021: 48 | 2022: 48

Staffing Notes: An additional 14 casual positions and one K9 are in this budget.

Major Opportunities and/or Challenges**Opportunities:**

- New PACT Unit will partner with other social agencies to address the increased mental health issues within our community.

Challenges:

- Predicting revenue during COVID-19 is a challenge. CPS has no control over when tickets are paid, rather we have control over how many tickets are written. Fines from written tickets can be deferred for up to 5 years.

SIGNIFICANT BUDGET IMPACTS

2021:

- 1 sworn member seconded to ALERT and funded through the Province on 3-year secondment.
- (\$13,000) K-9 unit costs.
- 3.5% increase in budget is a reflection of reduced revenue generation rather than increased operating costs.

2022:

- Construction of Back-up 911 Centre

SERVICE LEVEL CHANGES

Creation of Police and Crisis Team (PACT) Unit will coordinate efforts to address mental health crisis and eventually become proactive so crisis are prevented.

K-9 Unit will act as a deterrent, enhance public safety and increase community engagement.

NextGen 911 compliance will allow for increased digital service levels.

CAMROSE POLICE SERVICE: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Emergency Response and Patrol	Provide emergency response for City of Camrose and portions of Camrose County. Twenty officers make up the patrol section for the Camrose Police Service who are the front-line officers that respond to calls for service, investigate municipal, provincial and federal offences, respond to and investigate motor vehicle collisions, and offer assistance in a multitude of areas in our community. Many of these members take on other responsibilities within the service as Forensic Crime Officers, Officer Safety Instructors, Firearms Instructors and Intox EC/IR II Operators.
Traffic Section	Traffic enforcement is based on the analysis of traffic patterns in the city. It includes studying the locations and frequency of motor vehicle collisions, signage, education and maintaining a close relationship with the city engineering department. Includes traffic education in our schools and community at large. Training in investigating motor collisions is extensive and demanding. It also includes the oversight and operation of electronic enforcement.
School Resource Officer	The School Resource Officer is a cooperative program that utilizes a uniformed police officer within the school systems in Camrose, Alberta. It is a joint effort with funding from Battle River School District, Elk Island Catholic Schools and the City of Camrose. It provides both a proactive and reactive resource for the schools within our city and mitigates calls for service to patrol, coming from the schools. This officer teaches an approved curriculum to students that focuses on self-respect and respecting others.
Crime Prevention Unit/ Police and Crisis Team Unit (PACT)	The primary goal of the Crime Prevention Unit is to develop and maintain healthy community partnerships to enhance public safety in our community. The unit also works at educating the citizens of Camrose so they can prevent themselves from becoming a victim of crime. Media releases and social media education/awareness fall under the scope of this position as well. This position will "morph" to include a uniformed response that works with Alberta Health Services directly to address mental health calls. A mental health nurse works with a uniformed officer to not only attend persons in crisis calls, but also to proactively follow-up, engage and ensure compliance with community safety orders, medication use and appointments.

CAMROSE POLICE SERVICE: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Forensic Identification	<p>Responsible for the detection, collection and preservation of forensic evidence at crime scenes and photography at both crime scenes and serious motor vehicle collisions. The training for these specialists is extensive and on-going which allows the Camrose Police Service to have officers who are competent in the current trends and techniques of forensic identification.</p> <p>The unit also consists of eight Scenes Of Crime Officers (SOCO's). These officers have received in-house training from one of the Forensic Identification Specialists which allows them to have the skills to conduct a forensic examination of a minor crime scene, such as finger print examination.</p>
Officer Safety Unit	<p>Responsible for training members to enhance safety of the public and officer(s) whenever force may be required to apprehend an individual. Annual re-certification is required for hard skills and use of force applications.</p>
Major Crimes	<p>A sergeant & 3 officers are allocated to the plainclothes Major Crimes Unit. They are responsible for the investigation of serious crimes and drug enforcement. The Camrose Police Service is a full member of the Criminal Intelligence Service Alberta (CISA) and this section has direct involvement with CISA. A civilian crime analyst is responsible for the annual crime analysis, which is used to determine trends/statistics so resources can be directed where they are needed most. Intelligence sharing with neighboring agencies is also done through this unit.</p>
911 Centre and Dispatch	<p>The Camrose Police Service houses the E9-1-1 Centre for the City of Camrose and Camrose County. All 9-1-1 calls from these areas are answered by the fully trained Emergency Dispatchers employed with the police service. The centre is equipped with the latest computerized dispatching and paging systems to allow quick dispatch of police and fire personnel. Next Generation 911 upgrades made mandatory to all 911 Centres, will be implemented in the next 2 years to ensure compliance.</p>

CAMROSE POLICE SERVICE: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Policing Standards	Since 1993, the Camrose Police Service (CPS) has been an Accredited Police agency. Through the process of obtaining accreditation CPS has received the following awards which have been set out by the Commission on Accreditation for Law Enforcement Agencies (CALEA): Flagship Agency Status, Meritorious Status, and Exemplary Status. This accreditation goes above and beyond what is required by the Provincial Government.
Victim Services Unit	Aids and assists victims of crime and tragedy by providing a community support program with offices at the Camrose Police Service and the Camrose RCMP. Our program offers victims of crime or tragedy information, support and local referrals in accordance with the provincial guidelines outlined in the Victims of Crimes Act and the Victims of Crime Protocol. Victim Services are a separate entity with their own budget and Board of Directors. They are governed through the Solicitor General, but work from an office with in the Police Service to enhance service to victims of crime.

CAMROSE POLICE SERVICE: BUDGET

	2019	2020	2021	Change 2020 to 2021		2022	Change 2021 to 2022		2023
Police Service	Actual	Budget	Budget	Dollar Change	Per Cent Change	Budget	Dollar Change	Per Cent Change	Forecast
Financing									
Sales to Other Governments	44,774	44,474	44,474	-	0.0%	44,474	-	0.0%	44,474
Sales & User Charges	317,232	325,000	315,000	(10,000)	-3.1%	315,000	-	0.0%	315,000
Licenses & Permits	92,830	89,700	89,700	-	0.0%	89,700	-	0.0%	89,700
School Contribution - SRO	39,842	39,000	39,000	-	0.0%	39,000	-	0.0%	39,000
Fines	703,620	1,175,000	800,000	(375,000)	-31.9%	900,000	100,000	12.5%	900,000
Provincial Transfers	594,479	562,388	705,179	142,791	25.4%	705,179	-	0.0%	705,179
	1,792,777	2,235,562	1,993,353	(242,209)	-10.8%	2,093,353	100,000	5.0%	2,093,353
Expenditures									
Salaries & Benefits	5,897,985	6,190,635	6,207,091	16,456	0.3%	6,231,590	24,499	0.4%	6,349,514
Contracted Services	510,178	590,615	519,775	(70,840)	-12.0%	526,775	7,000	1.3%	512,900
Materials & Supplies	283,782	337,055	351,795	14,740	4.4%	339,870	(11,925)	-3.4%	343,870
Equipment Charges	77,032	93,000	83,500	(9,500)	-10.2%	83,500	-	0.0%	83,500
Power, Heat & Water	49,059	42,250	42,371	121	0.3%	44,202	1,831	4.3%	45,435
Bank Charges & Interest	8,076	7,560	10,100	2,540	33.6%	10,100	-	0.0%	10,100
Assets < \$10,000	63,400	63,400	67,300	3,900	6.2%	67,300	-	0.0%	67,300
Transfer to Reserves	70,000	100,000	100,000	-	0.0%	100,000	-	0.0%	100,000
	6,959,512	7,424,515	7,381,932	(42,583)	-0.6%	7,403,337	21,405	0.3%	7,512,619
Net Police Service	5,166,735	5,188,953	5,388,579	199,626	3.8%	5,309,984	(78,595)	-1.5%	5,419,266
Staff Complement									
Full-time Equivalents	2019	2020	2021			2022	Note: FTEs includes 1 member on secondment, and additional IT resource Civilian – Casual reduction reflects 20% reduction for holding guards.		
Sworn Officers	30.0	30.0	30.0			30.0			
Civilians	16.8	17.8	17.8			17.8			
Civilian - Casual	4.0	4.0	3.3			3.3			
Total	50.8	51.8	51.1			51.1			

Note: FTEs includes 1 member on secondment, and additional IT resources. Civilian – Casual reduction reflects 20% reduction for holding guards.

CAMROSE POLICE SERVICE: SERVICE LEVEL CHANGES AND PROJECTS

2021 REQUESTS	INFORMATION
K-9 Unit (\$13,000)	<ul style="list-style-type: none"> Initial setup (Gear/Equipment) Vet care and dog food. Dog acquired in 2019, trained throughout 2020, and will be certified in 2021 for operational implementation.
2022 REQUESTS	INFORMATION
Next Gen 911 (\$300,000)	<ul style="list-style-type: none"> Mandatory upgrades to all PSAP's across the country are to be implemented by September 2024. This requirement ensures 911 Centres can now take emergency calls through a variety of means that include texting, video and IP addresses rather than simple phone calls.

Financial Services

OVERVIEW

The Financial Services Department is responsible for the overall financial administration of the City of Camrose. Duties are split between four main work units including: Treasury Operations, Assessment, Financial Planning & Reporting, and Purchasing.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 12.8 | 2021: 13.8 | 2022: 13.8

Major Opportunities and/or Challenges

Opportunities:

- Improvements to electronic invoices, payments, and notifications should improve the timeliness of communications and payments from the City of Camrose.
- Improvements to various workflows across the organization, particularly related to payroll processing and purchasing processes, will allow for increased efficiency and improved internal controls.

Challenges:

- Limited availability of enterprise wide software solutions for the municipal sector; the ability of the Financial Services department to implement changes and improvements in a cost effective manner is limited. Private sector solutions are often difficult to integrate with municipal software solutions resulting in processes and routines that are significantly less convenient and effective than private sector comparators.
- Diverse operations within the City of Camrose require customized solutions and increase the difficulty of a one-size-fits-all solution. Different requirements across operations make it difficult to consolidate various functions and processes.

SIGNIFICANT BUDGET IMPACTS

2021:

Purchasing function transferred to Financial Services department effective September, 2020.

SERVICE LEVEL CHANGES

2021:

Implementation of electronic alternatives for communications with residents, property owners and suppliers.

2022:

Improved financial reporting for internal managers to assess and evaluate results and forecast future financial results.

FINANCIAL SERVICES: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Financial Planning and Reporting	Oversee and produce financial reporting for the City including interim management reports and annual financial statements. Provide detailed reporting and analysis of specific departments as required. Coordinate budget process and produce budget documents for approval by Council. Assist with asset management strategies implemented across the City. Complete reporting requirements for significant financial grant programs from federal and provincial governments and assist departments with project or departmental specific grant applications and reporting.
Payroll and Benefits	Oversee and administer payroll processes including time recording, salary payments, pension payments, leave of absence reporting, health benefits payments and claims. Provide support to management and staff with respect to payroll and benefits inquiries. Administer interim and annual pension reporting.
Insurance and Risk Management	Identify, evaluate and prioritize risks and coordinate insurance coverage to address risks. Ensure all assets have adequate coverage. Administer insurance claims that arise and coordinate insurance inquiries between City departments and insurer(s).
Corporate Accounting and Reception	Manage the City's banking related services including investments, accounts and internal controls surrounding the ability to disburse funds. Administer debentures including borrowing bylaws. Administer receipting, accounts receivable and accounts payable functions. Complete financial transactions and ensure correct accounting for purchases, journal entries, GST returns, bank deposits, receipts and other transactions. Administer and oversee the invoicing and collection of City revenues such as property taxes, local improvements, water and wastewater charges, garbage collection and disposal, recycling fees, dog licenses, business licenses, tax certificates/information, business improvement area levy, facility rentals and others. Administer and oversee the tax collection process including tax notices, caveat registration, advertising requirements and tax sales. Provide customer service via in-person interaction at City Hall or by other means such as telephone and email.

FINANCIAL SERVICES: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Purchasing / Tendering	Review City Purchasing Policy, ensure compliance with external guidelines and requirements, and provide suggested revisions to policy if required. Administer, update and revise purchasing procedures and routines within the City. Coordinate and/or assist with purchasing of significant City assets and services. Coordinate and/or assist with the disposal of significant City assets.
Administration	Conduct management duties (such as supervision, budgeting, and policy development) and provide reports and recommendations to Management and Council.

FINANCIAL SERVICES: BUDGET

Financial Services	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Other Revenue	25,702	25,000	25,000	-	0.0%	25,000	-	0.0%	25,000
Transfer From Reserve	-	15,000	22,500	7,500	50.0%	10,000	(12,500)	-55.6%	-
	25,702	40,000	47,500	7,500	18.8%	35,000	(12,500)	-26.3%	25,000
Expenditures									
Salaries & Benefits	1,066,992	1,047,966	1,143,874	95,908	9.2%	1,144,295	421	0.0%	1,158,464
Contracted Services	26,263	55,680	55,935	255	0.5%	45,435	(10,500)	-18.8%	44,235
Assets < \$10,000	16,428	22,400	23,400	1,000	4.5%	15,900	(7,500)	-32.1%	15,900
	1,109,683	1,126,046	1,223,209	97,163	8.6%	1,205,630	(17,579)	-1.4%	1,218,599
Net	1,083,981	1,086,046	1,175,709	89,663	8.3%	1,170,630	(5,079)	-0.4%	1,193,599

Staff Complement

Full time equivalents	2019	2020	2021	2022
Permanent	12.8	12.8	13.8	13.8
Casual	-	-	-	-
Total	12.8	12.8	13.8	13.8

FINANCIAL SERVICES: PROJECTS

2021 PROJECTS	INFORMATION
Records Management	<ul style="list-style-type: none"> No external project costs incurred by department. Implementation of Function based records management structure to improve accessibility and management of records.
Purchasing Process (\$10,000)	<ul style="list-style-type: none"> Review and update of purchasing procedures throughout the City of Camrose to improve efficiency and internal controls.
2022 PROJECTS	INFORMATION
Financial Reporting (\$10,000)	<ul style="list-style-type: none"> Improvements to monthly and periodic reporting to provide management with clear, concise and timely reporting for decision making.

Financial Services – Assessment

OVERVIEW

The Assessment Division is responsible for annually assessing all 8,500 properties in the City in accordance with Provincial legislation. 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.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 3 | 2021: 3 | 2022: 3

Major Opportunities and/or Challenges

Opportunities:

- Separation of the Assessment and Tax Notifications will increase the understanding and a property owner's rights with respect to the assessed value.
- Improvements to Request For Information (RFI) process allows property owners to submit information electronically.

Challenges:

- The impact of COVID-19 on property values results in difficulties in assessing property values due to the uncertainty of the longevity of the possible decrease in business volume within certain industries and within the region in general.
- The relatively small property base within the City does not always allow for recent sales data for all property types which may increase the difficulty of assessing certain properties.

SIGNIFICANT BUDGET IMPACTS

COVID-19 affects the City's ability to perform in-person in-house inspections. The City is evaluating alternatives including increasing use of RFI and external methods of inspections.

Safe work concerns for staff working alone performing inspections may impact the department's ability to perform on-site inspections in a safe manner.

SERVICE LEVEL CHANGES

The newly separated Assessment Notice is planned to be sent in January, 2021 and the Tax Notification in May, 2021.

Improvements to the RFI process to allow for the electronic transmission of information.

ASSESSMENT: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Market Value Assessments	<p>Inspect residential, commercial, and industrial properties and analyze real estate market data to determine valuation using mass appraisal techniques. Calculate municipal and provincial tax rates. Provide property data to Camrose citizens and City Departments as well as answer inquiries and concerns from the public.</p> <p>The Assessment Division continues to coordinate and perform 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 inspected at least once every five years to ensure that assessed values are as accurate as possible.</p>
Downtown Camrose Business Improvement Area	Maintain an assessment roll of businesses in the BIA. Calculate BIA assessed values and prepare tax rates and tax notices. Handle all customer inquiries and appeals.
Supplementary Assessments	Prepare assessments on new properties as they are completed for the purposes of levying a supplementary tax notice during the year.
Administration	Conduct management duties (such as supervision and budgeting) and provide reports and recommendations to Management and Council.

ASSESSMENT: BUDGET

ASSESSMENT	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Other Revenue	1,550	500	500	-	0.0%	500	-	0.0%	500
	1,550	500	500	-	0.0%	500	-	0.0%	500
Expenditures									
Salaries & Benefits	355,981	353,838	357,570	3,732	1.1%	357,548	(22)	0.0%	360,457
Contracted Services	23,011	31,200	26,700	(4,500)	-14.4%	29,700	3,000	11.2%	29,700
Materials & Supplies	343	1,000	500	(500)	-50.0%	500	-	0.0%	500
Assets < \$10,000	3,900	3,800	3,300	(500)	-13.2%	3,300	-	0.0%	3,300
Equipment Charges	4,500	5,250	5,250	-	0.0%	5,250	-	0.0%	5,250
	387,735	395,088	393,320	(1,768)	-0.4%	396,298	2,978	0.8%	399,207
Net	386,185	394,588	392,820	(1,768)	-0.4%	395,798	2,978	0.8%	398,707
Staff Complement									
Full time equivalents	2019	2020	2021			2022			
Permanent	3.0	3.0	3.0			3.0			
Casual	-	-	-			-			
Total	3.0	3.0	3.0			3.0			

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: BUDGET

DOWNTOWN CAMROSE DEVELOPMENT LTD	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Business Revitalization Zone Tax	95,161	94,000	84,000	- 10,000	-10.6%	84,000	-	0.0%	84,000
Expenditures	97,358	84,000	99,000	15,000	17.9%	99,000	-	0.0%	99,000
Net	2,197	(10,000)	15,000	25,000		15,000	-	0.0%	15,000

Community Development

OVERVIEW

The new Community Development Department encompasses Economic Development, Planning and Development, Communications, and Corporate Strategy. This department works to promote and strengthen the success of current Camrose businesses, to recruit new businesses and residents to the City, and provides planning and development services to businesses and residents. In addition, this Department provides internal and external corporate and strategic communications services.

COMMUNICATIONS AND ECONOMIC DEVELOPMENT

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 2 | 2021: 3 | 2022: 3

Major Opportunities and/or Challenges

Opportunities:

- Build strategic communications role including advocacy portfolio
- Development of a more robust Business Retention and Expansion program in line with the Economic Recovery Action Plan.
- Development of industrial lands.

Challenges:

- COVID-19 impacts could affect investment opportunities
- Provincial economic situation will affect local businesses and business opportunities

SIGNIFICANT BUDGET IMPACTS

2021:

Shift from investment attraction activities to business retention and expansion, in alignment with the Economic Recovery Action Plan.

Project (\$15,000): Pubic Engagement Software will allow for multi-departmental engagement.

Project (\$25,000): Façade Improvement Program through reallocation of funds in tourism and investment attraction

2022:

Increased marketing for tourism and industrial land development.

SERVICE LEVEL CHANGES

Business Engagement Specialist will allow for more focus on supporting local businesses and building corporate strategic communications. Public Engagement program being initiated with both major projects and Council strategic plans.

COMMUNICATIONS AND ECONOMIC DEVELOPMENT: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Economic Growth and Sustainability	Attract and retain businesses and residents to Camrose. Promote Camrose as a prosperous place to do business and a welcoming community for residents with a high quality of life. Execute the Business Retention and Expansion (BRE) program to support existing businesses as well as work with site selectors and industry partners to recruit new industry to the community. Develop and conduct marketing campaigns and provide information to businesses and individuals interested in Camrose. Establish working relationships and partnerships with various businesses and organizations to promote community sustainability. Inform stakeholders of City business and promote the City of Camrose externally. Help community attract and retain physicians.
Communications	Provide marketing coordination including researching and developing new marketing and branding activities for the City. Oversee social media and City website to engage citizens. Oversee communication processes including media releases, City advertisements, internal and external newsletters, and key messages for Mayor's City speeches. Work with all Departments on communications, both internal and external.
Transactions	Prospect and complete sale and/or lease of City land.
Property Management	Manage lease agreements of City land and some facilities.
Administration	Oversee the Community Development Department and its operations. Conduct management duties such as supervision, budgeting, and policy development. Provide reports to Management and Council. Attend Council meetings.

COMMUNICATIONS AND ECONOMIC DEVELOPMENT: BUDGET

COMMUNITY DEVELOPMENT*	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Business Licenses & Permits	217,710	220,000	218,000	(2,000)	-0.9%	218,000	-	0.0%	218,000
Grants	83,250	-	-	-		-	-		-
Transfer from Reserve	-	20,000	30,000	10,000	50.0%	-	(30,000)	-100.0%	-
	300,960	240,000	248,000	8,000	3.3%	218,000	(30,000)	-12.1%	218,000
Expenditures									
Salaries & Benefits	172,049	222,433	338,567	116,134	52.2%	339,246	679	0.2%	345,795
Contracted Services	225,311	247,350	244,935	(2,415)	-1.0%	249,185	4,250	1.7%	250,685
Materials	2,292	4,500	6,000	1,500	33.3%	6,000	-	0.0%	6,000
Assets < \$10,000	2,000	2,000	2,800	800	40.0%	2,800	-	0.0%	2,800
	401,652	476,283	592,302	116,019	24.4%	597,231	4,929	0.8%	605,280
Net	100,692	236,283	344,302	108,019	45.7%	379,231	34,929	10.1%	387,280

*Includes Communications

Staff Complement

Full time equivalents	2019	2020	2021	2022
Permanent	2.0	2.0	3.0	3.0
Casual	-	-	-	-
Total	2.0	2.0	3.0	3.0

COMMUNICATIONS AND ECONOMIC DEVELOPMENT: PROJECTS

2021 PROJECTS	INFORMATION
Community Engagement Software (\$15,000)	<ul style="list-style-type: none"> • \$10,000 from reserves for website improvements in year one • Will allow for more meaningful and consistent public consultation, including two way conversations, and data analysis • Scheduled for late 2020 so impact will begin in 2021 and carry through to 2022. • Can be used for major planning documents, projects, and strategic planning and budgeting
Façade Improvement Program (\$25,000)	<ul style="list-style-type: none"> • Program oversubscribed in 2020. • Will improve local business landscape and support local businesses • Funded from re-allocations of Tourism funding (\$15,000) and Contracted Services for Investment Attraction (\$10,000).
Business Retention and Expansion	<ul style="list-style-type: none"> • Collection of local business data to help drive programming decisions • Stronger business supports throughout the community but especially for new startups or businesses at risk.

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.

REGIONAL BUSINESS DEVELOPMENT: BUDGET

BUSINESS DEVELOPMENT	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Rentals- External Leases	17,351	7,920	840	(7,080)	-89.4%	840	-	0.0%	840
Internal Storage Revenue	35,496	35,500	35,500	-	0.0%	35,500	-	0.0%	35,500
Rental Revenue	52,847	43,420	36,340	(7,080)	-16.3%	36,340	-	0.0%	36,340
Expenditures									
Salaries & Benefits	2,892	200	200	-	0.0%	200	-	0.0%	200
Contracted Services	4,088	7,385	7,774	389	5.3%	7,968	194	2.5%	8,166
Taxes	3,333	3,550	3,600	50	1.4%	3,600	-	0.0%	3,600
Power, Heat & Water	16,950	15,850	13,476	(2,374)	-15.0%	14,062	586	4.3%	14,520
	27,263	26,985	25,050	(1,935)	-7.2%	25,830	780	3.1%	26,486
Net	(25,584)	(16,435)	(11,290)	5,145	31.3%	(10,510)	780	6.9%	(9,854)

Property Management

OVERVIEW

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

PROPERTY MANAGEMENT: BUDGET

PROPERTY MANAGEMENT	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Rental Revenue	52,885	55,990	46,070	(9,920)		41,070	(5,000)	-10.9%	41,070
Expenditures									
Salaries & Wages	97	-	-	-		-	-		-
Taxes	7,030	7,200	7,400	200	2.8%	7,600	200	2.7%	7,600
Contracted Services	376	1,050	550	(500)	-47.6%	550	-	0.0%	550
Power, Heat & Water	259	-	-	-		-	-		-
	7,762	8,250	7,950	(300)		8,150	200	2.5%	8,150
Net	(45,123)	(47,740)	(38,120)	9,620	20.2%	(32,920)	5,200	13.6%	(32,920)

Community Development – Planning and Development

OVERVIEW

Within the Community Development Department, the Planning and Development work unit 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.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 6 | 2021: 5 | 2022: 5

Staffing Notes: 1 FTE on Leave of Absence

Major Opportunities and/or Challenges**Opportunities:**

- Digitization of many forms, processing of permits and licenses, and records management increased efficiency. We will continue with these efforts in 2021 and 2022.
- Integrate Alberta one-calls into the development permit process and roll-out updated corporate recordkeeping standard and migrate files to business records.

Challenges:

- The Microsoft Access databases we use for permitting and subdivisions are approaching the end of usable lifespan. E-permitting solutions are being considered.
- The volume of subdivision and development work is largely dependent on the local and provincial economy.

SIGNIFICANT BUDGET IMPACTS

2021:

General reduction in P&D revenues by 20-25%.

Reduced educational training budget.

Project (\$50,000): Land Use Bylaw Update.

2022:

No significant operational impacts.

Project (\$35,000): Municipal Development Plan Update (Additional \$95,000 in 2023)

SERVICE LEVEL CHANGES

Decrease in service level due to an expected Leave of Absence offset by reduction in expected volumes for subdivisions and development work.

Potential increase in service level by utilizing e-permitting software with implementation planned in 2022.

PLANNING AND DEVELOPMENT: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Short-Term Planning	<p>Process development permit approvals in accordance with Land Use Bylaw to support orderly development and manage growth. Create Compliance Certificates and letters when requested for property owners to show their property meets standards. Provide customer service to the public and potential developers. Enforce and follow-up with development permits to ensure conditions and timelines are followed. Process security deposit refunds when property owners comply with permit conditions. Conduct research and draft amendments to the Land Use Bylaw and administer required processes to modify it such as public hearings to gather community feedback and Reports to Council. Conduct file searches on properties for general or environmental concerns when requested. Conduct general correspondence to applicants when development permits are incomplete as well as memos to files for record keeping purposes. Review business licenses to determine if development permits are required. Participate in development appeals regarding development permit approvals, declines, or conditions.</p>
Long-Term Planning	<p>Make recommendations regarding policies and initiatives that influence the urban form and ensure coordination for implementation of Council directives. Inspect subdivisions at various stages to provide approval for subdivision to receive endorsement and registration. Inspect subdivisions at final stage of completion to approve infrastructure and roads and then transfer to City responsibility. Prepare, revise, and update statutory planning documents as required or regulated by the Municipal Government Act such as the Inter-municipal Development Plan, Municipal Development Plan, Land Use Bylaw, Area Structure Plans, Area Redevelopment Plans, growth studies, and regional planning initiatives. Process subdivision applications to ensure they meet Land Use Bylaw requirements and circulate to City Departments and partner agencies for feedback. Participate in subdivision appeal hearings regarding subdivision application approvals, declines, or conditions. Conduct long-term planning such as researching and drafting bylaws. Complete condominium conversions including review by City Departments and providing technical comments on any areas of concern and then endorsing the conversion.</p>

PLANNING AND DEVELOPMENT: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Public Consultation	Conduct public consultation and gather stakeholder input on planning document preparation and amendments.
Program Management	Provide support to, Municipal Planning Advisory Committee, Green Action Committee, Heritage Advisory Committee, and the Subdivision Approving Authority.
Administration	Oversee Planning and Development work unit operations. Conduct management duties such as supervision, budgeting, and policy development. Prepare Reports to Council for bylaws, updates on developments, fee schedules, legal matters, etc. and attend Council meetings. Provide support from Engineering for technical, management, and administrative support to Planning and Development. Track subdivision applications and development permits to monitor their status. Develop and update brochures, website, and permit packages to provide useful information to the public. Review School Reserves and School Joint Use Agreements to assess funding and land set aside for future school sites.

PLANNING AND DEVELOPMENT: BUDGET

PLANNING & DEVELOPMENT	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	30,046	28,600	21,800	(6,800)	-23.8%	21,800	-	0.0%	21,800
Licenses & Permits	61,539	62,520	49,420	(13,100)	-21.0%	49,420	-	0.0%	49,420
Provincial Grants & Transfers	59,990	-	-	-		-	-		-
Transfer from Reserve	13,000	25,000	-	(25,000)	-100.0%	-	-		50,000
	164,575	116,120	71,220	(44,900)	-38.7%	71,220	-	0.0%	121,220
Expenditures									
Salaries & Benefits	584,246	510,642	525,778	15,136	3.0%	525,891	113	0.0%	537,036
Contracted Services	73,344	80,700	54,200	(26,500)	-32.8%	45,200	(9,000)	-16.6%	41,200
Materials & Supplies	4,805	5,750	5,750	-	0.0%	5,750	-	0.0%	5,750
Assets < \$10,000	7,200	7,100	5,300	(1,800)	-25.4%	5,300	-	0.0%	5,300
Plans, Reports & Studies	76,007	77,500	50,000	(27,500)	-35.5%	35,000	(15,000)	-30.0%	95,000
Transfer to Reserve	84,000	-	-	-		-	-		-
	829,602	681,692	641,028	(40,664)	-6.0%	617,141	(23,887)	-3.7%	684,286
Net	665,027	565,572	569,808	4,236	0.7%	545,921	(23,887)	-4.2%	563,066

Staff Complement

Full time equivalents	2019	2020	2021	2022
Permanent	6.0	6.0	5.0	5.0
Casual	-	-	-	-
Total	6.0	6.0	5.0	5.0

PLANNING AND DEVELOPMENT: PROJECTS

2021 PROJECTS	INFORMATION
Land Use Bylaw Update	<ul style="list-style-type: none"> • \$50,000 for an update to the Land Use Bylaw is recommended at this time in order to keep the document up-to-date and as workable as possible. This gives Administration, Council, developers, and builders continued confidence in the development review process – something that is necessary for every major project. • This is part of a scheduled 5-year review cycle and supported by the Plans, Reports, and Studies cost centre.
2022 PROJECTS	INFORMATION
Municipal Development Plan	<ul style="list-style-type: none"> • \$35,000 in 2022. \$95,000 plan for inclusion in 2023. \$130,000 total budget supported in Plans, Reports, and Studies. • Phase 1 engagement will be combined with strategic planning engagement with the new Council. Opportunities exist for alignment as the strategic planning will identify issues that are important to the future of Camrose. Costs of phase 1 engagement are combined and reflected in the corporate business planner's budget for strategic planning. Estimated \$15,000 in savings which has been reflected in the above total.

Community Services

OVERVIEW

Community Service's Administration offices are located in the Recreation Centre. Administration's primary responsibilities are overseeing the Community Services department, acting as a hub for recreation inquiries, and receiving and processing all bookings for recreational facilities.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 3 | 2021: 3 | 2022: 3

Major Opportunities and/or Challenges

Opportunities:

- In the coming two years the Administration staff of Community Services will be focusing on base business and working with HR on populating the tracking program for staff training.
- An opportunity will be to refine the payroll, accounts receivable, accounts payable and front desk public service to be more efficient and to redistribute duties within the department and with other departments.

Challenges:

- A major challenge will be to continue to provide excellent customer service in a large facility such as the Camrose Recreation Centre, including service for the parks department, cemetery and winter golf course maintenance.

SIGNIFICANT BUDGET IMPACTS

- No significant budget changes

SERVICE LEVEL CHANGES

Work load changes administratively with the addition of data entry for DATS and additional customer inquiries due to COVID and the popularity of the Aquatic Centre.

COMMUNITY SERVICES: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Administration	Oversee Community Services Department and conduct management duties (such as supervision, budgeting, and policy development). Provide reports and recommendations to Management and Council and participate in special projects as required. Liaison with the public and community organizations about recreation-related initiatives. Provide administrative support to Community Services Divisions including entering payroll data for Community Services and data entry for Department payables and receivables. Respond to public inquiries regarding recreation facilities. Market and schedule all facilities and bookable spaces including liaison for major events in City buildings. Process track pass purchases. Process cemetery plot sales, monument permits, invoicing.

COMMUNITY SERVICES: DEPARTMENT BUDGET

COMMUNITY SERVICES	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Administration	355,790	355,331	350,097	(5,234)	-1.5%	350,095	(2)	0.0%	352,491
Cemeteries	72,499	70,757	83,112	12,355	17.5%	83,171	59	0.1%	83,335
Parks	1,690,048	1,598,658	1,631,262	32,604	2.0%	1,625,692	(5,570)	-0.3%	1,622,744
Golf Course	529,172	375,089	359,764	(15,325)	-4.1%	314,098	(45,666)	-12.7%	327,262
Cultural Services	409,915	368,582	346,744	(21,838)	-5.9%	351,416	4,672	1.3%	353,278
Facilities									
Community Centre	159,668	162,582	137,344	(25,238)	-15.5%	117,338	(20,006)	-14.6%	119,917
Aquatic Centre	64,673	678,450	1,219,148	540,698	79.7%	1,231,486	12,338	1.0%	1,259,441
Max McLean Arena	294,681	243,184	266,321	23,137	9.5%	241,411	(24,910)	-9.4%	243,049
Camrose Recreation Centre	1,026,114	803,220	955,091	151,871	18.9%	960,586	5,495	0.6%	1,036,260
Rudy Swanson Park	86,761	98,769	39,675	(59,094)	-59.8%	40,564	889	2.2%	41,209
Stoney Creek Centre	35,786	48,199	39,652	(8,547)	-17.7%	33,032	(6,620)	-16.7%	33,487
Kinsmen Park	131,303	173,669	155,092	(18,577)	-10.7%	156,552	1,460	0.9%	158,185
Playfields	30,138	42,128	92,692	50,564	120.0%	97,100	4,408	4.8%	87,585
Bill Fowler Centre	65,336	49,478	45,754	(3,724)	-7.5%	47,118	1,364	3.0%	48,485
Mirror Lake Centre	46,011	21,093	19,009	(2,084)	-9.9%	20,923	1,914	10.1%	21,413
Building Maintenance	49,248	35,413	78,292	42,879	121.1%	68,292	(10,000)	-12.8%	68,292
General Equipment	41,202	23,760	38,860	15,100	63.6%	43,000	4,140	10.7%	43,150
	2,030,921	2,379,945	3,086,930	706,985	29.7%	3,057,402	(29,528)	-1.0%	3,160,473
	5,088,345	5,148,362	5,857,909	709,547	13.8%	5,781,874	(76,035)	-1.3%	5,899,583

COMMUNITY SERVICES: ADMINISTRATION BUDGET

ADMINISTRATION	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Transfer from Reserve	66,303	-	-	-		-	-		-
	66,303	-	-	-		-	-		-
Expenditures									
Salaries & Benefits	284,624	275,831	278,797	2,966	1.1%	278,795	(2)	0.0%	281,191
Contracted Services	21,780	28,700	26,700	(2,000)	-7.0%	26,700	-	0.0%	26,700
Materials & Supplies	14,952	15,500	15,500	-	0.0%	15,500	-	0.0%	15,500
Power, Heat & Water	6,634	7,600	-	(7,600)	-100.0%	-	-		-
Assets < \$10,000	27,800	27,700	29,100	1,400	5.1%	29,100	-	0.0%	29,100
Plans, Reports & Studies	66,303	-	-	-		-	-		-
	422,093	355,331	350,097	(5,234)	-1.5%	350,095	(2)	0.0%	352,491
Net	355,790	355,331	350,097	(5,234)	-1.5%	350,095	(2)	0.0%	352,491
Staff Complement									
Full time equivalents	2019	2020	2021			2022			
Permanent	3.0	3.0	3.0			3.0			

Community Services - Facilities

OVERVIEW

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

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 21.9 | 2021: 20.9 | 2022: 20.9

Major Opportunities and/or Challenges

Opportunities:

- With the temporary closure of the field house, this presents an opportunity to make a few small improvements to the building through maintenance and repairs. Also with this temporary closure the facilities department will continue to look for efficiencies in scheduling users to help maximize the use of all facilities.

Challenges:

- In the coming two years, with the uncertainty of the COVID-19 pandemic and its impact on users in the recreation facilities and with the temporary closure of the field house, the challenge for the facilities department will be to ensure user groups and patrons experience as little disruption in service while also trying to keep as close on budget as possible.

SIGNIFICANT BUDGET IMPACTS

2021:

- Anticipated costs related to increased sanitization are included in budget.
- Reduction in revenue due to Viking Hockey changes.
- Field house is closed as a result of Drill Hall demolition until spring 2021 resulting in reduction of revenues at Community Centre.
- Boiler replacement (carryover from 2020) expected to be complete in 2021.

SERVICE LEVEL CHANGES

Increased cleaning schedules. Slight increase in maximum patron numbers in facilities as COVID-19 restrictions loosen.

Reduction in service level due to temporary closure of Field House.

Replacement of bleachers at Kin Park will reduce the number of seats but increase the quality of the seats.

FACILITIES: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Camrose Recreation Centre	Conduct custodial and building maintenance services for Recreation Centre and lease space including ice surfaces, walking track, and community use spaces. Set-up and tear-down for meeting room rentals as well as major special events. Schedule reservations for ice use and room use. Make and maintain ice rinks as well as maintain ice plant and ice resurfer.
Max McLean Recreation Centre	Conduct custodial and building maintenance services for curling and ice surfaces. Make and maintain ice rink as well as maintain ice plant and ice resurfer. Schedule reservations for ice use during the winter season and courts use during the summer season.
Community Centre	Provide custodial and building maintenance services. Conduct set-up and tear down for special events. Schedule reservations for Community Centre use for the indoor walking track, multi-use sports field, and recreational use area for the public and community groups.
Rudy Swanson Recreation Park and Kinsmen Park	Includes maintaining space for outdoor sports such as baseball, fastball, slo-pitch, soccer, tennis, basketball, beach volleyball, walking trails, and playground activities. Paint field markings for baseball, fastball, slo-pitch, football, and soccer. Operate field lighting for evening games. Float/level shale infield. Provide building maintenance services for buildings within Rudy Swanson Recreation Park. Conduct facility maintenance such as clean-up and repair of fence, dugout, infield, and bleachers. Schedule ball diamond and football use. Maintain tennis courts.
Playfields/ Sports fields	Maintain outdoor recreational facilities at Duggan Park and Grand Drive and support playfields at local schools for sports such as soccer, slo-pitch, fastball and baseball. Paint field markings for soccer, slo-pitch, fastball, baseball and float/level shale infield for City playfields. Provide facility maintenance services including clean-up and repairs around fence, dugout, infield, and bleachers.

FACILITIES: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Playgrounds	Provide City playgrounds throughout the community for recreation. Inspect, maintain, and repair them.
Marketing Information	Develop marketing and promotions for City recreation facilities. Office administration related to marketing and scheduling.
Rotary Skateboard Park	Conduct repairs and maintenance for the skateboard park.
Stoney Creek Centre	Schedule reservations, set-up and tear down for bookings and conduct maintenance for the Stoney Creek Centre.
Community Sign	Conduct repairs and maintenance for the community sign.
Jubilee Park Washrooms	Conduct maintenance and custodian services for Jubilee Park washrooms.
Maintenance Support	Provide support to the maintenance programs of other City-owned facilities including City Hall, Mirror Lake Centre, Library, and Bill Fowler Centre with the guidance of a dedicated Building Maintenance Department.
Administration	Oversee operations for the Facilities Division. Conduct management duties such as supervision, budgeting, coordinating staff and work schedules, and report writing. Provide administrative support for Facilities for payroll data entry and accounts payable. Conduct staff training. Serve as a Special Events Liaison and Community Liaison for individuals and groups utilizing City recreation centers'. Implement health and safety requirements.

FACILITIES: BUDGET

FACILITIES	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Community Centre	159,668	162,582	137,344	(25,238)	-15.5%	117,338	(20,006)	-14.6%	119,917
Aquatic Centre	64,673	678,450	1,219,148	540,698	79.7%	1,231,486	12,338	1.0%	1,259,441
Max McLean Arena	294,681	243,184	266,321	23,137	9.5%	241,411	(24,910)	-9.4%	243,049
Camrose Recreation Centre	1,026,114	803,220	955,091	151,871	18.9%	960,586	5,495	0.6%	1,036,260
Food Bank-Rudy Swanson	86,761	98,769	39,675	(59,094)	-59.8%	40,564	889	2.2%	41,209
Stoney Creek Centre	35,786	48,199	39,652	(8,547)	-17.7%	33,032	(6,620)	-16.7%	33,487
Kinsmen Park	131,303	173,669	155,092	(18,577)	-10.7%	156,552	1,460	0.9%	158,185
Playfields	30,138	42,128	92,692	50,564	120.0%	97,100	4,408	4.8%	87,585
Bill Fowler Centre	65,336	49,478	45,754	(3,724)	-7.5%	47,118	1,364	3.0%	48,485
Mirror Lake Centre	46,011	21,093	19,009	(2,084)	-9.9%	20,923	1,914	10.1%	21,413
Building Maintenance	49,248	35,413	78,292	42,879	121.1%	68,292	(10,000)	-12.8%	68,292
General Equipment	41,202	23,760	38,860	15,100	63.6%	43,000	4,140	10.7%	43,150
Net	2,030,921	2,379,945	3,086,930	706,985	29.7%	3,057,402	(29,528)	-1.0%	3,160,473

FACILITIES: BUDGET CONTINUED

TOTAL FACILITIES	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	732,740	809,638	1,144,258	334,620	41.3%	1,166,441	22,183	1.9%	1,166,441
Rentals	607,846	529,796	396,234	(133,562)	-25.2%	437,684	41,450	10.5%	437,684
Contribution from County	374,426	301,934	292,000	(9,934)	-3.3%	292,000	-	0.0%	292,000
Transfer from Reserve	241,396	55,000	122,500	67,500	122.7%	10,000	(112,500)	-91.8%	-
	1,956,408	1,696,368	1,954,992	258,624	15.2%	1,906,125	(48,867)	-2.5%	1,896,125
Expenditures									
Salaries & Benefits	1,961,078	2,236,285	2,889,905	653,620	29.2%	2,920,923	31,018	1.1%	2,935,258
Contracted Services	685,703	446,238	471,529	25,291	5.7%	482,911	11,382	2.4%	494,600
Materials & Supplies	106,370	184,490	224,345	39,855	21.6%	225,845	1,500	0.7%	231,545
Equipment Charges	181,934	188,300	183,900	(4,400)	-2.3%	183,900	-	0.0%	183,900
Assets < \$10,000	76,599	159,000	230,800	71,800	45.2%	106,800	(124,000)	-53.7%	138,300
Power, Heat & Water	920,645	862,000	1,001,443	139,443	16.2%	1,043,148	41,705	4.2%	1,072,995
Transfer to Reserves	55,000	-	40,000	40,000		-	(40,000)	-100.0%	-
	3,987,329	4,076,313	5,041,922	965,609	23.7%	4,963,527	(78,395)	-1.6%	5,056,598
Net	2,030,921	2,379,945	3,086,930	706,985	29.7%	3,057,402	(29,528)	-1.0%	3,160,473
Staff Complement									
Full time equivalents	2019	2020	2021			2022			
Permanent - Facilities	20.9	18.9	17.9			17.9			
Casual - Facilities	1.0	-	-			-			
Total Facility Staff	21.9	18.9	17.9			17.9			
Building Maintenance	2.0	3.0	3.0			3.0			
Aquatics*	-	21.6	23.7			23.7			
Total	23.9	43.5	44.6			44.6			

* Staff complement for the Aquatic Centre in 2019 not available due to closure. Staff complement in 2020 is based on full year of operations.

FACILITIES: MAJOR PROJECTS

2021 Projects	INFORMATION
Stoney Creek Roof Replacement (\$40,000)	<ul style="list-style-type: none"> • Roof is end of life and scheduled for replacement
Drill Hall demolition	<ul style="list-style-type: none"> • Will result in closure of the Field House until Spring
City Hall Atrium Lights (\$20,000)	<ul style="list-style-type: none"> • Reduction in capital budget from earlier cost estimates
2022 Projects	INFORMATION
Recreation Centre Cooling Tower (\$450,000)	<ul style="list-style-type: none"> • Business case required prior to final decision.

Community Services - Aquatics

OVERVIEW

The newly renovated Aquatic Centre reopened in October 2020 and provides aquatic fun and fitness in a family-friendly atmosphere through responsible service, guidance, and leadership.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 21.6* | 2021: 23.7 | 2022: 23.7

*based on full year operations in 2020

Major Opportunities and/or Challenges

Opportunities:

- After being open for a few months in 2020, refining operations to become more proficient and efficient while providing great service to public.
- 2021 and 2022 will see us explore the possibility of expanding on the registered classes and programs offered in the Aquatic Centre.

Challenges:

- COVID-19 rules restrict the numbers of patrons, cause delays in the line ups, and requires additional monitoring and cleaning.
- Rules surrounding swim lessons are also quite restrictive, limiting the number of participants and requiring adult guardians to enter the water with the participant. This may create a barrier in achieving the goal of breaking even or better on lessons.

SIGNIFICANT BUDGET IMPACTS

2021:

- New aquatic centre will be open 60/hr per week for the full 12 months.
- Assumptions in budget are that operational impacts will be felt throughout 2021 for COVID-19 restrictions.

SERVICE LEVEL CHANGES

New facility offers better recreation opportunities for community and visitors, with focus on program development for local users.

Increase in maximum patron numbers in facilities as COVID restrictions loosen and increased hours of use potentially in 2022.

Increase of 2.4 FTEs due to COVID: 1.5 FTE monitoring, 0.2 FTE janitorial, and 0.7 FTE cashier support.

AQUATICS: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Aquatic Programming	Teach aquatics lessons for infants and preschool children, youth, teens, and adults as well as for City and County school programs. Offer public recreational swim time to promote fun, recreation, and fitness. Rent pool time to schools, local organizations, and families. Provide lifeguarding, first aid, and rescue when needed. Provide aqua fitness programs including Water Therapy, Lane Swim, and water aerobics for adults as well as for young parents with their infants. Teach various courses to the public including Red Cross Babysitting, Lifeguarding, and Advanced Leadership for Lifeguards. Coordinate registrations and receive payment for aquatic programming and operate the Aquatic Pro Shop.
Aquatic Maintenance	Conduct custodial and building maintenance for Aquatic Centre as well as maintenance for aquatic mechanisms for the pool, waterslide, and hot tub. Maintain pool water quality in accordance with provincial standards.
Spray Park	Conduct regular cleaning, maintenance, and repairs for the Spray Park. Conduct winterizing activities to prepare for shut down and preparation work before summer opening.
Administration	Oversee Aquatic Centre and operations. Conduct management duties such as supervision and budgeting as well as coordinating staff work schedules and programming schedules. Compile monthly reports for Management on attendance, revenues, and staff hours for Aquatic Centre. Provide staff training. Implement health and safety requirements.

AQUATICS: BUDGET

AQUATIC CENTRE	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	35,636	75,634	315,983	240,349	317.8%	315,983	-	0.0%	315,983
Instructor Programs	-	89,504	186,000	96,496	107.8%	186,000	-	0.0%	186,000
Rentals	-	19,266	12,844	(6,422)	-33.3%	12,844	-	0.0%	12,844
Contribution from County	168,982	122,506	120,000	(2,506)	-2.0%	120,000	-	0.0%	120,000
	204,618	306,910	634,827	327,917	106.8%	634,827	-	0.0%	634,827
Expenditures									
Salaries & Benefits	181,829	593,375	1,195,703	602,328	101.5%	1,197,016	1,313	0.1%	1,209,619
Contracted Services	22,385	82,000	105,410	23,410	28.5%	105,410	-	0.0%	106,150
Materials & Supplies	7,027	81,000	116,840	35,840	44.2%	116,840	-	0.0%	120,980
Equipment Charges	342	2,000	3,600	1,600	80.0%	3,600	-	0.0%	3,600
Power, Heat & Water	55,375	112,900	225,539	112,639	99.8%	234,161	8,622	3.8%	242,215
Instructor Programs	-	101,457	181,236	79,779	78.6%	181,236	-	0.0%	181,236
Spray Park	2,333	12,628	25,647	13,019	103.1%	28,050	2,403	9.4%	30,468
	269,291	985,360	1,853,975	868,615	88.2%	1,866,313	12,338	0.7%	1,894,268
Net	64,673	678,450	1,219,148	540,698	79.7%	1,231,486	12,338	1.0%	1,259,441

Staff Complement

Full time equivalents

	2020 *	2021	2022
Permanent	7.0	7.8	7.8
Casual	11.2	12.5	12.5
Instructor programs	3.4	3.4	3.4
	21.6	23.7	23.7

* Staff complement based on full year operations

Community Services – Building Maintenance

OVERVIEW

The Building Maintenance team includes two employees and a Manager focused on preventative maintenance and asset management initiatives. Building Maintenance is responsible for the inspection and scheduling of maintenance as well as emergency repair for specifically identified City-owned buildings. The team coordinates necessary major maintenance and repairs to building structure and support systems (such as HVAC or electrical systems). In addition, the work unit arranges licensed, contracted inspection required for each building.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 3 | 2021: 3 | 2022: 3

Major Opportunities and/or Challenges**Opportunities:**

- The primary goal for 2021 is adjusting for the maintenance schedule for the Aquatic Centre. This department is developing a scheduled maintenance plan for the majority of the mechanical and some other key building components in most of the City operated facilities.

Challenges:

- The largest challenge is to provide proactive maintenance in all facilities. The present crew of 3 still relies on contractors for some routine maintenance and on contractors for all major repairs.

SIGNIFICANT BUDGET IMPACTS

2021:

Re-alignment with other work unit budgets to capture Building Maintenance costs per facility.

2022:

No significant changes expected.

SERVICE LEVEL CHANGES

Internal service level increase with the addition of the Aquatic Centre.

BUILDING MAINTENANCE: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Maintenance Inspections	Arrange licensed, contracted inspections required for each building.
Preventative Maintenance and Emergency Repair	Inspection and scheduling of preventive and predictive maintenance as well as emergency repair for City-owned and operated buildings.
Major Maintenance and Repair for Building Structure Systems	Coordinate necessary major maintenance and repairs to building structure and support systems (such as electrical systems, HVAC systems, boilers, generators, building security systems, etc.).

BUILDING MAINTENANCE: BUDGET

BUILDING MAINTENANCE	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Expenditures									
Salaries & Benefits	33,248	17,413	33,492	16,079	92.3%	48,492	15,000	44.8%	48,492
Materials & Supplies	9	5,000	5,000	-	0.0%	5,000	-	0.0%	5,000
Equipment Charges	1,968	2,000	2,000	-	0.0%	2,000	-	0.0%	2,000
Contracted Services	6,763	11,000	6,500	(4,500)	-40.9%	6,500	-	0.0%	6,500
Assets < \$10,000	7,260	-	31,300	31,300		6,300	(25,000)	-79.9%	6,300
	49,248	35,413	78,292	42,879	121.1%	68,292	(10,000)	-12.8%	68,292
Net	49,248	35,413	78,292	42,879	121.1%	68,292	(10,000)	-12.8%	68,292

BUILDING MAINTENANCE: PROJECT

2021 PROJECT	INFORMATION
<p>EnteliWeb Building Management System (\$15,000 + \$580/yr service cost) Ruggedized Notepads (\$10,000)</p>	<ul style="list-style-type: none">• Replacement of outdated Building Management Systems at the Fire Hall and Recreation Centre• Replace desktop computers with Ruggedized Notepads for remote access to Building BMS• EnteliWEB and ruggedized notepads allow the technicians to be able to complete paperwork, update work orders, and monitor buildings from their worksite, instead of a desk. Service and troubleshooting will take less time, as well as the repairs. It will reduce the risk of downtime and response time.

Community Services - Golf

OVERVIEW

The City of Camrose assumed operational and financial control of the Camrose Golf Course in 1996. The Golf Course provides services and course conditions for a quality golf experience at a reasonable cost for both green fee players and pass holders alike.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 8.8 | 2021: 9.0 | 2022: 9.0

Major Opportunities and/or Challenges

Opportunities:

- With a strong 2020 year, 2021 and 2022 present an opportunity to build on this strength and continue to focus on customer relations as a priority. Good customer service for the basics of golf, Pro Shop and beverage cart will be the main focus.

Challenges:

- The slow economy, and should the limitations on tournaments due to the pandemic continue into 2021, the challenge will be to continue to improve on the membership sales and the rounds per day from green fee players.
- Finding new ways to maintain an acceptable service level with grounds maintenance while keeping the budget tight.

SIGNIFICANT BUDGET IMPACTS

As COVID-19 restrictions decrease, we will be increasing the promotions of the golf course in general, and recruiting more tournaments and visiting golfers.

We will be positioning the Camrose Golf Course as an economical family and learning course to draw golfers from the region.

SERVICE LEVEL CHANGES

Purchase of a food trailer will allow for food service on the golf course.

Increased hours of operation to allow play until sunset.

Focus on attracting tournaments as COVID restrictions allow.

GOLF: SERVICES INVENTORY

Golf Course Grounds Division

PROGRAMS	LIST OF INCLUDED SERVICES
Turf Maintenance	Maintain turf including grooming and turf cultural practices (aerating, topdressing, fertilizing, as well as applying pesticide and growth regulators).
Equipment Maintenance	Maintain golf accessory equipment (rakes, ball washers, garbage cans, pins, setters, towels, cups, etc.) Perform maintenance and minor repair work for golf machinery.
Hardscape Maintenance	Maintain hardscapes at golf course including plants (flower beds, shrubs, and trees) and non-plants (bunkers, paths, bridges, parking lots, buildings, ponds, and waterways).
Grounds Irrigation	Operate and maintain golf grounds irrigation system (pump station, lines, heads and controllers).
Off-Season Grounds Maintenance	Conduct off-season grounds maintenance including snow removal, tree maintenance, dog park management, and pre-season golf course preparation. Perform preventive maintenance and calibration of machinery including complete maintenance of all cutting units.
Administration	Oversee Golf Grounds Division and operations. Conduct management duties such as supervision, budgeting, and coordination of staff work schedule. Coordinate maintenance program and planning for golf course set-up and green spaces. Implement health and safety requirements.

Golf Course Clubhouse, Pro Shop, and Food Services Division

PROGRAMS	LIST OF INCLUDED SERVICES
Golf Course Pro Shop	Operate Pro Shop to sell green fees, passes, golf equipment and apparel. Coordinate and assist in league and tournament play.
Golf Course Food Services	Provide basic food and beverage services on golf course.
Golf Course Support	Provide facility support to conduct building maintenance as well as administrative support for Golf Course Clubhouse. Provide fleet management support to repair and maintain golf carts.

GOLF: BUDGET

GOLF COURSE	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing - General									
Sales & User Charges	651,975	585,500	606,500	21,000	3.6%	634,500	28,000	4.6%	640,500
Expenditures - General									
Salaries & Benefits	191,065	113,973	134,342	20,369	17.9%	134,345	3	0.0%	134,363
Bank Charges & Interest	8,477	14,000	14,000	-	0.0%	14,000	-	0.0%	14,000
Contracted Services	69,284	59,156	60,333	1,177	2.0%	61,545	1,212	2.0%	62,268
Materials & Supplies	46,985	24,700	24,700	-	0.0%	24,700	-	0.0%	24,700
Equipment Charges	648	1,000	1,000	-	0.0%	1,000	-	0.0%	1,000
Assets < \$10,000	69,930	10,600	9,600	(1,000)	-9.4%	9,600	-	0.0%	9,600
Power, Heat & Water	31,042	25,600	24,248	(1,352)	-5.3%	25,320	1,072	4.4%	26,155
Transfer to Reserve	50,004	50,000	25,000	(25,000)	-50.0%	25,000	-	0.0%	40,000
	467,435	299,029	293,223	(5,806)	-1.9%	295,510	2,287	0.8%	312,086
Net General	(184,540)	(286,471)	(313,277)	(26,806)	-9.4%	(338,990)	(25,713)	-8.2%	(328,414)
Net Restaurant	33,228	(1,656)	7,500	9,156	-552.9%	(15,000)	(22,500)	300.0%	(15,000)
Expenditures - Grounds									
Salaries & Benefits	428,684	408,391	411,333	2,942	0.7%	411,333	-	0.0%	411,333
Contracted Services	3,017	2,700	2,700	-	0.0%	2,700	-	0.0%	2,800
Materials & Supplies	109,873	115,000	112,000	(3,000)	-2.6%	112,000	-	0.0%	114,000
Equipment Charges	36,826	29,000	31,000	2,000	6.9%	31,000	-	0.0%	31,000
Power, Heat & Water	18,771	18,200	16,508	(1,692)	-9.3%	17,055	547	3.3%	17,543
Transfer to Reserve	67,948	80,925	84,000	3,075	3.8%	84,000	-	0.0%	84,000
Assets < \$10,000	15,365	9,000	8,000	(1,000)	-11.1%	10,000	2,000	25.0%	10,000
Net Grounds	680,484	663,216	665,541	2,325	0.4%	668,088	2,547	0.4%	670,676
Net Golf Course	529,172	375,089	359,764	(15,325)	-4.1%	314,098	(45,666)	-12.7%	327,262
Staff Complement									
Full time equivalents	2019	2020	2021			2022			
Permanent	3.6	2.6	2.6			2.6			
Casual	8.1	6.2	6.4			6.4			
Total	11.7	8.8	9.0			9.0			

Community Services – Parks and Cemeteries

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. Due to new developments, green space requiring maintenance has increased annually. The Community Services Department Park's work unit is responsible for the ongoing operation, maintenance, and all interment activities of the Valleyview Cemetery and maintains the Poplar Grove Cemetery.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 23.2 | 2021: 21.9 | 2022: 21.9

Major Opportunities and/or Challenges

Opportunities:

- 2021 and 2022 will be a good time to focus on the opportunity to catch up on small park and landscaping repair projects that the department have struggled with in past recent years. As well, it is a good opportunity to focus on providing a good core service of turf maintenance, tree care, trail and park infrastructure maintenance and snow removal.
- A strategic reduction in the number of snowbank rinks will allow for a better service level provided on the trails and with the existing rinks.

Challenges:

- To maintain existing service levels with the addition of new trail areas around Valleyview West pond and Cascades pond. As well, for many years it has been a challenge to keep up with maintaining winter trail and outdoor rink snow removal and cleaning.

SIGNIFICANT BUDGET IMPACTS

2021:

Nordic Centre in Stoney Creek Park funded from dedicated reserve for this project.

2022

\$130,000 carryover project for the sewer line to parks shop to allow for future addition of bathrooms and align with City bylaws to remove the septic system. Part of total \$300,000 parks shop project expected with project plan completion and approval.

SERVICE LEVEL CHANGES

2021:

Reduction of 3 outdoor rinks, from 15 in 2020 to 12 in 2021, will result in increased level of service to trail maintenance and remaining rinks.

9-hole Disc Golf Course at Jubilee Park to be ready to play in June 2021.

PARKS AND CEMETERIES: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Greenspace Maintenance	<p>Mow parks, greenspaces, boulevards, City facility grounds, airport, lagoons, pump stations, road ditches, utility right-of-ways, and City property. Operate and maintain irrigation systems at various City facilities. Complete trail maintenance including maintenance of parks fixtures (gazebos, picnic areas, viewpoints, etc.), trail asphalt, bridges, and park signage. Maintain flowerbeds and shrub beds as well as conduct landscaping work (such as shale, sod, and outside furniture maintenance) for parks, greenspaces, boulevards, and City facility grounds. Complete aerating, fertilizing, and composting to improve turf quality. Collect garbage from picnic areas in parks, trails, and tourist rest areas. Collect garbage from all City property, City facility grounds, and City parking lots. 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.</p> <p>Total greenspace maintained is 1794 acres (726 Ha) comprised of 680 acres of parkland and 1114 acres of 'other' greenspace. There are currently 37.8 km of paved trails and another 2.5 km in the inventory.</p>
Urban Forest Management	<p>Plant trees, seedlings, and potted material. Water, fertilize, and prune trees as well as remove tree stumps. Monitor tree disease and insects. Estimate 20,000 trees on managed City of Camrose property with value of \$25M. Every year, City assumes management of approx. 100 caliper sized trees through our own planting and private developments turned over to City operations.</p>
Snow Removal	<p>Clear snow and ice on trail system (approximately 36 kilometers). Remove snow and ice on City sidewalks at City facilities (9 buildings) as well as on outdoor rinks (15 ice surfaces). Manage toboggan hills by placing snow fence/straw bales and removing unsafe conditions and hazards.</p>

PARKS AND CEMETERIES: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Equipment Management	Coordinate training for maintenance of equipment and safe work practices. Maintain and conduct minor repairs and utilize City Mechanics for larger repairs. Plan for equipment needs and liaison with Purchasing Coordinator.
Pest Control	Provide pest control for wildlife (such as beavers and dams, fox, crows, gophers, moles, and voles). Liaison with Alberta Conservation Officers and Police to monitor deer, coyotes, badgers, and water fowl. Provide weed, insect, and disease control for trees and plants.
Custom Parks Work	Complete custom landscaping when accidents or vandalism damage City property, after water breaks, public works construction and property clean ups for bylaw enforcement reasons. Mowing of school grounds as per agreements. Set-up and tear-down portable stage/chairs/tables etc. for community functions and City-sponsored events (such as Canada Day and community special events). Landscaping of Public Works and Engineering projects.
Cemetery Grounds Maintenance	Conduct grounds maintenance at the cemetery including mowing, landscaping (leveling monuments and tamping graves due to sinking), controlling weeds and rodents, planting and pruning trees, and maintaining benches.
Burials	Locate and map burial lots when the public or funeral homes purchase them or request to open them. Open and close burial lots.

PARKS AND CEMETERIES: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Administration	<p>Oversee Parks' Division and operations. Conduct management duties such as supervision, budgeting, and policy development. Assist community clubs and organizations with parks-related events and service projects. Oversee external contractors and liaison with the public. Implement health and safety requirements. Review of subdivision and building permit plans. Ongoing community liaison with general public regarding all issues relating to parks.</p> <p>Administer cemetery plot purchases, cemetery monument permits, and cemetery recordkeeping. Maintain accurate records of all internments as legislated by the Province of Alberta Cemeteries Act and provide details of internments to inquiring public within FOIP regulations. Provide staff training including orientation, equipment operation and maintenance, and health and implement safety requirements.</p> <p>Continued cooperation with organizations such as the Camrose Ski Club, Walkable Camrose, Battle River Watershed Alliance, and Wildlife/Green Space Stewardship programs.</p>

PARKS: BUDGET

PARKS	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Community Services Shop	41,167	38,703	41,119	2,416	6.2%	42,246	1,127	2.7%	42,899
General Equipment	92,006	94,200	88,100	(6,100)	-6.5%	92,500	4,400	5.0%	93,000
Parks-General	542,570	461,395	490,635	29,240	6.3%	477,331	(13,304)	-2.7%	472,523
Outdoor Skate Areas	57,675	69,250	69,060	(190)	-0.3%	69,196	136	0.2%	69,333
Mirror Lake Park	188,705	177,946	184,013	6,067	3.4%	184,753	740	0.4%	184,863
Jubilee Park	87,457	91,872	96,224	4,352	4.7%	96,923	699	0.7%	97,141
Stoney Creek Park	75,931	90,978	87,062	(3,916)	-4.3%	87,576	514	0.6%	87,617
Boulevards	550,035	548,178	548,478	300	0.1%	548,596	118	0.0%	548,797
Nursery	19,841	26,136	26,571	435	1.7%	26,571	-	0.0%	26,571
Swan Program	34,661	-	-	-	-	-	-	-	-
Net	1,690,048	1,598,658	1,631,262	32,604	2.0%	1,625,692	(5,570)	-0.3%	1,622,744

TOTAL PARKS	2019 Actual	2020 Budget	2021 Budget	Dollar Change	Per Cent Change	2022 Budget	Dollar Change	Per Cent Change	2023 Forecast
Financing									
Sales & User Charges	8,088	10,000	10,000	-	0.0%	10,000	-	0.0%	10,000
Internal Items	33,848	26,000	26,000	-	0.0%	26,000	-	0.0%	26,000
Other Income	10,500	2,700	2,300	(400)	-14.8%	2,300	-	0.0%	2,300
Provincial Grants and Transfers	18,949	13,400	13,400	-	0.0%	13,400	-	0.0%	13,400
	71,385	52,100	51,700	(400)	-0.8%	51,700	-	0.0%	51,700
Expenditures									
Salaries & Benefits	1,073,675	958,333	990,407	32,074	3.3%	990,434	27	0.0%	990,675
Contracted Services	42,688	40,275	39,575	(700)	-1.7%	40,150	575	1.5%	40,150
Materials & Supplies	178,715	182,200	173,175	(9,025)	-5.0%	176,600	3,425	2.0%	172,250
Equipment Charges	407,778	407,500	415,500	8,000	2.0%	415,500	-	0.0%	415,500
Assets < \$10,000	27,820	33,200	38,600	5,400	16.3%	27,600	(11,000)	-28.5%	27,600
Power, Heat & Water	30,757	29,250	25,705	(3,545)	-12.1%	27,108	1,403	5.5%	28,269
	1,761,433	1,650,758	1,682,962	32,204	2.0%	1,677,392	(5,570)	-0.3%	1,674,444
Net	1,690,048	1,598,658	1,631,262	32,604	2.0%	1,625,692	(5,570)	-0.3%	1,622,744
Staff Complement									
Full time equivalents	2019	2020	2021			2022			
Permanent	10.0	10.0	10.0			10.0			
Casual	15.7	13.2	11.9			11.9			
Total	25.7	23.2	21.9			21.9			
Casual (Number of positions)	39.0	33.0	32.0			32.0			

CEMETERIES: BUDGET

CEMETERIES	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	148,318	140,000	140,000	-	0.0%	140,000	-	0.0%	140,000
Transfer from Reserve	15,530	20,000	30,000	10,000	50.0%	20,000	(10,000)	-33.3%	30,000
	163,848	160,000	170,000	10,000	6.3%	160,000	(10,000)	-5.9%	170,000
Expenditures									
Salaries & Benefits	138,849	125,147	134,511	9,364	7.5%	134,524	13	0.0%	134,660
Contracted Services	888	1,210	1,220	10	0.8%	1,220	-	0.0%	1,220
Cemetery - Continuous Runners	15,530	20,000	30,000	10,000	50.0%	20,000	(10,000)	-33.3%	30,000
Materials & Supplies	8,412	8,800	8,800	-	0.0%	8,800	-	0.0%	8,800
Power, Heat & Water	1,374	1,100	1,081	(19)	-1.7%	1,127	46	4.3%	1,155
Equipment Charges	67,324	70,500	73,500	3,000	4.3%	73,500	-	0.0%	73,500
Transfer to Reserves	3,970	4,000	4,000	-	0.0%	4,000	-	0.0%	4,000
	236,347	230,757	253,112	22,355	9.7%	243,171	(9,941)	-3.9%	253,335
Net	72,499	70,757	83,112	12,355	17.5%	83,171	59	0.1%	83,335

Community Services – Recreation and Culture

OVERVIEW

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

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 4.5 | 2021: 4.0 | 2022: 4.0

Major Opportunities and/or Challenges

Opportunities:

- 2021 presents a new opportunity with new staff at the Chuck MacLean Arts Centre and new board members at with the Camrose Arts Society to clarify and create a new agreement between the two organizations.
- Use the recreation software Perfect Mind to enable online registrations and to track room booking done in person or over the phone.

Challenges:

- The major challenge relates to the coordination of user groups in the COVID-19 environment. Additional cleaning, more set user times, and increased limitations on participant numbers in registered programs challenge the staff to take an even more planned approach than normal.

SIGNIFICANT BUDGET IMPACTS

No significant impacts. Reduction on 0.5 FTE is a reallocation to Facilities.

Utilization of Perfect Mind software will require the installation of Moneris Debit/CC Machine.

SERVICE LEVEL CHANGES

2021:

Increased focus on programming out of the Chuck MacLean Centre.

Service level increase allowing for more options for registrants for payments and online registrations.

Network connectivity (contained in the Information Technology Budget) will increase efficiency for staff and better access for public.

RECREATION AND CULTURE: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Chuck McLean Arts Centre	Provide customer service to patrons at the Arts Centre and answer phone call inquiries. Perform management duties such as supervision, budgeting, and coordinating staff and program schedules. Schedule and prepare rented rooms and process billings. Host Art themed Birthday Parties. Conduct building maintenance and custodial services.
Canada Day Celebrations	Plan, organize, and participate in Canada Day opening ceremonies, games, activities, entertainment, and fireworks.
Support for Arts and Culture Community	Provide support to arts community in Camrose. Coordination and staging of community-based cultural events such as Art Walk, Arts in the Park, Alberta Culture Days and more. Support Camrose Arts Society at various capacities with Society run programs. Assist with projects and events for U of A Augustana Campus, Camrose Public Library, Camrose Chamber of Commerce, Bailey Theatre productions, Camrose Railway Museum, and the Jeanne & Peter Lougheed Performing Arts Centre. Sit on Camrose Healthy Lifestyle Coalition. Provide administrative support for the Camrose Arts Council.
Centennial Museum Management	Manage and operate museum, programing, events, building maintenance and support volunteers. Apply for museum related grants.
Community Programing and Events	Administer and deliver community registered programs of various sorts. Also provide free or low cost recreation activities throughout the community at various locations, providing a fun experience for people of all ages. Administer and deliver various community City run events throughout the year.

RECREATION AND CULTURE: BUDGET

CULTURAL SERVICES	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Chuck MacLean Arts Centre	193,550	202,324	182,450	(19,874)	-9.8%	185,435	2,985	1.6%	184,192
Canada Day Celebrations	18,339	18,598	18,771	173	0.9%	18,771	-	0.0%	19,171
Centennial Museum	94,148	50,472	50,978	506	1.0%	52,001	1,023	2.0%	52,481
Programming	56,384	71,382	72,946	1,564	2.2%	73,231	285	0.4%	75,117
Arts Council	(13,554)	-	-	-	-	-	-	0.0%	-
Camrose Public Library	59,502	24,186	21,599	(2,587)	-10.7%	21,978	379	1.8%	22,317
Community Groups	1,546	1,620	-	(1,620)	-100.0%	-	-	-	-
	409,915	368,582	346,744	(21,838)	-5.9%	351,416	4,672	1.3%	353,278

Staff Complement

Full time equivalents	2019	2020	2021	2022
Permanent	3.8	3.0	2.5	2.5
Casual	1.8	1.5	1.5	1.5
Total	5.6	4.5	4.0	4.0

RECREATION AND CULTURE: BUDGET CONTINUED

CHUCK MACLEAN ARTS CENTRE	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	3,221	3,700	3,900	200	5.4%	3,900	-	0.0%	3,900
Rentals	52,734	38,000	39,900	1,900	5.0%	40,200	300	0.8%	41,000
Contribution from County	30,976	35,576	35,500	(76)	-0.2%	35,500	-	0.0%	35,500
Transfer from Reserve	-	15,000	15,000	-	0.0%	7,000	(8,000)	-53.3%	-
	86,931	92,276	94,300	2,024	2.2%	86,600	(7,700)	-8.2%	80,400
Expenditures									
Salaries & Benefits	199,318	193,895	159,216	(34,679)	-17.9%	159,408	192	0.1%	162,953
Contracted Services	57,419	61,105	77,266	16,161	26.4%	74,527	(2,739)	-3.5%	74,595
Materials & Supplies	6,331	8,800	10,000	1,200	13.6%	10,000	-	0.0%	10,300
Equipment Charges	1,128	1,500	1,500	-	0.0%	1,500	-	0.0%	1,500
Power, Heat & Water	16,285	14,300	13,768	(532)	-3.7%	14,600	832	6.0%	15,244
Operating Projects	-	15,000	15,000	-	0.0%	-	(15,000)	-100.0%	-
Assets < \$10,000	-	-	-	-		12,000	12,000		-
	280,481	294,600	276,750	(17,850)	-6.1%	272,035	(4,715)	-1.7%	264,592
Net	193,550	202,324	182,450	(19,874)	-9.8%	185,435	2,985	1.6%	184,192
Staff Complement									
Full time equivalents	2019	2020	2021			2022			
Permanent	2.0	2.0	1.5			1.5			
Casual	0.4	0.4	0.4			0.4			
Total	2.4	2.4	1.9			1.9			

RECREATION AND CULTURE: BUDGET CONTINUED

CENTENNIAL MUSEUM	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Rentals	1,496	-	-	-		-	-		-
Donations	1,463	1,500	1,500	-	0.0%	1,500	-	0.0%	1,500
Transfer from Reserve	4,934	-	-	-		-	-		-
	7,893	1,500	1,500	-	0.0%	1,500	-	0.0%	1,500
Expenditures									
Salaries & Benefits	66,248	20,614	19,968	(646)	-3.1%	19,968	-	0.0%	19,968
Contracted Services	10,565	12,158	12,500	342	2.8%	12,900	400	3.2%	13,050
Materials & Supplies	5,693	7,000	7,000	-	0.0%	7,000	-	0.0%	7,000
Equipment Charges	4,047	4,000	4,000	-	0.0%	4,000	-	0.0%	4,000
Power, Heat & Water	9,754	7,400	8,210	810	10.9%	8,833	623	7.6%	9,163
Operating Projects	4,934	-	-	-		-	-		-
Assets < \$10,000	800	800	800	-	0.0%	800	-	0.0%	800
	102,041	51,972	52,478	506	1.0%	53,501	1,023	1.9%	53,981
Net	94,148	50,472	50,978	506	1.0%	52,001	1,023	2.0%	52,481
Staff Complement									
Full time equivalents	2019	2020	2021			2022			
Permanent	0.8	-	-			-			
Casual	0.7	0.4	0.4			0.4			
Total	1.5	0.4	0.4			0.4			

RECREATION AND CULTURE: PROJECTS

PROGRAMS	LIST OF INCLUDED SERVICES
Chuck MacLean Flooring Replacement (\$15,000)	The current flooring is worn and at end of life
Community Canvas Tunnel Art Project (\$3,000) (Included in Budget)	To create a community art project in the tunnel at Mirror Lake.

Engineering Services

OVERVIEW

The Engineering Services work unit is generally responsible for a number of City programs, including long-term planning and asset management of municipal infrastructure (transportation and utilities), design and construction of major capital projects, policy development related to municipal infrastructure, and various environmental management programs. Engineering Services also provides direct management oversight to the City's solid waste, recycling, and composting programs, Safety Codes, and the Camrose Airport.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 8.8 | 2021: 9.2 | 2022: 8.8

Staffing Notes: Hiring of Traffic Counters every two years (2019, 2021, 2023, etc.).

Major Opportunities and/or Challenges

Opportunities:

- Continued planning and implementation of major capital projects in various departments within the City of Camrose (Roads, Water / Wastewater, Solid Waste, Facilities, etc.).
- Ongoing development of Asset Management Plan for the City of Camrose.

Challenges:

- Ongoing assessment of condition of aging infrastructure, and developing relevant long-range infrastructure renewal plans.

SIGNIFICANT BUDGET IMPACTS

2021:

Reduction in training budget vs. 2020, due to COVID-19 travel restrictions.

2022:

No significant changes expected.

SERVICE LEVEL CHANGES

2021:

Survey equipment replacement includes the purchase of a robotic unit to allow for one-person survey capabilities. This also increases the level of service because the unit can operate with trees or shrubs obscuring GPS signal.

ENGINEERING SERVICES: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Engineering Work	Conduct long-term planning and asset management of municipal infrastructure including transportation and utilities. Responsible for the planning, design, construction, rehabilitation, upgrading, and maintenance of roads and utility systems. Provide project management for City engineering projects. Coordinate engineering design for City projects. Manage contracted solid waste services which includes collection and disposal of solid waste and the recycling program.
Capital Construction	Coordinate overall project management, scheduling, estimates, and budgets for capital construction projects. Provide engineering design work, determine scope of work, and review Master Plans followed by detailed design and drafting. Conduct field surveys by preparing project plans, correlating survey data, and coordinating construction layout. Conduct tender process for projects (prepare construction documents, tender forms, and drawings as well as administer the tender and award the projects). Supervise the construction projects and maintain records. Respond to public inquiries and concerns.
Infrastructure Services Support to City Departments	Provide support to City Departments such as maintaining construction records, inspecting subdivision developments for compliance to City standards, providing technical support for Parks and Facilities' construction projects, liaising with franchise utilities to align servicing of utilities, and responding to public inquiries and concerns.
Contract Road Maintenance	Coordinate contracted roadway maintenance construction projects for road repairs, concrete removal and replacement, as well as paving, patching, and overlays. Determine scope of required work and applicable budget estimates. Respond to public inquiries and address concerns.

ENGINEERING SERVICES: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Environmental Public Education	Conduct environmental promotional programs (such as Toilet Rebate Program) to encourage water conservation. Develop educational materials and provide tours/open houses to promote environmental awareness and positive environmental habits. Work with Utilities and Bylaw Enforcement to monitor wastewater discharges to storm or sanitary sewers to protect City water collection and treatment systems and downstream environment.
Environmental Approvals	Assist City Departments to make necessary applications for environmental approvals for applicable capital projects and operations. Monitor City-led construction work to ensure compliance to conditions of approvals. Conduct compliance reporting to various environmental agencies.
Watershed Protection	Assist Public Works with inspection / cleaning of storm catch basins and manholes to assess condition of City water infrastructure and to reduce migration of road debris into lakes and creeks and the City's water source. Provide technical support to Green Action Committee as required. Provide in-kind support by serving as active participant on Battle River Watershed Alliance to encourage protection of watershed and Camrose drinking water supply. Provide information and support to service clubs initiatives intended to help protect the watershed.
Administration	Oversee operations of Engineering Services work unit, as well as Airport and Safety Codes work units. Conduct management duties such as supervision, budgeting, reports and recommendations to Council, as well as policy development related to the use, operation, construction, and management of municipal infrastructure.

ENGINEERING SERVICES: BUDGET

ENGINEERING SERVICES	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Other Revenue	4,064	3,250	3,250	-	0.0%	3,250	-	0.0%	3,250
Transfer from Utilities	50,000	50,000	50,000	-	0.0%	50,000	-	0.0%	50,000
Transfer from Reserve	199,096	-	-	-		50,000	50,000		114,000
	253,160	53,250	53,250	-	0.0%	103,250	50,000	93.9%	167,250
Expenditures									
Salaries & Benefits	308,679	359,681	333,171	(26,510)	-7.4%	333,371	200	0.1%	341,673
Contracted Services	45,225	34,100	33,100	(1,000)	-2.9%	34,350	1,250	3.8%	40,600
Asset Management Initiative	249,096	150,176	150,000	(176)	-0.1%	150,000	-	0.0%	150,000
Materials & Supplies	12,169	10,500	8,000	(2,500)	-23.8%	9,000	1,000	12.5%	10,000
Equipment Charges	12,972	14,000	14,000	-	0.0%	14,000	-	0.0%	14,000
Assets < \$10,000	22,200	23,000	25,200	2,200	9.6%	25,200	-	0.0%	25,200
Plans, Reports & Studies	96,458	40,000	25,000	(15,000)	-37.5%	25,000	-	0.0%	120,000
Transfer to Reserves	52,350	-	-	-		-	-		-
	799,149	631,457	588,471	(42,986)	-6.8%	590,921	2,450	0.4%	701,473
Net	545,989	578,207	535,221	(42,986)	-7.4%	487,671	(47,550)	-8.9%	534,223

Staff Complement

Full time equivalents	2019	2020	2021	2022
Permanent	7.5	7.5	7.5	7.5
Casual	1.7	1.3	1.7	1.3
Total	9.2	8.8	9.2	8.8

ENGINEERING SERVICES: PROJECTS

2021 PROJECTS	INFORMATION
2021 Road Rehabilitation program (various locations) (\$3,000,000)	<ul style="list-style-type: none"> • Renewal of asphalt / concrete in response to 2019 Tetra Tech and ongoing Public Works sidewalk assessments.
Various traffic and pedestrian signal additions and upgrades (\$520,000)	<ul style="list-style-type: none"> • Replacement of aging signals at 66 Street / 48 Avenue. Upgrade half-signals to full-signals at 68 Street / Marler Drive. Adding new pedestrian flashers along 68 Street at 45 Avenue and at Safeway entrance.
Mohler Subdivision (Phase 2) (\$210,000)	<ul style="list-style-type: none"> • Final lift of asphalt on existing roadway (44 Avenue west of 41 Street, and 43 Street south of 44 Avenue).
Sidewalk Condition Assessment (\$65,000)	<ul style="list-style-type: none"> • Use of external contractor to conduct assessment of all public concrete sidewalks within the City
2022 PROJECTS	INFORMATION
2022 Road Rehabilitation program (various locations) (\$3,000,000)	<ul style="list-style-type: none"> • Renewal of asphalt / concrete in response to 2019 Tetra Tech and ongoing Public Works sidewalk assessments.
Ongoing traffic signal upgrades (\$230,000)	<ul style="list-style-type: none"> • Complete replacement of remaining signals at 48 Avenue / Mount Pleasant Drive.
Rehabilitation of Township Road 464 bridge (near South Lift Station) (\$122,000)	<ul style="list-style-type: none"> • Rehabilitation of substructure and superstructure will extend life of bridge by at least 15 years, at which point replacement will be required.
Ongoing Asset Condition Assessments (136,000)	<ul style="list-style-type: none"> • Additional Assessments completed on City Infrastructure, pending direction of future GM of Infrastructure and Planning.

Engineering Services – Airport

OVERVIEW

The Camrose Airport, with a part-time Airport Manager and coordination with the Airport Commission, provides air service for business, medical, and recreational aircraft for Camrose and the surrounding region. The Camrose Airport features a 4,500 foot (1,370 meter) paved runway, a parallel taxiway, various additional paved taxiways and aprons, and an Airport Terminal Building. There are typically around 5,000 movements per year (takeoffs and/or landings). The City leases land for the construction of private aircraft hangars and also sells aviation fuel to local and non-local pilots.

Assistance provided by public works for snow clearing and light maintenance and by parks staff for mowing and lawn maintenance.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 0.5 | 2021: 0.5 | 2022: 0.5

Staffing Notes: Salary line includes airport manager and CUPE staff for work completed at the airport.

Major Opportunities and/or Challenges

Opportunities:

- Build on recent marketing / communications initiative to encourage growth of air traffic and hangar development at Camrose Airport.

Challenges:

- Ongoing Planning for succession of business unit staff.
- Quantifying the ongoing social and economic impact of the Camrose Airport to the City and the surrounding region.

SIGNIFICANT BUDGET IMPACTS

2021:

Projecting reduced revenues and expenses related to purchase / sale of aviation fuel. Installation of infrastructure for remote locking/unlocking plus motion detector within terminal building.

2022:

No significant changes expected.

SERVICE LEVEL CHANGES

Major repaving project of the runway will add longevity to runway life.

AIRPORT: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Airport Daily Operations	Inspect and report on runway and infrastructure conditions daily, Monday to Friday. Conduct maintenance for airport infrastructure. Maintain greenspace and monitor wildlife for aircraft safety. Monitor and maintain airport fuel facility to reconcile sales records. Clear snow from airport runways and taxiways.
Regulatory Compliance	Conduct regular inspections of airport components to comply with federal regulations.
Special Projects	Support strategic planning for the airport including capital improvements, long-range planning, and budgeting. Support and attend special aviation events and liaison with Camrose Flying Club.
Airport Administration	Administer hangar leases and provide information to prospective tenants. Liaison with existing tenants and provide customer service. Provide management and administrative support to airport for planning, budgeting, and marketing as well as provide support to Airport Commission. Provide Control Systems support to maintain air traffic lighting, flight guide path equipment, and navigational radio equipment.

AIRPORT: BUDGET

AIRPORT	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	83,296	92,750	71,350	(21,400)	-23.1%	73,450	2,100	2.9%	83,800
Rentals	36,230	38,042	42,844	4,802	12.6%	44,841	1,997	4.7%	46,938
	119,526	130,792	114,194	(16,598)	-12.7%	118,291	4,097	3.6%	130,738
Expenditures									
Salaries & Benefits	73,192	85,156	79,956	(5,200)	-6.1%	79,956	-	0.0%	79,956
Contracted Services	24,394	40,270	22,680	(17,590)	-43.7%	23,280	600	2.6%	23,480
Materials & Supplies	104,723	99,550	76,300	(23,250)	-23.4%	81,500	5,200	6.8%	93,200
Equipment Charges	22,614	23,000	23,000	-	0.0%	23,000	-	0.0%	23,000
Assets < \$10,000	1,600	1,600	18,600	17,000	1062.5%	6,600	(12,000)	-64.5%	6,600
Power, Heat & Water	11,436	10,050	10,479	429	4.3%	10,886	407	3.9%	11,262
Transfer to Reserve	3,300	3,938	3,255	(683)	-17.3%	3,360	105	3.2%	3,878
	241,259	263,564	234,270	(29,294)	-11.1%	228,582	(5,688)	-2.4%	241,376
Net	121,733	132,772	120,076	(12,696)	-9.6%	110,291	(9,785)	-8.1%	110,638

AIRPORT: PROJECTS

2021 PROJECTS	INFORMATION
Supply / install above ground fuel tanks (\$150,000)	<ul style="list-style-type: none"> Current underground tanks no longer covered by insurer.
Addition of zero-turn mower (\$7,000)	<ul style="list-style-type: none"> Reduce amount spent with contracted lawn care companies.
Runway overlay (design) (\$20,000)	<ul style="list-style-type: none"> Overlay partially funded through government grants.
2022 PROJECTS	INFORMATION
Runway Overlay (\$2,191,000)	<ul style="list-style-type: none"> Repair of major cracks, new asphalt on main runway, taxiway Alpha, and apron near terminal building

Engineering Services – Safety Codes

OVERVIEW

The City of Camrose provides safety codes inspection services for all development within the City of Camrose as well as all municipalities located within the boundaries of Camrose County (with the exception of the Town of Bashaw). Services conducted in accordance with the provincial Safety Codes Act (and applicable codes and regulations), as well as with the Joint Quality Management Plan that was jointly adopted by the member municipalities in 2016.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 5 | 2021: 5 | 2022: 5

Major Opportunities and/or Challenges

Opportunities:

- Reduction of outstanding inspections through administrative processing focus

Challenges:

- Pending retirements within work unit.
- Reduced permit revenue due to significantly depressed economy.
- Ongoing review and closure of approximately 25,000 older permits.

SIGNIFICANT BUDGET IMPACTS

2021:

Reduced permit revenue due to slow economy, estimated 10% reduction in revenues.

2022:

Moderate increase to projected permit revenue.

SERVICE LEVEL CHANGES

None anticipated.

SAFETY CODES: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Safety Codes Inspections	Provide inspection services in the building, plumbing, gas, HVAC (heating, ventilation and air conditioning), electrical, and private sewage disciplines. Provide assistance to customers in interpreting codes and completing permit application forms. Review submitted applications to ensure conformance to applicable code requirements. Conduct and document inspections at various sites to ensure construction is in compliance of Codes and meeting intent of submitted plans. Strive to provide excellent customer service and turn-around-times for City and non-City customers.
Special Projects (Non Safety Codes)	As Safety Codes activity is dependent upon the Alberta economy and resultant construction activity, Safety Codes staff regularly participate in various special projects such as assisting in management of special projects, and providing operational assistance to various City Departments.
Administration	Oversee Safety Codes Division and operations to ensure conformance with the Quality Management Plan. Conduct management duties such as supervision, budgeting, and ensure City compliance to Safety Codes Act and Regulations. Collect safety codes fees. Provide customer service and advice to potential permit holders. Provide input to Safety Codes Council and their technical committees to further improve safety codes regulations, directly or through the completed internal or external audits. Generate weekly, monthly, and annual reports on City construction activity. Provide support to other City Departments.

SAFETY CODES: BUDGET

SAFETY CODE INSPECTIONS	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	32,504	25,625	24,345	(1,280)	-5.0%	25,625	1,280	5.3%	26,395
Permits	486,740	379,270	353,030	(26,240)	-6.9%	381,485	28,455	8.1%	392,925
	519,244	404,895	377,375	(27,520)	-6.8%	407,110	29,735	7.9%	419,320
Expenditures									
Salaries & Benefits/ Contract	503,110	509,593	433,985	(75,608)	-14.8%	435,676	1,691	0.4%	438,585
Materials & Supplies	8,579	7,100	9,000	1,900	26.8%	8,100	(900)	-10.0%	9,200
Equipment Charges	17,004	17,500	17,500	-	0.0%	17,500	-	0.0%	17,500
Assets < \$10,000	6,300	6,200	6,500	300	4.8%	6,500	-	0.0%	6,500
	534,993	540,393	466,985	(73,408)	-13.6%	467,776	791	0.2%	471,785
Net	15,749	135,498	89,610	(45,888)	-33.9%	60,666	(28,944)	-32.3%	52,465
Staff Complement									
Full time equivalents	2019	2020	2021			2022			
Permanent	5.0	5.0	5.0			5.0			
Casual	-	-	-			-			
Total	5.0	5.0	5.0			5.0			

Engineering Services - Transit

OVERVIEW

The Engineering Services department oversees the management of the Camrose Community Bus and Camrose Connector while the services being provided are under contract with Rose City Handi-van and Red Arrow, respectively. The Taxi Token program is managed through the Camrose Transit Advisory Committee with assistance from City Administration.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 0 | 2021: 0 | 2022: 0

Staffing Notes: Transit activities for the City coordinated through existing Engineering Services staff.

Major Opportunities and/or Challenges**Opportunities:**

- Rebuilding use of taxi token program following COVID-19 pandemic.

Challenges:

- Public awareness activities related to the ending of the Provincially-funded Connector Bus program.

SIGNIFICANT BUDGET IMPACTS

2021:

Reduction of taxi token budget to reflect lack of ridership due to COVID-19.

2022:

Moderate increase to taxi token budget.

SERVICE LEVEL CHANGES

2021:

End of Camrose Connector pilot project funding and service.

2022:

No significant service level changes.

TRANSIT: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Camrose Community Bus	The Camrose Community Bus provides a fixed route transit service on Tuesday, Thursday, Friday, and Saturday from 9:00 am to 5:00 pm. The Community Bus also offers on-demand and group bookings on Mondays and Wednesdays. The bus is equipped with accessible ramps and equipment that secures strollers, walkers, and wheelchairs. The City's Engineering Services Department oversees the management of the Camrose Community Bus while the service is provided under contract with the Rose City Handi-Van Society.
Taxi Token Program	The Taxi Token program provides transit options to those with financial difficulties. The taxi token gives the rider a \$4.00 discount on the taxi or Handi-Van fare therefore lowering the cost to what bus fares are in other cities. Currently the Rose City Handi-Van as well as Armand and Rose City taxi services accept tokens. The Taxi Token program is managed through the Camrose Transit Advisory Committee with assistance from the City's Finance and Engineering Services Department.
Regional Bus (Camrose Connector)	The Camrose Connector is funded by the Government of Alberta's Rural Transportation Pilot Project. The Camrose Connector provides a fixed route service between Camrose, Hay Lakes, and Edmonton on Sunday, Monday, Wednesday, Thursday, and Friday. The City's Engineering Services Department oversees the management of the Camrose Connector while the service is provided under contract with Red Arrow. This program was a two-year pilot program with a temporary extension granted.

TRANSIT: BUDGET

COMMUNITY BUS + TAXI TOKEN PROGRAM	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	23,546	20,000	20,000	-	0.0%	20,000	-	0.0%	20,000
	23,546	20,000	20,000	-	0.0%	20,000	-	0.0%	20,000
Expenditures									
Salaries & Benefits	4,241	4,000	6,000	2,000	50.0%	6,000	-	0.0%	6,000
Materials & Supplies	9	-	-	-		-	-		-
Advertising	5,521	8,000	8,000	-	0.0%	8,000	-	0.0%	8,000
Equipment Charges	13,430	15,000	15,000	-	0.0%	15,000	-	0.0%	15,000
Handivan Contract*	114,700	95,000	95,000	-	0.0%	95,000	-	0.0%	97,090
Community Bus Contract*	91,400	100,241	103,273	3,032	3.0%	104,257	-	0.0%	106,551
CTAC - Taxi Token Program	87,206	100,000	80,000	(20,000)	-20.0%	90,000	-	0.0%	100,000
Transfer to Reserve	50,000	65,000	80,000	15,000	23.1%	80,000	-	0.0%	90,000
	366,507	387,241	387,273	32	0.0%	398,257	10,984	2.8%	422,641
Net	342,961	367,241	367,273	32	0.0%	378,257	10,984	3.0%	402,641

* Contracted services provided by Rose City Handivan Society

TRANSIT: BUDGET CONTINUED

REGIONAL BUSING PILOT	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Provincial Transfers	211,807	196,735	52,489			-	-	0.0%	-
Sales & User Charges	111,244	119,080	30,000	(89,080)	-74.8%	-	(30,000)	-100.0%	-
	323,051	315,815	82,489	(233,326)	-73.9%	-	(82,489)	-100.0%	-
Expenditures									
Contracted Services	296,032	284,500	81,989	(202,511)	-71.2%	-	(81,989)	-100.0%	-
Other	27,019	31,315	500	(30,815)	-98.4%	-	(500)	-100.0%	-
	323,051	315,815	82,489	(233,326)	-73.9%	-	(82,489)	-100.0%	-
Net	-	-	-	-		-	-		-

REGIONAL RIDE SHARING PILOT	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Provincial Transfers	69,028	57,972	-	(57,972)	-100.0%	-	-		-
Expenditures	69,028	57,972	-	(57,972)	-100.0%	-	-		-
Net	-	-	-	-		-	-		-

Public Works – Budget Overview

OVERVIEW

Public Works is responsible for the management, operations, and maintenance of City owned infrastructure including fleet, storm water, water, wastewater systems, roads maintenance, and control systems.

PUBLIC WORKS	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	184,603	121,598	42,000	(79,598)	-65.5%	42,000	-	0.0%	42,000
Transfer from Reserve	51,100	76,750	14,500	(62,250)	-81.1%	40,000	25,500	175.9%	-
Grants	136,679	137,000	137,000	-	0.0%	137,000	-	0.0%	137,000
	372,382	335,348	193,500	(141,848)	-42.3%	219,000	25,500	13.2%	179,000
Expenditures									
Salaries & Benefits	1,895,799	1,652,750	1,574,581	(78,169)	-4.7%	1,574,445	(136)	0.0%	1,586,616
Contracted Services	361,533	376,811	336,790	(40,021)	-10.6%	341,300	4,510	1.3%	345,950
Materials & Supplies	530,068	498,376	476,000	(22,376)	-4.5%	468,500	(7,500)	-1.6%	458,000
Equipment Charges	1,015,971	1,057,300	1,020,300	(37,000)	-3.5%	1,020,300	-	0.0%	1,020,300
Assets < \$10,000	18,100	18,800	15,800	(3,000)	-16.0%	15,800	-	0.0%	15,800
Power, Heat & Water	961,673	986,550	983,138	(3,412)	-0.3%	1,021,172	38,034	3.9%	1,059,696
Plans, Reports & Studies	90,604	-	-	-		-	-		-
Transfer to	98,382	-	-	-		-	-		-
	4,972,130	4,590,587	4,406,609	(183,978)	-4.0%	4,441,517	34,908	0.8%	4,486,362
Net	4,599,748	4,255,239	4,213,109	(42,130)	-1.0%	4,222,517	9,408	0.2%	4,307,362
General Equipment	47,303	(35,625)	(2,841)	32,784	92.0%	(2,610)	231	8.1%	(1,100)
Total Net	4,647,051	4,219,614	4,210,268	(9,346)	-0.2%	4,219,907	9,639	0.2%	4,306,262
Staff Complement									
Full time equivalents	2019	2020	2021			2022			
Permanent	25.0	25.0	23.0			23.0			
Casual	5.5	3.5	3.8			3.8			
Total	30.5	28.5	26.8			26.8			

PUBLIC WORKS – OVERVIEW CONTINUED

PUBLIC WORKS	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
PW Office	956,057	820,113	757,334	(62,779)	-7.7%	764,842	7,508	1.0%	770,288
Small Tools	44,872	26,087	26,500	413	1.6%	26,500	-	0.0%	26,500
Custom Work	(42,752)	(25)	(1,000)	(975)	-3900.0%	(1,000)	-	0.0%	(1,000)
Custom Work Ambulance	(29,296)	(31,951)	0	31,951	-100.0%	0	-	-	0
Public Works Office	928,881	814,224	782,834	(31,390)	-3.9%	790,342	7,508	1.0%	795,788
General Equipment	47,303	(35,625)	(2,841)	32,784	92.0%	(2,610)	231	8.1%	(1,100)
Storm Sewers	218,251	238,000	245,500	7,500	3.2%	208,500	(37,000)	-15.1%	252,000
Roads									
Road Maintenance Grant	(136,679)	(137,000)	(137,000)	-	0.0%	(137,000)	-	0.0%	(137,000)
On-call Standby Wages	31,087	35,000	34,500	(500)	-1.4%	34,500	-	0.0%	34,500
Street Repair	590,137	517,895	501,933	(15,962)	-3.1%	501,933	-	0.0%	501,933
Grading	318,281	342,006	352,500	10,494	3.1%	357,500	5,000	1.4%	357,500
Street & Sidewalk Contracts	36,760	45,447	30,500	(14,947)	-32.9%	45,000	14,500	47.5%	45,000
Sidewalks	59,978	49,128	48,250	(878)	-1.8%	48,250	-	0.0%	48,250
Street Cleaning	329,808	303,228	280,500	(22,728)	-7.5%	280,500	-	0.0%	280,500
Snow Removal	896,264	847,781	860,000	12,219	1.4%	860,000	-	0.0%	860,000
Gravel & Sand	0	(15,000)	(15,000)	-	0.0%	(15,000)	-	0.0%	(15,000)
Bridge Maintenance	84,871	11,500	41,000	29,500	256.5%	27,500	(13,500)	-32.9%	28,000
Railway Crossings	32,032	41,443	32,000	(9,443)	-22.8%	32,000	-	0.0%	32,000
	2,242,539	2,041,428	2,029,183	(12,245)	-0.6%	2,035,183	6,000	0.3%	2,035,683
Signals & Lights									
Traffic Control	209,062	168,975	169,500	525	0.3%	169,500	-	0.0%	169,500
Traffic Signal	54,686	30,612	31,390	778	2.5%	28,800	(2,590)	-8.3%	29,300
Street Lighting	899,247	934,200	925,302	(8,898)	-1.0%	960,542	35,240	3.8%	997,191
Decorative Lights & Banners	14,471	14,500	14,500	-	0.0%	14,500	-	0.0%	14,500
	1,177,466	1,148,287	1,140,692	(7,595)	-0.7%	1,173,342	32,650	2.9%	1,210,491
Public Washrooms	32,611	13,300	14,900	1,600	12.0%	15,150	250	1.7%	13,400
Total	4,647,051	4,219,614	4,210,268	(9,346)	-0.2%	4,219,907	9,639	0.2%	4,306,262

Public Works - Office

OVERVIEW

This general cost centre includes costs for management and administration for the Public Works Office.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 5 | 2021: 4 | 2022: 4

Major Opportunities and/or Challenges**Opportunities:**

- Closing of public reception at Public Works allows for more focus on internal systems.

Challenges:

- The Public Works Office and Shop expansion project is complex and will require cross-departmental collaboration to manage.

SIGNIFICANT BUDGET IMPACTS

2021:

Purchasing FTE has been reallocated to Finance Department.

Increased materials costs related to hydraulic parts and fluids are captured in the shop budget.

Public Works Office and Shop Project

- The project consists of a new Public Works office and shop located on the existing 51st Avenue site.
- This is a multi-year project commencing in December 2020 and finishing in August 2023.
- The project is estimated at approximately \$11.25 million.

PUBLIC WORKS - OFFICE: SERVICES INVENTORY

Public Works Shop and General Administration

PROGRAMS	LIST OF INCLUDED SERVICES
Administration	Oversee the Public Works work units and operations. Conduct management duties such as supervision of staff, budgeting, and policy /procedure development. Provide administrative support to Public Works and customer service to the public.
Inventory	Oversee and maintain records of parts inventory and materials inventory through inventory ordered, received, distributed and track inventory levels of parts/materials on hand. Complete annual inventory count.
Custodial Services	Provide custodial services for the Public Works building as well as Roads and Utilities support to contribute to building maintenance.
Downtown Washrooms	Oversee downtown washrooms. Conduct minor maintenance and pick up garbage. Maintenance requirements are coordinated by Fleet Manager with the use of roads, utility, and building maintenance staff as necessary.

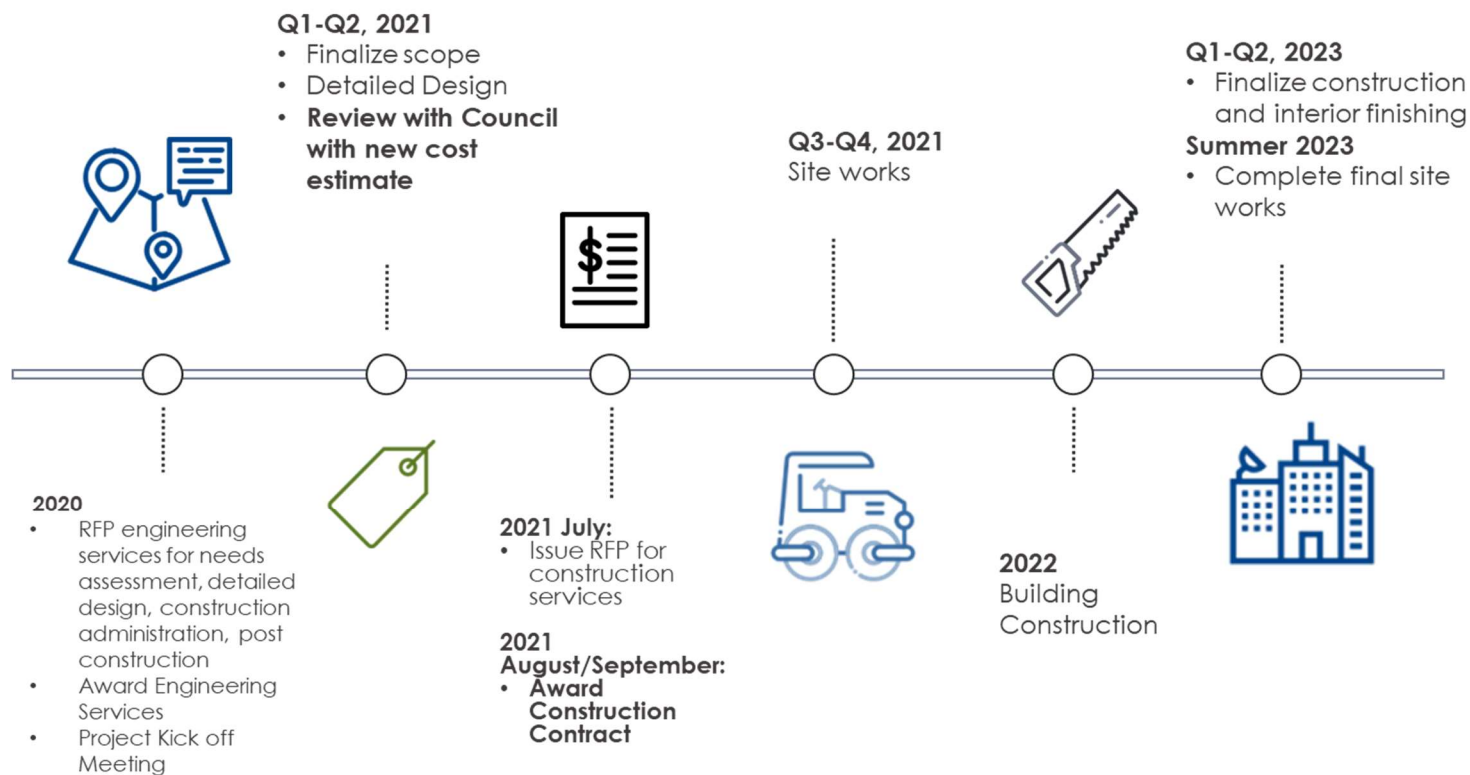
PUBLIC WORKS - OFFICE: BUDGET

PUBLIC WORKS OFFICE	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Transfer from Reserve	40,600	-	-	-		-	-		-
Expenditures									
Salaries & Benefits	736,863	654,150	595,148	(59,002)	-9.0%	595,012	(136)	0.0%	607,183
Contracted Services	54,399	49,063	43,700	(5,363)	-10.9%	48,800	5,100	11.7%	50,450
Materials & Supplies	10,529	10,100	20,000	9,900	98.0%	20,000	-	0.0%	10,000
Equipment Charges	28,492	40,000	30,000	(10,000)	-25.0%	30,000	-	0.0%	30,000
Assets < \$10,000	18,100	18,800	15,800	(3,000)	-16.0%	15,800	-	0.0%	15,800
Plans, Reports & Studies	90,604	-	-	-		-	-		-
Power, Heat & Water	57,670	48,000	52,686	4,686	9.8%	55,230	2,544	4.8%	56,855
	996,657	820,113	757,334	(62,779)	-7.7%	764,842	7,508	1.0%	770,288
Net	956,057	820,113	757,334	(62,779)	-7.7%	764,842	7,508	1.0%	770,288

SHOP - SMALL TOOLS	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Expenditures									
Salaries & Benefits	674	500	500	-	0.0%	500	-	0.0%	500
Materials & Supplies	44,198	25,587	26,000	413	1.6%	26,000	-	0.0%	26,000
	44,872	26,087	26,500	413	1.6%	26,500	-	0.0%	26,500

PUBLIC WORKS– SHOP AND OFFICE EXPANSION

\$11.25 MILLION



The capital plan had previously contemplated completing this project in two (2) distinct phases starting with the shop in 2021 to 2023 and office in 2025 to 2026.

The current capital is based upon a 1-phase approach, which will allow the City to realize substantial cost savings.

Public Works – Control Systems

OVERVIEW

Maintains, installs, troubleshoots, and programs all electrical and instrumentation devices and equipment for the Water Distribution, Wastewater Collection, Water Treatment and associated facilities within Utilities work unit. Assists in coordinating maintenance for traffic control devices and the traffic signal construction process. Assists in the tendering preparation and review process, providing technical advice and continuity.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 2 | 2021: 2 | 2022: 2

Staffing Notes: Only 0.3 FTE dedicated to Traffic, the rest to Utilities, locates, and other projects.

Major Opportunities and/or Challenges**Opportunities:**

- Coordination between projects can see efficiencies in resource allocation.
- In 2018 Stantec Engineering performed an evaluation of our signal timings and review the current condition of our Traffic Infrastructure, which identified some areas of concern and since have been working towards the replacement and upgrading of the infrastructure when required. We coordinate with other projects when possible to reduce costs.

Challenges:

- No major challenges.

SIGNIFICANT BUDGET IMPACTS

Addition of pedestrian crossings on 68st and upgrade of intersection at Marler and 68 St.

No material changes to maintenance costs

SERVICE AREA OPPORTUNITY DETAILS

48 Ave/Service Road projects are scheduled to continue in 2021 and 2022. Upgrades are required at the intersections at 66 St in 2021 and Mount Pleasant in 2022. It is recommended that these 2 projects occur in conjunction with each other since there are major excavations and remediation required.

46 St is scheduled to have paving and concrete work occurring in 2021. The SW pole and base needs to be replaced. To prevent extra costs, coordination of these projects could be utilized.

CONTROL SYSTEMS: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Control Systems Services	Maintains, installs, troubleshoots, and programs all electrical and instrumentation devices and equipment for the Water Distribution, Wastewater Collection, Water Treatment plant and associated facilities within the Utilities work unit.
Traffic Signals	Provides minor maintenance to traffic signals and lights. Assists in coordinating maintenance for traffic control devices and the traffic signal construction process.
Alberta One-Calls	Responsible for the Alberta One-Calls for all City owned fibre and electrical infrastructure.
Capital Projects	Provides general support for instrumentation and controls related aspects of various capital projects.
City Owned Fibre	Supports the installation of city owned fibre network.

CONTROL SYSTEMS: BUDGET

PUBLIC WORKS CONTROL SYSTEMS	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Expenditures									
Salaries & Benefits	3,688	4,000	4,000	-	0.0%	4,000	-	0.0%	4,000
Contracted Services	43,574	17,500	19,590	2,090	11.9%	17,000	(2,590)	-13.2%	17,500
Materials & Supplies	5,365	8,312	7,000	(1,312)	-15.8%	7,000	-	0.0%	7,000
Equipment Charges	2,059	800	800	-	0.0%	800	-	0.0%	800
	54,686	30,612	31,390	778	2.5%	28,800	(2,590)	-8.3%	29,300

CONTROL SYSTEMS: PROJECTS

2021 PROJECTS	INFORMATION
66 St Upgrade (\$130,000)	<ul style="list-style-type: none"> Project coordinated with 48 Ave upgrades to limit excavations, concrete and reclamation costs.
46 St Camera install and pole Replacement (\$47,000)	<ul style="list-style-type: none"> Loops in the road are no longer working and need to be replaced this is the last site without cameras. SW pole and base are failing and need to be replaced. Next year there is sidewalk work and paving occurring in this area.
68 St Pedestrian Crossing	<ul style="list-style-type: none"> Crossing signals on 68 St at Safeway
2022 PROJECTS	INFORMATION
Mount Pleasant Drive (\$150,000)	<ul style="list-style-type: none"> Project coordinated with 48 Ave upgrades to limit excavations, concrete and reclamation costs.
Main street Flasher replacement (\$50,000)	<ul style="list-style-type: none"> Flashers on Main Street are end of life and constantly flash new RRFB are to be installed. Cost dependent on what will be required for downtown.

Public Works – Fleet Management

OVERVIEW

This department oversees the maintenance of City-wide fleet including the capital equipment purchasing. This department also supplies mechanical services to Camrose Police Services.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 5 | 2021: 5 | 2022: 5

Major Opportunities and/or Challenges

Opportunities:

- Evaluate the usage of the current fleet. Investigate options to lease or rent low usage equipment. Optimize usage of equipment between departments.
- Evaluate new equipment technology for improved efficiency, lower life cycle cost and improved safety.

Challenges:

- COVID-19 has caused extended delivery times on new equipment and parts.
- New and changing technology requires training for Technicians to keep their skills up to date. Upgrading of tools and shop equipment is necessary to maintain technological changes in City vehicles and equipment
- New equipment is larger in size. Challenge to fit (length and height) into current shop to repair safely and efficiently.

SIGNIFICANT BUDGET IMPACTS

2021:

- \$13,500 budgeted for Commercial Vehicle Driver's training and evaluations for National Safety Code compliance.
- Steel prices and hydraulic parts costs are both increasing.
- Reduction in Revenue due to cancellation of Alberta Health Services vehicle maintenance contract.

SERVICE AREA OPPORTUNITY DETAILS

- Create and implement a new fleet evaluation procedure to better assess and monitor equipment within the fleet.
- Develop and implement fleet replacement policy in alignment with fleet evaluation procedure.
- We will be doing more maintenance internally due to reduction in workloads (500 hours) with cancellation of AHS contract.

FLEET MANAGEMENT: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Administration	Oversee Fleet and Shop work unit and conduct management duties including supervision of staff, budgeting, procedure development, work scheduling and reports. Identify improved equipment technology and evaluate. Evaluate and monitor fleet condition. Implement and monitor Preventative Maintenance Schedules for all city owned equipment including Transit Busses. Administer Commercial Vehicle Inspection Facility and ensure compliance to the Commercial Vehicle Inspection Program. Coordinate all vehicle registrations and applicable permits. Manage all equipment related expenditures.
Mechanics Shop	Operate mechanics shop to conduct maintenance and repairs on City equipment and fleet. Provide support for Parks and Public Works with required fleet safety inspections. Conduct police vehicle investigations. Research and purchase a wide range of parts and materials for required for fleet vehicles and equipment. Monitor GPS tracking system.
Fleet Management and Equipment Pool	<p>Research costs for vehicles and equipment repair and replacement and conduct cost analysis with Finance to plan for budget cycles. Request expenses for costs of maintenance and replacement of fleet be transferred to reserve. Equipment is charged out to the various departments based on usage to recover actuals costs for maintenance (materials and labour), plus contribution to the reserve for future replacement. The offsetting revenue is recorded in fleet management.</p> <p>Co-ordinate the recovery value from surplus vehicles and equipment.</p>
Safety Codes Officer	Manage City compliance with commercial vehicle regulations and legislation. Inspect and maintain vehicles, conduct trip inspections, maintain vehicle and driver files.

FLEET MANAGEMENT: BUDGET

EQUIPMENT POOL	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Internal Items	2,103,472	2,225,000	2,185,000	(40,000)	-1.8%	2,185,000	-	0.0%	2,185,000
	2,103,472	2,225,000	2,185,000	(40,000)	-1.8%	2,185,000	-	0.0%	2,185,000
Expenditures									
Salaries & Benefits	489,198	467,175	496,805	29,630	6.3%	496,983	178	0.0%	498,439
Contracted Services	600	3,500	17,000	13,500	385.7%	17,000	-	0.0%	17,000
Materials & Supplies	58,285	55,000	60,000	5,000	9.1%	60,000	-	0.0%	60,000
Equipment Charges	675,371	736,500	681,500	(55,000)	-7.5%	681,500	-	0.0%	681,500
Power, Heat & Water	2,325	2,200	1,854	(346)	-15.7%	1,907	53	2.9%	1,961
Transfer to Reserve	924,996	925,000	925,000	-	0.0%	925,000	-	0.0%	925,000
	2,150,775	2,189,375	2,182,159	(7,216)	-0.3%	2,182,390	231	0.0%	2,183,900
Net	47,303	(35,625)	(2,841)	32,784	92.0%	(2,610)	231	8.1%	(1,100)

FLEET MANAGEMENT: PROJECTS

2021 PROJECTS	INFORMATION
Fleet Replacements (\$757,000)	<ul style="list-style-type: none">Replace 13 units as outlined in 10-year Fleet Replacement Plan.
2022 PROJECTS	INFORMATION
Fleet Replacements (\$1,126,000)	<ul style="list-style-type: none">Replace 13 units as outlined in 10-year Fleet Replacement Plan.

Note: Fleet replacements average \$945,000/year. Funded from Equipment Reserves.

The Fleet Maintenance budget is \$1,200,000/year. There are 176 units in Reserve Fleet plus approximately 100 secondary units outside of reserve that are serviced by shop. The Equipment Replacement Reserve is forecasted to have a balance of \$2.2 million at the end of 2020 and is estimated to remain at \$2.2 million by the end of 2022. The reserve balance may be utilized in the future to fund increases to the fleet if deemed necessary.

Public Works – Roads

OVERVIEW

This department oversees the maintenance and safety of the roads system in the City. This includes street repair, grading, snow clearing, and sweeping. This department also looks after railway crossings and bridges and provides services to the Camrose Airport.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 13 | 2021: 12 | 2022: 12

Staffing Notes: additional 3.8 FTE/year casual staff.

0.3 FTE increase beginning in 2021 to maintain service levels in the fall.

Major Opportunities and/or Challenges**Opportunities:**

- Sourcing of a better quality of sand. The new product should be more effective as it has more grit and requires less salt. It is expected that the use of this material will reduce the amount of re-sanding. This will allow the provision of increased service level in other areas.
- Utilization of new equipment/technologies, such as the hotbox. Reviewing of processes to gain efficiencies.

Challenges:

- Frost boils are increasing. These are currently being inventoried and solutions are being explored.

SIGNIFICANT BUDGET IMPACTS

Seasonal weather often dictates the outcome of any material budget changes.

Expected 30% increase in "materials" budget reflects increased attention to frost boils.

SERVICE AREA DETAILS

- Due to COVID and potential of reduced staffing innovation/efficiencies are required to maintain service levels.
- Developing a treatment level plan as part of frost boil mitigation strategy.
- 2nd Hotbox will allow for increased road patchwork.

ROADS: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Administration	Oversee Roads work unit including supervision of staff, budgeting, procedure development, work scheduling, and reporting. Identify and implement improvements to the transportation system through long range planning, monitoring, improved operation, capital works, and technology so that the road system remains sustainable in the long term.
General Roads	Respond to emergency road issues, monitor road seasonal conditions, and assist with Police and Fire call outs as requested. Removal of debris and animals. Conduct construction work for capital projects when time and resources allow.
Snow Removal	Plough City streets and parking lots and haul away to snow dumps. Remove snow from islands and boulevards. Sand City streets. Plough, sweep, and de-ice City sidewalks and designated trails. Provide support for Parks and Utilities for snow removal.
Street Repair	Repair potholes with both cold mix and hot mix (depending on season). Seal road with asphalt sealant including on new seams, overlays, and service breaks. Maintain streets and level manholes. Provide support for Utilities and Parks with general street repair.
Roads Grading	Maintain gravel roads using grader to smooth lanes/grid roads and provide proper drainage. Spread/grade gravel in back alleys.
Street Cleaning	Sweep debris from streets and parking lots as well as winter sand off boulevards and medians. Sweep approaches to move gravel back onto gravel roadways from street pavement.
Railway Crossings	Restore and maintain road approaches at railway crossings.

ROADS: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Sidewalk Maintenance	Inspect sidewalk conditions to identify any issues. Maintain sidewalks by grinding uneven sidewalks to level them and sealing cracks with a rubberized compound. Conduct minor and major repairs with a cement compound or asphalt for severely damaged sidewalks. Oversee contracted sidewalk maintenance. Provide support from Parks for sidewalk maintenance.
Custom Work	Provide miscellaneous custom work for the community such as custom street sweeping, sanding, signage, traffic control/road closures, infrastructure repair, and support to BVJ and other City events as time and resources allow.
Gravel Pit Maintenance	Re-stock gravel stock pile and ensure pit area is secure and maintained according to regulations.
Bridge Maintenance	Maintain bridges throughout community by washing in the spring and cleaning expansion joints.
Airport Support	Provide snow removal, runway maintenance, inspections, as well as terminal building repairs and maintenance and grass cutting.
Traffic Controls	Create sign warrants as well as install, inspect, and maintain sign infrastructure. Paint roadway markings. Provide support for Utilities and Parks for traffic control.
Traffic Signals	Inspect all signals and flashers every two weeks. Any required maintenance support is provided by Control Systems.
Banners and Christmas Lights	Set-up and take-down banners and Christmas lights on City buildings and streets. Store materials.

ROADS: BUDGET

PUBLIC WORKS ROADS, STREETS WALKS & LIGHTING	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	50,932	22,140	20,000	(2,140)	-9.7%	20,000	-	0.0%	20,000
Transfer from Reserve	10,500	76,750	14,500	(62,250)	-81.1%	-	(14,500)	-100.0%	-
Grants	136,679	137,000	137,000	-	0.0%	137,000	-	0.0%	137,000
	198,111	235,890	171,500	(64,390)	-27.3%	157,000	(14,500)	-8.5%	157,000
Expenditures									
Salaries & Benefits	1,044,102	897,850	902,683	4,833	0.5%	902,683	-	0.0%	902,683
Contracted Services	216,503	207,748	173,090	(34,658)	-16.7%	170,500	(2,590)	-1.5%	171,000
Materials & Supplies	416,058	407,207	392,500	(14,707)	-3.6%	384,000	(8,500)	-2.2%	384,500
Equipment Charges	943,824	978,800	947,800	(31,000)	-3.2%	947,800	-	0.0%	947,800
Power, Heat & Water	899,247	934,000	925,302	(8,698)	-0.9%	960,542	35,240	3.8%	997,191
Transfer to	98,382	-	-	-		-	-		-
	3,618,116	3,425,605	3,341,375	(84,230)	-2.5%	3,365,525	24,150	0.7%	3,403,174
Net	3,420,005	3,189,715	3,169,875	(19,840)	-0.6%	3,208,525	38,650	1.2%	3,246,174

ROADS: BUDGET CONTINUED

PUBLIC WORKS ROADS, STREETS WALKS & LIGHTING	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Roads									
Road Maintenance Grant	(136,679)	(137,000)	(137,000)	-	0.0%	(137,000)	-	0.0%	(137,000)
On-call Standby Wages	31,087	35,000	34,500	(500)	-1.4%	34,500	-	0.0%	34,500
Street Repair	590,137	517,895	501,933	(15,962)	-3.1%	501,933	-	0.0%	501,933
Grading	318,281	342,006	352,500	10,494	3.1%	357,500	5,000	1.4%	357,500
Street & Sidewalk Contracts	36,760	45,447	30,500	(14,947)	-32.9%	45,000	14,500	47.5%	45,000
Sidewalks	59,978	49,128	48,250	(878)	-1.8%	48,250	-	0.0%	48,250
Street Cleaning	329,808	303,228	280,500	(22,728)	-7.5%	280,500	-	0.0%	280,500
Snow Removal	896,264	847,781	860,000	12,219	1.4%	860,000	-	0.0%	860,000
Gravel & Sand	0	(15,000)	(15,000)	-	0.0%	(15,000)	-	0.0%	(15,000)
Bridge Maintenance	84,871	11,500	41,000	29,500	256.5%	27,500	(13,500)	-32.9%	28,000
Railway Crossings	32,032	41,443	32,000	(9,443)	-22.8%	32,000	-	0.0%	32,000
	2,242,539	2,041,428	2,029,183	(12,245)	-0.6%	2,035,183	6,000	0.3%	2,035,683
Signals & Lights									
Traffic Control	209,062	168,975	169,500	525	0.3%	169,500	-	0.0%	169,500
Traffic Signal	54,686	30,612	31,390	778	2.5%	28,800	(2,590)	-8.3%	29,300
Street Lighting	899,247	934,200	925,302	(8,898)	-1.0%	960,542	35,240	3.8%	997,191
Decorative Lights & Banners	14,471	14,500	14,500	-	0.0%	14,500	-	0.0%	14,500
	1,177,466	1,148,287	1,140,692	(7,595)	-0.7%	1,173,342	32,650	2.9%	1,210,491
Total	3,420,005	3,189,715	3,169,875	(19,840)	-0.6%	3,208,525	38,650	1.2%	3,246,174

*Snow removal: This budget includes an estimated annual cost for snow removal based upon an average year snowfall. Any significant variance will be funded with the Stabilization and Contingency Reserve.

Public Works – Storm Water Systems

OVERVIEW

The storm sewer collection is a system of approximately 107 km of storm pipelines varying in size from 200mm (8") to 1,500mm (60"), as well as approximately 1400 catch basin connections. The storm sewer system is designed so that all of the storm water is collected from homes and businesses flows by gravity.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 0 | 2021: 0 | 2022: 0

Staff Notes: Budget shows 1.0 FTE however, multiple individuals charge portions of time to this cost centre

Major Opportunities and/or Challenges

Opportunities:

- Continued maintenance of the 107 km of existing storm sewer pipelines and 1400 catch-basin along with various storm structures. This will require on-going cleaning and repairs to promote proper storm run-off events with no negative impact to the water shed.

Challenges:

- Aging infrastructure will require increased maintenance going forward to help prevent flooding in low areas.
- Funding system required for replacements of aged infrastructure as it reaches end of life.

BUDGET AREA FOCUS

2021:

Planned maintenance focused on existing storm structures (outfalls, drainage ditches, etc.).

2022:

Continued maintenance focused on existing storm structures (outfalls, drainage ditches, etc. Completion of the design for upgrading of CN Pond Inlet Channel.

SERVICE LEVEL CHANGES

Contracted Services includes cleaning half the catch basins each year. Reduces silt moving through system to pipes and open ditch system.

STORM WATER SYSTEMS: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Storm Water Collection	Install, inspect, and maintain storm water infrastructure including catch basins, storm manholes, storm water mains, and outfalls. Conduct emergency excavation and repair of storm water components that fail. Manage problem areas with extra maintenance and cleaning. Inspect and maintain storm water surface collection controls. Clean and repair drainage ditches.
Storm Water Treatment	Inspect wet ponds. Separate gravel from storm water using separator device.

STORM WATER SYSTEMS: BUDGET

STORM SEWERS	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Transfer from Reserve	-	-	-	-		40,000	40,000		-
	-	-	-	-		40,000	40,000		
Expenditures									
Salaries & Benefits	75,113	67,000	67,000	-	0.0%	67,000	-	0.0%	67,000
Contracted Services	90,631	120,000	120,000	-	0.0%	122,000	2,000	1.7%	124,500
Materials & Supplies	17,287	20,000	22,500	2,500	12.5%	23,500	1,000	4.4%	24,500
Power, Heat & Water	-	-	1,000	1,000		1,000	-	0.0%	1,000
Equipment Charges	35,220	31,000	35,000	4,000	12.9%	35,000	-	0.0%	35,000
	218,251	238,000	245,500	7,500	3.2%	248,500	3,000	1.2%	252,000

STORM WATER SYSTEMS: PROJECTS

2021 PROJECTS	INFORMATION
Storm water structures (outfalls, drainage ditches) (\$75,000)	<ul style="list-style-type: none"> Improve armoring and increase capacity of storm channel to prevent ongoing erosion and protect storm sewer infrastructure.
2022 PROJECTS	INFORMATION
Storm water structures (outfalls, drainage ditches) (\$75,000)	<ul style="list-style-type: none"> Improve armoring and increase capacity of storm channel to prevent ongoing erosion and to protect storm sewer infrastructure.
CN Pond Inlet Drainage Channel Improvement Design (\$40,000)	<ul style="list-style-type: none"> To complete the design for this project and also complete the local improvement process to confirm funding support from benefitting property owners in this area.
Major Ditch Maintenance (\$47,500)	<ul style="list-style-type: none"> Ditch maintenance in the Industrial Park

Utilities – Water & Waste Water System

OVERVIEW OF THE CITY'S WATER SYSTEM

Driedmeat Lake and Battle River - Water is drawn from Driedmeat Lake, which is a part of the Battle River. A weir structure, installed in 1973, stabilizes the lake levels providing additional 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 water depth, thereby increasing available storage in the lake.

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

Withdrawal License – The City's existing license to withdraw water from Driedmeat Lake will serve the Camrose region for at least twenty five years or longer as the City residents reduce the average amount of water used per person. The City currently has four water licenses issued by the Province including the most recent license for 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.

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

Water Treatment Plant – The plant was commissioned in 1988 and is one of the most sophisticated in the Province for its size. An additional process, Granular Carbon Contactor (GAC), 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 and basketball courts. These courts are scheduled to be removed and relocated in 2021. Due to aging infrastructure, the reservoir at the Water Treatment Plant is scheduled to 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. This station will likely require upgrading in the future to increase capacity required for municipal residential growth in the west, northwest, and southwest areas of the City.

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

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

OVERVIEW OF THE CITY'S WASTEWATER SYSTEM

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

Wastewater Treatment Facility – Camrose uses an aeration (addition of air/oxygen) 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 wastewater has been completely treated, it is stored in a system of lagoons. The Province allows discharge of the treated wastewater to Camrose Creek twice per year, once in the spring and once in the fall.

The City's Wastewater Treatment Facility operates under an approval from Alberta Environment and Parks. This current approval will expire in August 1, 2022. Under the current approval, the City started preliminary design for major upgrades to its treatment facility. In May 2019, the Province gave its approval for the City to move into detailed engineering design. Detailed design for these upgrades is ongoing and should be complete by the end of 2020, at which time the City intends to proceed with tendering and construction. The City anticipates that the new facility will provide increase to treatment capacity for the future as well as nutrient removal for regulatory compliance. It is expected that upgraded facility will be commissioned in 2023 at a total projected cost of approximately \$42.2 million.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

2020: 19.0 | 2021: 18.0 | 2022: 18.0

Major Opportunities and/or Challenges

Opportunities:

- Utilities, along with Engineering, will be completing the design for the New Wastewater Treatment Plant. This project will be tendered out for bids in the 1st quarter of 2021 with construction estimated to commence in 2nd quarter of 2021. This project will provide the City with the ability to meet all applicable provincial and federal requirements and capacity for growth within the City.

Challenges:

- To meet provincial and federal requirements during construction of the new wastewater treatment plant with the existing lagoon wastewater system.

SIGNIFICANT SERVICE AREA IMPACT

COVID impacts could affect operations group for achieving their continuing education opportunities as required to help maintain certification levels needed for our approval to operate under Alberta Environment and possible impacts to providing normal level of service to our customers.

To collect water samples as required for our lead management plan and communicate with the residents from where the samples are gathered the test results and how it may impact them.

The current wastewater treatment plant (WWTP) for the City of Camrose was designed for a maximum population of approximately 20,000 people. As it has been approaching this design population, the City has been working on designs related to an upgrade of the WWTP. As part of that work, the City has been working with the provincial and federal governments to ensure that the WWTP upgrades will meet all current and upcoming treatment requirements.

The upgraded WWTP will be designed for a population of 30,000 people, in addition to providing ongoing treatment of the nearby Cargill canola crushing facility. The City is currently nearing the end of detailed engineering design for these upgrades, and is planning to tender this project in early 2021, with construction completion expected by late-2023.

The new facility will continue to provide treatment of municipal wastewater including the treatment of ammonia (which is toxic to fish and other aquatic life) and phosphorus (which can contribute toward algae growth and reduced oxygen levels in downstream waterbodies). The planned WWTP upgrade project is one of the many ways that the City is helping to protect our environment, in support of the approved Camrose Source Water Protection Plan that was adopted by the City and Camrose County in 2016.

WATER SYSTEM: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Administration	Oversee utility work unit and conduct management duties including supervision of staff, budgeting, procedure development, work scheduling, and reports. Identify and implement 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. Submit regular reports for regulatory compliance.
Water Treatment	Conduct water treatment operations at the Water Treatment Plant. Conduct maintenance work on water facilities and all components of their systems such as checking oil in equipment, calibrating pumps, major repairs of chemical feed pumps, etc. Operate the Water Treatment Lab and implement processes to meet water treatment regulations including daily sampling and testing of raw and treated water as well as documentation and implementation of operations, maintenance, schedules, procedures, and reporting. Provide landscaping support for Water Treatment facilities' grounds. Provide on-call services for operations and emergency response after-hours.
Water Distribution	Oversee, operate, and maintain water distribution system in accordance with regulatory requirements. Respond to water inquiries and concerns from citizens. Read and replace water meters. Repair water breaks. Complete water distribution service work orders. Maintain water distribution pump stations and install and repair water distribution service piping. Complete uni-directional flush of water distribution system to ensure system is clean and to test all components are working properly. Inspect, maintain, and repair valves throughout the system and inspect back flow devices within City facilities. Inspect new subdivision utilities and valves in new buildings for compliance to City development standards. Operate cc's for snowbirds, high consumption concerns, raise/lower cc's due to frost. Inspect and maintain hydrants throughout the City and inspect private hydrants at custom rates. Complete water distribution leak detection and drain valves to prevent freezing at problem areas. Provide seasonal water services for City Departments and businesses that only require water in the summer months. Disconnect/remove utility services prior to building demolitions. Maintain water bulk fill stations. Provide on-call services for operations emergency response after-hours. Maintain records of activities.

WATER SYSTEM: SERVICES INVENTORY

(continued)

PROGRAMS	LIST OF INCLUDED SERVICES
Custom Water Work	Install new or upgrade old water services from the City water distribution system to the private property line for new developments or redevelopments of older areas in the City. Billed at custom rates.
Regional Water Services	Provide water service to portions of Camrose County, including Braim and Ohaton, as well as the Village of Bittern Lake. Conduct daily operations, excavations, repairs, meter reading, stations operations, on-call duties, issue investigation, and managing customer inquiries and complaints.
Alberta First Call Program / Excavation Permits	Locate water and wastewater infrastructure for internal and external customers. Administer excavation permits and perform inspections.
Capital Projects	Provide Control Systems support to capital projects and administrative support to short-term and long-term capital planning.

WASTEWATER SYSTEM: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Wastewater Collection	Monitor and maintain wastewater collection lift stations to ensure proper operation. Check pumps, equipment, building, and observe control view computer. Complete collection system root control program to reduce sewer backups due to tree roots. Provide root control services on private property at custom rates when time and resources allow. Provide sewer video camera service to inspect public and private sewer lines to identify issues. Inspect sewers and manholes for problem areas that have a high risk of backup. Flush sewer mains to keep clear of blockages and conduct high pressure sewer cleaning to clear all dead ends. Install new or upgraded sanitary sewer piping and repair sewer lines as needed. Conduct custom sanitary sewer calls on private property when time and resources allow and bill at custom rates. Complete regular sewer checks on identified problem areas. Inspect new subdivision utility systems for compliance to City development standards. Disconnect/Remove utility services prior to building demolitions. Provide on-call services for wastewater operations and emergency response after-hours.
Custom Wastewater	Perform custom services for the City such as video inspections, root control, root cutting, and sewer blockage removal.
Wastewater Treatment	Sampling and testing of wastewater and groundwater at City operated lab and implement treatment and safety regulations. Operate and maintain blower station that supplies high volumes of air into wastewater to aid in treatment process. Collect landfill surface water and ground water samples and oversee contracted lab work. Maintain sanitary and non-sanitary dumping station at lagoon (user based rate system). Control trees and weeds at lagoon to minimize destructive roots for the lagoon liner. Mow grass as lagoon site and oversee contracted services to cut wild grass and control wildlife. Implement health and safety requirements. Provide on-call services for operations and emergency response after hours.

WATER SYSTEM: BUDGET

	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
TOTAL WATER									
Revenues									
Water General	7,054,844	6,883,900	6,913,524	29,624	0.4%	7,181,630	268,106	3.9%	7,374,665
Water Treatment Plant	-	-	-	-		-	-		-
Total	7,054,844	6,883,900	6,913,524	29,624	0.4%	7,181,630	268,106	3.9%	7,374,665
Expenditures									
Water General	5,564,433	5,306,524	5,302,639	(3,885)	-0.1%	5,570,846	268,207	5.1%	5,747,588
Water Treatment Plant	1,490,411	1,577,376	1,610,885	33,509	2.1%	1,610,784	(101)	0.0%	1,627,077
Total	7,054,844	6,883,900	6,913,524	29,624	0.4%	7,181,630	268,106	3.9%	7,374,665
Net	-	-	-	-		-	-		-

WATER GENERAL	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	5,918,385	6,004,000	6,113,950	109,950	1.8%	6,297,200	183,250	3.0%	6,486,000
Penalties	28,370	25,500	25,500	-	0.0%	25,500	-	0.0%	25,500
Hydrant Rentals	443,004	444,400	448,844	4,444	1.0%	453,330	4,486	1.0%	457,865
Sales to Other Governments	102,401	97,000	103,330	6,330	6.5%	106,400	3,070	3.0%	109,600
Custom & Project Work	215,362	63,000	63,000	-	0.0%	63,000	-	0.0%	63,000
Return on Investments	295,240	250,000	158,900	(91,100)	-36.4%	136,200	(22,700)	-14.3%	112,700
Transfer from Reserves	52,082	-	-	-		100,000	100,000		120,000
	7,054,844	6,883,900	6,913,524	29,624	0.4%	7,181,630	268,106	3.9%	7,374,665
Expenditures									
Salaries & Benefits	1,267,453	1,393,944	1,408,538	14,594	1.0%	1,413,222	4,684	0.3%	1,421,524
Contracted Services	301,042	322,364	342,150	19,786	6.1%	393,250	51,100	14.9%	398,350
Materials & Supplies	233,374	228,500	278,200	49,700	21.8%	283,300	5,100	1.8%	288,400
Equipment Charges	167,688	200,000	201,900	1,900	1.0%	201,900	-	0.0%	201,900
Heat, Light & Water	259,701	236,250	244,509	8,259	3.5%	250,813	6,304	2.6%	256,944
Assets < \$10,000	49,214	23,400	35,900	12,500	53.4%	23,550	(12,350)	-34.4%	23,700
Plans, Reports & Studies	52,082	-	-	-		100,000	100,000		120,000
Provision for Allowances	1,456	15,000	15,000	-	0.0%	15,000	-	0.0%	15,000
Debenture Principal	129,330	135,514	141,994	6,480	4.8%	148,784	6,790	4.8%	155,899
Debenture Interest	65,042	58,865	52,361	(6,504)	-11.0%	45,558	(6,803)	-13.0%	38,424
Custom & Project Work	139,982	87,000	53,000	(34,000)	-39.1%	53,000	-	0.0%	53,000
Conservation	24,449	22,000	20,000	(2,000)	-9.1%	21,000	1,000	5.0%	22,000
Franchise Fee	340,926	361,500	374,000	12,500	3.5%	374,000	-	0.0%	379,000
Transfer to Operating	30,000	30,000	30,000	-	0.0%	30,000	-	0.0%	30,000
Transfer to Reserves	2,502,694	2,192,187	2,105,087	(87,100)	-4.0%	2,217,469	112,382	5.3%	2,343,447
	5,564,433	5,306,524	5,302,639	(3,885)	-0.1%	5,570,846	268,207	5.1%	5,747,588
Net	(1,490,411)	(1,577,376)	(1,610,885)	(33,509)	-2.1%	(1,610,784)	101	0.0%	(1,627,077)

Staff Complement (Water & Sanitary Sewer)

Full time equivalents	2019	2020	2021	2022
Permanent	18.0	18.0	18.0	18.0
Casual	1.7	1.0	-	-
Total	19.7	19.0	18.0	18.0

WATER TREATMENT PLANT	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Expenditures									
Salaries & Benefits	384,161	346,000	336,000	(10,000)	-2.9%	336,350	350	0.1%	336,700
Contracted Services	5,914	11,800	11,650	(150)	-1.3%	11,900	250	2.1%	12,125
Assets < \$10,000	17,090	15,000	35,200	20,200	134.7%	15,400	(19,800)	-56.3%	15,550
Materials & Supplies	797,539	951,876	956,767	4,891	0.5%	969,367	12,600	1.3%	980,067
Equipment Charges	24,362	35,500	35,000	(500)	-1.4%	35,000	-	0.0%	35,000
Heat, Light & Water	261,345	217,200	236,268	19,068	8.8%	242,767	6,499	2.8%	247,635
Net	1,490,411	1,577,376	1,610,885	33,509	2.1%	1,610,784	(101)	0.0%	1,627,077

WASTEWATER SYSTEM: BUDGET

SANITARY SEWER	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	3,659,236	3,666,166	3,715,755	49,589	1.4%	3,900,040	184,285	5.0%	4,093,555
Return on Investments	425,886	250,000	183,500	(66,500)	-26.6%	164,900	(18,600)	-10.1%	87,600
Transfer from Reserves	-	-	-	-		-	-		120,000
	4,085,122	3,916,166	3,899,255	(16,911)	-0.4%	4,064,940	165,685	4.2%	4,301,155
Expenditures									
Salaries & Benefits	773,506	707,100	727,179	20,079	2.8%	731,844	4,665	0.6%	737,170
Contracted Services	148,670	149,585	155,200	5,615	3.8%	182,900	27,700	17.8%	388,950
Materials & Supplies	116,639	120,000	120,000	-	0.0%	125,000	5,000	4.2%	130,000
Equipment Charges	144,290	130,000	130,000	-	0.0%	130,000	-	0.0%	130,000
Assets < \$10,000	9,603	20,000	20,000	-	0.0%	20,000	-	0.0%	120,000
Heat, Light & Water	278,536	230,700	274,002	43,302	18.8%	279,465	5,463	2.0%	285,052
Debenture Principal	-	-	-	-		-	-		579,312
Debenture Interest	-	-	-	-		200,000	200,000		595,688
Franchise Fee	131,506	120,000	128,000	8,000	6.7%	130,000	2,000	1.6%	159,000
Transfer to Operating	20,004	20,000	20,000	-	0.0%	20,000	-	0.0%	20,000
Transfer to Reserves	2,462,368	2,418,781	2,324,874	(93,907)	-3.9%	2,245,731	(79,143)	-3.4%	1,155,983
	4,085,122	3,916,166	3,899,255	(16,911)	-0.4%	4,064,940	165,685	4.2%	4,301,155
Net	-	-	-	-		-	-		-

WATER SYSTEM: PROJECTS

2021 PROJECTS	INFORMATION
HLPS #3 Pump Replacement (\$105,000)	<ul style="list-style-type: none"> To provide reliability of our pump system from our main pump station reservoirs (2 pumps of a 4 pump operating system).
51 Avenue Water Main Project (\$848,000)	<ul style="list-style-type: none"> This project will improve fire flows in this area and looping of the water system.
HLPS #3 Roof Repair/Sealing (\$746,000)	<ul style="list-style-type: none"> Extend life expectancy of drinking water reservoir and enhanced protection for the drinking water.
WTP Roof Repairs (\$40,000)	<ul style="list-style-type: none"> Some areas on the existing main WTP building were identified during an assessment that require attention to prevent leakage inside of the WTP.
WTP Lime Silo (\$75,000)	<ul style="list-style-type: none"> The replacement of some corroded steel panels on the bottom of the lime silo storage vessel to help extend its life cycle.
Bulk Water Station Relocation (\$200,000)	<ul style="list-style-type: none"> Improve service to bulk water customers. This is part of the Public Works Office and Shop project.
2022 PROJECTS	INFORMATION
HLPS #3 Pump Replacement (\$105,000)	<ul style="list-style-type: none"> To provide reliability of our existing pump system.
Feasibility Study/Conceptual Design Camrose Creek (\$100,000)	<ul style="list-style-type: none"> To investigate the feasibility of extending the water transmission line on Camrose Creek to the East to service new development.

WASTEWATER SYSTEM: PROJECTS

2021 PROJECTS	INFORMATION
Waste Water Treatment Plant (\$4,335,946)	<ul style="list-style-type: none"> Start of construction for the new wastewater treatment plant, to provide reliable service to our customers and meet growth.
Sanitary Main Repairs (\$175,000)	<ul style="list-style-type: none"> Improvements to existing infrastructure for reliable service.
2022 PROJECTS	INFORMATION
Waste Water Treatment Plant (\$26,464,087)	<ul style="list-style-type: none"> Continue construction of new wastewater treatment plant to meet regulations and growth.
Sanitary Main Repairs (\$100,000)	<ul style="list-style-type: none"> Improvements to existing infrastructure for reliable service.

Utilities – Waste Management

OVERVIEW

Waste Management overall refers to the regulation, public education, collection, processing, composting, recycling, and disposal of all post-consumer solid wastes. These services are managed by Engineering Services. For residential waste and organics collection and disposal, the City of Camrose contracts this service to an independent contractor. Commercial, institutional, industrial, and high density residential (greater than a fourplex) properties do not receive this service. 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. This contract also includes the three times per week collection of 28 waste containers in the downtown area.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

Waste collection activities coordinated through existing Engineering Services staff.

Major Opportunities and/or Challenges

Opportunities:

- In 2021, the City will complete repayment of a \$1M debenture for the purchase of the automated waste and compost collection carts.
- The City maintains a supply of approximately 3 years of garbage collection carts and 6 years of compost collection carts.

Challenges:

- Existing garbage / compost collection contract for residential properties (up to and including 4-plex) to expire in April 2022.

SIGNIFICANT BUDGET IMPACTS

2021:

Increase of \$20 / tonne for garbage disposal charges (from landfill), which represents a 50% increase. However, this cost increase is offset by the fact that the City will have paid off the \$1M debenture for cart purchase, meaning that the net garbage collection / disposal charge to the resident will be unchanged. Minor use of accumulated reserves to balance utility budget.

2022:

Allowance for new garbage / compost collections contract. No further debenture payments for original cart purchase, resulting in ability to replenish reserves to balance budget.

WASTE MANAGEMENT: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Solid Waste Collection and Disposal (contracted)	Contracted service for solid waste and organics collection and disposal for residential properties (up to 4-plex). Collection of waste containers in the downtown area.
Administration and Operational Support	Oversee contract for solid waste services and provide technical, management, and administrative support. Conduct management duties such as budgeting and advertising. Provide customer service for individuals with inquiries or concerns.

WASTE MANAGEMENT: BUDGET

WASTE COLLECTION	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	1,134,594	1,150,326	1,156,015	5,689	0.5%	1,336,795	180,780	15.6%	1,342,604
Return on Investments	12,933	9,000	6,000	(3,000)	-33.3%	5,600	(400)	-6.7%	6,600
Tote Rental fee	200,780	210,840	208,000	(2,840)	-1.3%	25,000	(183,000)	-88.0%	25,000
Transfer from Reserve	-	-	38,270	38,270		-	(38,270)	-100.0%	-
	1,348,307	1,370,166	1,408,285	38,119	2.8%	1,367,395	(40,890)	-2.9%	1,374,204
Expenditures									
Salaries & Benefits	23,340	46,781	59,372	12,591	26.9%	59,348	(24)	0.0%	59,546
Contracted Services	1,003,613	967,466	1,030,668	63,202	6.5%	1,110,215	79,547	7.7%	1,162,224
Materials & Supplies	-	1,550	1,000	(550)	-35.5%	1,000	-	0.0%	1,000
Assets < \$10,000	-	7,500	7,500	-	0.0%	7,500	-	0.0%	7,500
Equipment Charges	393	2,500	2,500	-	0.0%	2,500	-	0.0%	2,500
Franchise Fee	92,684	91,500	99,000	7,500	8.2%	106,000	7,000	7.1%	111,000
Debenture Principal	199,472	202,670	205,920	3,250	1.6%	-	(205,920)	-100.0%	-
Debenture Interest	8,777	5,579	2,325	(3,254)	-58.3%	-	(2,325)	-100.0%	-
Transfer to Reserves	20,028	44,620	-	(44,620)	0.0%	80,832	80,832		30,434
	1,348,307	1,370,166	1,408,285	38,119	2.8%	1,367,395	(40,890)	-2.9%	1,374,204
Net	-	-	-	-		-	-		-

Utilities – Landfill

OVERVIEW

The Landfill budget is approved by the Camrose Regional Solid Waste Authority, not the City of Camrose. The City of Camrose manages the landfill on behalf of the Camrose Regional Solid Waste Authority. The Authority is responsible for developing and approving the budget and is comprised of Council representation from the City (3 members), Camrose County (1 member), and the Village of Bittern Lake (1 member).

The Authority is charged with providing an economical and environmentally safe manner to dispose of waste generated within the Authority boundaries. The landfill and compost area operates under Regulations, Codes of Practice, Notification and Approval to Operate set by Alberta Environment and Parks (AEP) and is also guided by the recommendations outlined in the City's Solid Waste Master Plan.

Components of the Regional Landfill include:

- **Ownership** – The land on which the Landfill is located is owned by the Province of Alberta and is leased to the Camrose Regional Solid Waste Authority.
- **Approvals** –
 - The landfill operates under a provincial approval (#47636-02-00) as issued under the authority of *Environmental Protection and Enhancement Act*. This Approval expires June 30, 2030.
 - The composting area operates under AEP notification 75494-00-01
 - The Concrete & Asphalt Recycling Area is operated by the City of Camrose under AEP Notification 466004-00-00.
- **Operations** – Through a public tender process, the operations of the landfill and compost area is contracted to a waste management company. In 2019, the City retendered the landfill operations contract. The new contract will expire May 31, 2022.
- **Life Expectancy** – Based on the waste received each year and the expected site volume, it is estimated that the life span of the landfill will exceed 20 years. Through successful educational programs on waste reduction, recycling, composting, and, it may be possible to extend the life span to 25 years or more.
- **Funding** – All operating and capital costs are recovered through tipping fees. Each year, funds are reserved for future costs associated with the closure of the current landfill site, development of new landfill cells, as well as for the siting of a new landfill. These costs are reviewed on a regular basis to ensure reserves are adequately funded.

BASE BUDGET HIGHLIGHTS

SIGNIFICANT BUDGET IMPACTS

Full-Time Equivalents:

Landfill activities are coordinated through existing Engineering Services Staff

Major Opportunities and/or Challenges

Opportunities:

- Planning for final closure of older landfill cells.
- Additional clay will be stockpiled in conjunction with the WWTP project in order to provide low cost material for necessary cell remediation and construction.

Challenges:

- Various changes to landfill operations to comply with new Provincial approval, which came into effect in July 2020.
- Existing landfill operations contract to expire in May 2022.
- Ongoing waste diversion activities to extend the landfill beyond its current life expectancy of 25+ years.
- Ongoing review of options related to treatment / disposal of landfill leachate.
- Ongoing review of long-term landfill replacement options following the closure of the existing landfill.

2021:

Significant increase to Household Hazardous Waste roundup budget to reflect recent actuals. \$20 per tonne increase in landfill tipping fees for most waste streams to maintain landfill capital reserve balances in 10 year timeframe (assumes 5% reduction in waste received at landfill due to this tipping fee increase, as some waste haulers may choose to send waste to other landfills).

2022:

Further \$10 per tonne increase in landfill tipping fees for most waste streams. Assumes increase in landfill operating costs under future operational contract.

SERVICE AREA OPPORTUNITY DETAILS

No significant service level changes expected.

LANDFILL: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Landfill Operation Services (Contracted)	Contracted service to operationally provide a safe manner for disposing of solid waste.
Household Hazardous Waste Roundup	Twice per year the Solid Waste Authority sponsors a two-day event to collect household hazardous waste including chemicals and other toxic products to ensure proper disposal. Once the roundup is complete, the material is managed by the Hazardous Waste Contractor. These hazardous materials do not enter the landfill. This service is available to all residents of the three contributing municipalities of the Authority.
Administration and Operational Support	Oversee contract and provide oversight for operating landfill. Ensure the solid waste from the Camrose region is disposed in a fiscally responsible, sustainable, and environmentally safe manner. Ensure that all landfill operations are in accordance with the Approval to Operate issued by Alberta Environment and Parks. Continue to look for sustainable ways to divert materials away from the permanent disposal area of the landfill.

LANDFILL: BUDGET

REGIONAL LANDFILL	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	972,625	1,072,250	1,373,513	301,263	28.1%	1,575,963	202,450	14.7%	1,772,263
Return on Investments	90,683	80,000	18,500	(61,500)	-76.9%	15,100	(3,400)	-18.4%	16,000
Rentals	3,682	3,500	3,000	(500)	-14.3%	2,500	(500)	-16.7%	2,500
Transfer from Reserves	102,943	-	-	-		-	-		-
	1,169,933	1,155,750	1,395,013	239,263	20.7%	1,593,563	198,550	14.2%	1,790,763
Expenditures									
Salaries & Benefits	43,108	57,841	103,255	45,414	78.5%	103,183	(72)	-0.1%	103,296
Contracted Services	751,658	749,515	779,560	30,045	4.0%	783,390	3,830	0.5%	794,100
Materials & Supplies	53,910	91,142	42,494	(48,648)	-53.4%	40,694	(1,800)	-4.2%	40,894
Equipment Charges	9,562	4,000	9,000	5,000	125.0%	9,000	-	0.0%	9,000
Heat, Light & Water	6,215	5,400	5,620	220	4.1%	5,847	227	4.0%	6,010
Assets < \$10,000	5,342	6,800	6,700	(100)	-1.5%	6,700	-	0.0%	6,700
Hazardous Materials	18,866	15,000	38,000	23,000	153.3%	39,000	1,000	2.6%	40,000
Projects	6,504	125,000	125,000	-	0.0%	-	(125,000)	-100.0%	-
Transfer to Reserves	274,768	101,052	285,384	184,332	182.4%	605,749	320,365	112.3%	790,763
	1,169,933	1,155,750	1,395,013	239,263	20.7%	1,593,563	198,550	14.2%	1,790,763
Net	-	-	-	-		-	-		-

LANDFILL: PROJECTS

2021 PROJECTS	INFORMATION
Landfill access / drainage improvements (\$50,000)	<ul style="list-style-type: none"> Construction of improved access road around perimeter of existing cells to assist with monitoring activities.
Landfill litter fencing (\$20,000)	<ul style="list-style-type: none"> Purchase / fabrication / installation of portable and fixed fencing to reduce spread of garbage within and leaving landfill property.
Landfill Cell 23 design (\$50,000)	<ul style="list-style-type: none"> Design for the new permanent disposal cell.
2022 PROJECTS	INFORMATION
Landfill Cell 23 construction (\$839,000)	<ul style="list-style-type: none"> Construct new permanent disposal cell.
Landfill Closure design (\$20,000)	<ul style="list-style-type: none"> Design activities for final capping and closure of older landfill cells.
Landfill drainage improvements (\$150,000)	<ul style="list-style-type: none"> Construct new storm water management facility to ensure compliance with Provincial approval.

Utilities – Recycling

OVERVIEW

The City of Camrose recycling program includes several educational initiatives, a concrete recycling program, and oversight of the Recycling Depot (which is operated by Centra Cam Vocational Training Association). This contract expires on June 30, 2021. Operating funds for the Recycling Depot 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.

BASE BUDGET HIGHLIGHTS

Full-Time Equivalents:

Recycling and concrete recycling activities for the City coordinated through existing Engineering Services and Public Works staff.

Major Opportunities and/or Challenges

Opportunities:

- Full year of operations for expanded electronic waste recycling program (collected at Recycle Depot, as well as at landfill).
- Financial reserves are available for projects.
- Review of options related to possible sale of excess concrete crush material and/or use of material for upcoming road construction projects.
- City to issue Request for Expressions of Interest to investigate new service options for recycling

Challenges:

- Existing recycling operations contract to expire in June 2021.
- Global markets for recycling are unpredictable.
- County residents no longer using facility equates to a loss in volumes for sales.

SIGNIFICANT BUDGET IMPACTS

2021:

- Reduced revenue from recycled material sales to reflect current drop in commodity prices.
- Assumes no revenue from Camrose County.
- Use of accumulated recycling reserves to offset operational deficit (no increase in recycling fees proposed).
- Reduced City labour and equipment charges due to shutdown of compost bunker at recycle depot.

SERVICE LEVEL CHANGES

2021:

- First full year of expanded electronics recycling.
- First full year of not having a compost bunker at recycle depot.

RECYCLING: SERVICES INVENTORY

PROGRAMS	LIST OF INCLUDED SERVICES
Recycling Depot (Contracted)	Recycling depot collects a large variety of products such as paper, cardboard, tin, glass, and electronic waste.
Concrete Recycling	Provide a fee-based disposal area for non-contaminated waste concrete and asphalt that is crushed into 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. Provide Public Works labour support as needed.
Administration and Operational Support	Oversee contract and provide oversight for operating the Recycling Depot. Provide technical, management, and administrative support. Conduct management duties such as budgeting and advertising. Provide customer service for individuals with inquiries or concerns. Educate the public and promote the benefits of the recycling program in order to reduce and divert waste from disposal at the Camrose Regional Landfill. Provide Public Works support (grass cutting, and sweeping parking lot).

RECYCLING: BUDGET

RECYCLING	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	724,514	728,016	700,320	(27,696)	-3.8%	708,672	8,352	1.2%	717,040
Return on Investments	30,172	15,000	12,100	(2,900)	-19.3%	11,900	(200)	-1.7%	11,400
Government Transfers	55,000	55,000	-	(55,000)	-100.0%	-	-		-
Transfer from Reserves	-	-	12,752	12,752		32,741	19,989	156.8%	53,292
	809,686	798,016	725,172	(72,844)	-9.1%	753,313	28,141	3.9%	781,732
Expenditures									
Salaries & Benefits	26,503	56,859	52,405	(4,454)	-7.8%	52,379	(26)	0.0%	52,419
Contracted Services	375,675	453,459	444,204	(9,255)	-2.0%	465,850	21,646	4.9%	487,513
Materials & Supplies	2,467	1,560	1,200	(360)	-23.1%	1,200	-	0.0%	1,200
Equipment Charges	17,557	18,000	5,000	(13,000)	-72.2%	5,000	-	0.0%	5,000
Assets < \$10,000	-	5,000	5,000	-	0.0%	5,000	-	0.0%	5,000
Transfer to Centracam	183,588	211,032	217,363	6,331	3.0%	223,884	6,521	3.0%	230,600
Transfer to Reserves	203,896	52,106	-	(52,106)	-100.0%	-	-		-
	809,686	798,016	725,172	(72,844)	-9.1%	753,313	28,141	3.9%	781,732
Net	-	-	-	-		-	-		-

RECYCLING: BUDGET CONTINUED

RECYCLING-CONCRETE	2019 Actual	2020 Budget	2021 Budget	Change 2020 to 2021		2022 Budget	Change 2021 to 2022		2023 Forecast
				Dollar Change	Per Cent Change		Dollar Change	Per Cent Change	
Financing									
Sales & User Charges	58,360	50,000	60,000	10,000	20.0%	60,000	-	0.0%	60,000
Return on Investments	-	-	3,500	3,500		4,200	700	20.0%	4,900
	58,360	50,000	63,500	13,500	27.0%	64,200	700	1.1%	64,900
Expenditures									
Salaries & Benefits	7,747	10,000	10,000	-	0.0%	10,000	-	0.0%	10,000
Contracted Services	-	-	456,000	456,000		-	(456,000)	-100.0%	-
Materials & Supplies	56,349	4,300	10,000	5,700	132.6%	10,000	-	0.0%	10,000
Equipment Charges	8,089	5,000	5,000	-	0.0%	5,000	-	0.0%	5,000
Transfer to Inventory	(20,076)	-	(471,000)	(471,000)		(15,000)	456,000	96.8%	(15,000)
Transfer to Reserves	6,251	30,700	53,500	22,800	74.3%	54,200	700	1.3%	54,900
	58,360	50,000	63,500	13,500	27.0%	64,200	700	1.1%	64,900
Net	-	-	-	-		-	-		-

RECYCLING: PROJECTS

2021 PROJECTS

INFORMATION

Crushing of bulk concrete and asphalt (\$456,000)

- Recycled material added to inventory.

2022 PROJECTS

INFORMATION

Construction of new storage shed for processed paper / cardboard (\$35,000)

- Maintain higher commodity resale value by keeping processed material out of the rain / snow.